



# The National Unity Government Three Years Achievements at a Glance

## SUMMARY



February 2018





Chief of Staff's Office of the President  
Office of Deputy Chief of Staff for Strategic Communication and Media  
Media Directorate

# **The National Unity Government Three Years Achievements at a Glance**

## **Summary**

February 2018



# Contents

SYNOPSIS .....	7
<b>TRANSFORMATION OF GOVERNANCE CULTURE .....</b>	<b>7</b>
A- VALUES IN NATIONAL UNITY GOVERNMENT .....	9
B- NEW MANAGEMENT APPROACHES .....	11
<b>ACTIONS AND ACHIEVEMENTS.....</b>	<b>11</b>
PART 1: FOREIGN POLICY.....	13
PART 2: ECONOMIC DEVELOPMENT .....	23
PART 3: SECURITY AND PEACE .....	33
PART 4: GOOD GOVERNANCE.....	37
PART 5: SOCIAL DEVELOPMENT .....	46
<b>HIGH COUNCILS .....</b>	<b>61</b>
HIGH COUNCIL FOR URBAN DEVELOPMENT .....	63
HIGH ECONOMIC COUNCIL .....	63
HIGH COUNCIL FOR ADMINISTRATIVE REFORMS .....	63
HIGH COUNCCI FOR HUMAN CAPITAL.....	64
HIGH COUNCIL FOR LAND AND WATER.....	64
HIGH COUNCIL FOR THE RULE OF LAW AND ANTI- CORRUPTION .....	64
HIGH COUNCIL FOR REDUCTION OF POVERTY, SERVICE DELIVERY, AND CITIZEN PARTNERSHIP .....	65
HIGH COUNCIL FOR MIGRATION.....	65
<b>AFGHANISTAN’S MEMBERSHIP IN INTERNATIONAL ORGANIZATIONS.....</b>	<b>65</b>





## Synopsis

The growing economy; the developing and expanding security and stability, coupled with increased focus of the government on youth, women, and poor strata of the society, present a brief overview of the near future Afghanistan. All the achievements, presented in this summary report is the result of the patience and struggle of our noble people, their diviance to terrorism, and the imposed war, and the extention of their support for their government, which undoubtedly would not have been achieved without their trust in the government.





# 1 Transformation of Governance Culture

Subsequent to the world's focus on the fight against terrorism and stabilizing Afghanistan, the new system of statehood was formed on the basis of the new constitution, reflecting the will of Afghan people. In the period of 2001 and 2013, formation of Afghanistan's new system of governance has gone through many ups and downs, whereas the establishment of the National Unity Government (NUG) coincided with the beginning of "Transformation Decade." During these years, Afghanistan needed a system transformation; but instead backwardness, corruption, fragmentation, parallel institutions, and judicial vacuums were images engraved on the minds of locals and foreigners about the Afghan way of governance. In such circumstances, a cultural change was required to create hope, build trust, firm determination, and strengthen unity and solidarity. The need for such change with regards to the governance, was well conceived as a national duty and obligation and thus was placed at the top of the development agenda of the President Mohammad Ashraf Ghani's administration.

It is clear that the "values" deemed important by the government and used as a base for managing its human and non-human resources; as well as the "approaches" adopted by the government for the design and implementation of its program of national interest, are significant for reviving the system, realizing a transformation, and efficient use of intellectual and material resources.

According to NUG, "Political Authority" is considered a tool for public service delivery mainly to the three classes; women, youth and the poor, as the President, while calling himself a 'public servant,' emphasizes that 'the culture of governance should be changed to a Culture of Serving.'

## A- Values in National Unity Government

**Appreciation of the Sacrifiers:** At the President's initiative and the Cabinet's approval, 28th of February is declared as a national day for security forces, a day which the sacrifices, loyalty, and braveness of

Afghan security forces is remembered. . Leaders and senior officials from the government, including the President, usually pay visits to wounded security personnel, and the President gives instruction and directly supervises the process to provide better treatment for them. At times the President carries the martyrs' casket of the security forces on his shoulders. Different clases of society, particularly the religious scholars, have increasingly displayed their support for defense and security forces and have praisedtheir sacrifices, resulting in to boosting morale of the Afghan troops.

**Consultation and Achieving Consensus:** In the last three years, the leadership of the government has convened more than fifty consultative meetings with different segments of the society inside and outside the country, aimed at reaching national consensus for addressing domestic issues.

From the President's perspective, "Afghanistan's stability is linked to the solidarity and unity among political, religious and social classes, national figures of the country." During his consultative meetings, the President has continuously appreciated national and political figures for having unified perspective on domestic issues, and considers such convergence important for seeking a solution for national problems.

**Adherence to Islamic Values:** At the NUG, an emphasis is made on eliminating the distance between mosque and the Presidential Palace (Arg). In this regard, the President has held several meetings with religious scholars and considered them an essential part of the civil society of Afghanistan. The President tries to eliminate the distance between mosque and Arg through building trust on Arg as place where decisions are made based on principles of Islam and the Consitution of Islamic Republic of Afghanistan.

The government focused on the reconstruction of mosques and the mausoleums of reglisious figures, the better implementation of Hajj process, and the revival of Islamic civilization's spirit in the cities. At the same time, the Ulema were asked to cooperate closely with the government in ensuring security, fighting narcotics and corruption.

**Public Participation in the Government:** Over the past three years, the gates of Arg as "the home of nation" are open to various people, women, youth, children, students, entrepreneurs, tradesmen, members of civil society, athletes, artists, workers. Durring this period the President has met with tens of thousands of citizens of the country during various occasions. On the other hand, this procedure followed by other government agencies, and the public's access to high ranking officials was made possible.

**Freedom of Expression:** From the perspective of the NUG, freedom of expression is one of the most fundamental values of democracy,

human rights, and the constitution, and therefore, the government considers itself obligated to protect and further strengthen the freedom of expression. So far, the senior media authorities of the country have held several meetings with the President and other government officials to exchange ideas, explain challenges and problems, and develop joint work plans to tackle obstacles faced by media sector.

**Accountability:** The state's leadership pays particular attention to improve environment where the public can hold government authorities accountable. The issuance of a decree by the President in relation to access to information is an example of the importance the government places on accountability to the nation. At present, more than 98 percent of high rank government officials have registered their assets, including the President and Chief Executive of the government. Moreover, the assets of the majority of judges, including first and appellate court chiefs in the capital and provinces, officials from General Attorney's Office, Ministry of Interior, and Ministry of Defense are registered.

## B- New Management Approaches

**High Councils, Authorities to Take Collective Decisions:** The main management and leadership approach at the government is to make decision-making a more collective process on national issues, encompassing various dimensions in relation to politics, culture, economics, and anti-corruptions, etc. Therefore, the government has initiated transferring authority from person to "institution" so that more accurate decision making is possible. The High Councils, where government officials, and representative from CSOs and private sector freely express their views and make collective decisions, are result of institution building policy.

**Balanced Development:** The NUG emphasizes on balanced development in all areas; over the past three years, the budget is developed considering balanced development, and projects are designed and implemented in a fair manner, tailored towards the needs and capacities of various regions in the country.

Launching "Citizen Charter", a national priority program worth over \$1 billion, aimed at reducing the gap between quality of life in the rural and urban center, is a testimony of government quest to ensure equality in service delivery to all segments of the society.

**Youth Empowerment and Participation:** The NUG pays particular attention to the youths and always emphasizes on the pivotal role of youths in government programs. To highlight the role of youth in government programs and society, the President proclaimed 2017 as

the "Youth" year, and it was also approved by the Cabinet. In his speech to the United Nations, President Ghani announced to the whole world that he would transfer power to the youth of the country, and stated: "The country's leadership belongs to the generation that grew up in the 1990s and forms the majority of my country's population". A generation change is taking place because youths are empowered at all levels. A generational transformation is underway because youth are empowered in all areas. This generation will be the one which will reform the current government in the direction of service-oriented and citizen-centered."

**Strengthening Relations with Provinces:** In the past three years, the relationship between capital and provinces increased throughout the country; video conference meetings with local government officials, the participation of governors and local authorities in the Cabinet and High Councils meetings and officials' visiting from provinces were significantly effective. The government now has more a clear picture of the remote area of the country, and the bilateral access is better established.

**Women's Participation:** Government stresses on bringing the three classes- women, youth and the poor- from margin to center. The action plan for United Nations Security Council Resolution 1325- on enhancing the role of women in promoting peace and eliminating war and violence is developed. Incentives and platforms for the significant participation of women in political and economic process through symposiums, appointments in different levels of government, capacity building, and economic support are provided.

**Accelerating and facilitating Citizen's Access to Information:** National Unity Government sternly strives to provide precise, complete and timely information to people and media, to preserve, fortify and consolidate freedom of expression, and to institutionalize this culture which aims to realize accountability principle, transparency, and supervision in the country. As such, NUG has recently issued a decree according to which public institutions and government officials are responsible to provide information to public on "appropriate" and "timely" manner.

## 2 Actions and Achievements

### Part 1: Foreign Policy

Based on the understanding of the existing situation and that Afghanistan's Foreign Policy and to ensure it is in line with principles of international diplomacy, President Mohammad Ashraf Ghani has categorized countries and international organizations into five circles:

- First: Afghanistan's six neighboring countries;
- Second: The Islamic World;
- Third: North America, Europe, Japan, Australia, NATO and ISAF members;
- Fourth: The Asian countries; and
- Fifth: International development organizations, the United Nations, multinational firms, international civil society, and other non-governmental organizations.

"Afghanistan's foreign policy aims to create a proper platform for cooperation between these states, organizations, powers, and networks." The range of issues incorporated in Afghanistan's foreign policy is as below:

- **National security reinforcement** as an effort to prevent viewing Afghanistan as a strategic depth;
- Ensure **self-reliance and economic welfare** where Afghanistan can benefit from its geo-economic location through constructive interaction and cooperation;
- **Build trust for Afghanistan in the international arena** to enable the government to work with the international community and its partners with a shared vision;
- **Preserve national unity and safeguarding territorial integrity** by preventing foreign invasions through boosting international interaction;
- **Protecting national interest** without which stability and welfare will not be established in the region; and
- **Transform Afghanistan from the point of confrontation into a platform for cooperation** and interaction to ensure prosperity in the country and enable it to become the Asian crossover.

## A – Regional Relations

Regional organizations and the “Kabul Process” are the existing frameworks for strengthening relations based on mutual respect.

### 1. RECCA

The perspective that Regional Economic Cooperation Conference on Afghanistan (RECCA) provides for Afghanistan is the establishment of the country's status as a secure passage for goods and energy transportation. Whereas, the disruption of economic stability of the member countries is one of the most significant drivers of insecurity in the region.

**Kabul hosted RECCA (VI)** in September 2015 in which representatives from 70 countries and international organization were involved in discussions over a range of issues pertaining to improvement of ports and transit facilities, five nations railway (China, Kyrgyzstan, Tajikistan, Afghanistan and Iran), trilateral railway (Tajikistan, Afghanistan and Turkmenistan) and Lapis Lazuli Corridor. The participants reaffirmed extending cooperation with Afghanistan in economic areas that provided the grounds for launching the operational work of two large projects namely CASA-1000 and TAPI Gas Pipeline in 2016 as well as taking measures for development of Chabahar Port.

Besides, **Seventh Regional Economic Cooperation Conference on Afghanistan (RECCA VII)** convened in Ashgabat, the Capital of Turkmenistan, in November 2017. Representatives from 68 countries in the region and the world as well as international organizations declared their strong support for the National Unity Government and the current processes to strengthen peace and stability in Afghanistan further. On the sidelines of the conference, in addition to Lapis Lazuli Agreement, Afghanistan and Turkmenistan signed six trade agreements.

RECCA summits also resulted in signing a final agreement of 1000 MW power transmission project from Central Asia to South Asia – CASA-1000 – in Turkey, and the project's operational phase officially inaugurated in May 2016 in Tajikistan. The World Bank, the United States, the United Kingdom, European Investment Bank and Islamic Development Bank committed to filling in the financial gap of the \$1.17 billion project. Afghanistan facilitating this power transmission line will earn \$45-50 million transit fee annually and will attain a share of 300 MW for its domestic use.

On the other hand, commencing operational work of TAPI in Turkmenistan and its inauguration in Afghanistan in February 2018 will put an end to all speculations regarding the uncertain future of this significant project. Afghanistan, in addition to receiving 500 – 1500

million cubic meter of gas for its domestic use, will earn \$400 million for transit fee annually.

Regional economic projects, with Afghanistan as the hub, are not only economically beneficial for Afghanistan, but also expand the grounds for national and international investments in the country enabling Afghanistan to move from a consuming economy to a real economy.

## 2. Heart of Asia – Istanbul Process

Istanbul Process mainly aims to strengthen diplomacy of cooperation among the countries that acknowledged Confidence Building Measures (CBMs) with the support provided by trans-regional nations. The process comprised of six CBMs related to the fight against terrorism, tackling narcotics, national disaster management, trade and investment, regional infrastructures, and education .

China hosted **the 4<sup>th</sup> Heart of Asia Conference** in October 2014. The summit declaration stressed the importance Afghanistan's stability, national unity, and territorial integrity. Keynote address of President Mohammad Ashraf Ghani in the conference revolved around attaining countries' support for peace with Taliban, transforming Afghanistan into the region's crossover, the government's commitment to carry out comprehensive reforms in judicial system, governing bodies, economic and cultural institutions, and facilitating for international investors to open businesses in Afghanistan.

**The 5<sup>th</sup> Heart of Asia Ministerial Conference** held in December 2015 in Pakistan. In the conference, an emphasis was made on three areas: Reassurance of continued support from member countries towards Afghan-led and Afghan-owned peace talks; affirming complementary nature of regional projects and regional initiatives; and the necessity to define new security threats, and commitment for cooperation to fight such threats. President Mohammad Ashraf Ghani delivering his speech in the summit talked over a range of issues including security, economy, anti-corruption, and the need for regional cooperation to fight against challenges and threats.

India joined Afghanistan as co-chair the **6<sup>th</sup> Heart of Asia Conference** in December 2016. Participant countries demanded an immediate end to all forms of terrorism particularly in Afghanistan as well as ending all supports terrorist groups. At the summit, Afghanistan's efforts for regional cooperation were appreciated, and the President Ghani stressed on a sincere commitment towards fighting all aspects of fundamentalism.

**The 7<sup>th</sup> Heart of Asia Ministerial Conference** was held at Baku, the capital of Azerbaijan, in December 2017. Regional cooperation for peace, regional security, and economic development in Afghanistan were the

most significant issues discussed during the summit. President Ghani pointed out common regional threats as well as opportunities and stated that Afghanistan-centered regional cooperation could ensure prosperity, peace, and stability in the region.

### *Istanbul Process Outcomes*

**Quadrilateral Coordination Group for Moving Peace Process Forward** was formed which helped in convincing most of the regional countries and the world to admit Afghanistan's legitimate stance with regards to the war in Afghanistan not being a civil war and that some regional actors are financing terrorism. This consequently resulted in the isolation of state sponsors of terrorism in the region.

**Regional Counter-Terrorism Strategy** serving as a joint regional framework to tackle extremism and terrorism is developed in line with article 25 of Heart of Asia Conference Declaration in Islamabad. Approval of the joint framework will bring about the legal requirement to jointly fight against terrorism in the region.

Another significant outcome jointly produced through Istanbul Process and RECCA is the **progress of Afghanistan-centered regional connectivity projects**, namely development of Chabahar port, signing Lapis Lazuli Corridor Agreement, the inauguration of Atamyrat-Aqina railway, launching operational phases of TAPI and CASA-1000 projects, digital Silk Road corridor, and TAP 500KV power transmission line.

Notable cooperation by the Heart of Asia Region with Afghanistan has been in the area of **human resources capacity development**. Qualitative and quantitative enhancement of education sector in Afghanistan and providing scholarships for Afghan students are among the steps that have mostly materialized within the framework of the Istanbul Process.

### **3. Regional Visits of President of Afghanistan**

Taking advantage of its geopolitical, geo-economic and geostrategic importance, Afghanistan working towards becoming a connecting point Central Asia and South Asia; therefore, the country considers regional connectivity as the core value for its regional policy.

**Turkmenistan:** Afghanistan and Turkmenistan named their border the "Border of Friendship and Peace." Along with signing 20 agreements and MOUs, the two countries are continuing their cooperation on numerous regional projects namely TAPI Gas Pipeline, TAP power transmission line, and construction of a railway line.

**China:** Afghanistan and China signed agreements pertaining to removing visa restriction for diplomatic passports, cooperation between Afghanistan Chamber of Commerce and Industries and All-China Trade and Industry Federation, extension of the optical fiber via Wakhan Corridor, installation of machinery for detection of explosive



materials, cooperation in educational and vocational sector, construction of residential apartments and granting of university scholarships. Beijing intends to cooperate in Afghanistan peace process and extends its collaboration to improve relations between Afghanistan and Pakistan. Also, Afghanistan has officially joined China's "One Belt, One Road" initiative.

**India:** India has announced to provide \$1 billion of aid to Afghanistan. India funded projects such as Afghanistan-India Friendship Dam (Salma), Afghanistan Parliament Block, and Storay Palace have been completed, the air trade corridor has been established, and Chabahar Port development is in progress. Furthermore, India has extended its cooperation with Afghanistan in the area of combating terrorism through the provision of combat helicopters; the two countries have also signed intelligence cooperation agreement.

**Kazakhstan:** Level of trade between Afghanistan and Kazakhstan has increased by \$400 million; 44 Kazakh firms have invested in Afghanistan, and Afghanistan has conceived an economic concept to purchase wheat and steel from Kazakhstan.

**Tajikistan:** Afghanistan and Tajikistan have pursued to enhance bilateral relations in different areas including the fight against terrorism and border control. Tajikistan has also announced its cooperation with Afghanistan in regards to railway construction.

**Uzbekistan:** The first Chinese cargo train arrived at Hairatan port in Afghanistan after passing through Kazakhstan and Uzbekistan. Level of annual trade between the two countries has touched \$350 million, and a joint chamber of commerce has been opened in Kabul. The two countries signed cooperation agreements on countering drug trafficking as well as developing a joint security action plan and forming a joint security commission. Along with signing 15 cooperation agreements, the two countries have agreed upon rising bilateral trade volume to \$1 billion, constructing of Mazar – Herat railway, and developing Surkhan – Pol-e Khomri 500KV transmission line.

**Iran:** Inline with regional cooperation, Afghanistan-Iran relations have been strengthened under the umbrella of regional summits and economic relations. Issues about the economy, borders reinforcement, anti-narcotics, solving water disputes, and issues related to Afghan refugees have been discussed. A delegation has been assigned to probe water disputes between the two countries.

**Pakistan:** President of Afghanistan has paid visits to Pakistan to improve relations between the two countries. The two countries continue their relationships in trade, economic development, cultural exchange, higher education, immigration and other areas.

**Saudi Arabia:** After assuming office, the President paid his first official visit to Saudi Arabia where Afghan peace process, as well as Saudi Arabia's investment in Afghanistan, were discussed. President Ghani participated in Anti-Terrorism Summit held in Saudi Arabia. Unlike in the past, Saudi Arabia now calls Taliban a 'terrorist group'.

**Turkey:** President of Turkey paid a visit to Afghanistan after 50 years. Two countries signed strategic agreements, and Turkey will finance building a university in Kabul. Besides, Turkey will extend its cooperation towards training the Afghan soldiers as well as provide support to the Afghan peace process.

**Azerbaijan:** Afghanistan and Azerbaijan signed agreements related to trade, gas supply, investment promotion, security enhancement, law enforcement, air services, and higher education. Azerbaijan has shown interest in extending its cooperation about infrastructural projects, communication and railway, police training, security, disaster management, diplomacy, and energy. Azerbaijan stands ready to collaborate with Afghanistan in repairing Afghan Defense Ministry's helicopters. The country is currently cooperating with Afghanistan in development of Asan Khedmat system.

#### 4. Organization of Islamic Cooperation

Since the establishment of the National Unity Government, Afghanistan has enhanced its relations with the Islamic countries and attained support of the Organization for Islamic Cooperation. During the 13<sup>th</sup> summit of OIC in Turkey, a delegation of Afghanistan attended and expended significant efforts in achieving the support of Islamic countries for the National Unity Government, restoring peace and security to Afghanistan and the region, and fighting against terrorism. Also, president of Afghanistan delivered his remarks OIC Summit held in Astana, Capital of Kazakhstan under the title of "Science, Technology and Innovation and Modernization of the Islamic World".

The president said, "We live in a context of change and uncertainty...the fourth industrial revolution is going to be deeply disruptive. It is not an act of celebration and welcoming but a call and a warning that most of the jobs in the economic system that we are undertaking will be made obsolete." During the most recent extraordinary summit of the OIC held on December 13, 2017, in Turkey, President of Afghanistan delivering his multifaceted remarks spelled out the stance of the people and government of Afghanistan concerning support for Bait-ul-Moqaddas as the capital of Palestine.

Regional Economic Achievements	
<b>Chabahar Port</b>	<ul style="list-style-type: none"> <li>- Signing trilateral Chabahar Agreement between Afghanistan, Iran, and India</li> <li>- Processing the applications of over 20 Afghan firms and purchasing 45 acres of land by them in Chabahar port</li> <li>- Establishment of committees related to transit, customs, and consulate affairs for enforcement of the agreement</li> </ul>
<b>CASA-1000</b>	<ul style="list-style-type: none"> <li>- Inauguration of the operational work of CASA-1000 (power transfer from Kyrgyzstan and Tajikistan to Afghanistan and Pakistan)</li> <li>- Inauguration of Asian International Railway (Atamyrat-Imamnazar-Aqina-Andkhoy)</li> </ul>
<b>TAPI</b>	<ul style="list-style-type: none"> <li>- Agreement signed between Afghanistan National Gas Company and ILF International Company to implement the first phase of the TAPI Gas Pipeline including the project's security; agreements; design, social and environmental studies; demining; evaluation of the route's details; and expropriating of lands on the way to traversing of the pipeline</li> </ul>
<b>Lapis Lazuli Corridor</b>	<ul style="list-style-type: none"> <li>- Signing five-party agreement about transport, trade, and transit through Lapis Lazuli Corridor between Afghanistan, Turkmenistan, Azerbaijan, Georgia, and Turkey will enable trade expansion, reduce Afghanistan's transportation isolation, and facilitate for business transactions</li> </ul>
<b>TRACECA</b>	<ul style="list-style-type: none"> <li>- Getting accession to Transport Corridor Europe-Caucases-Asia Corridor (TRACECA)</li> <li>- Signing an agreement related to \$23 million grant from Japan for economic and social development in Afghanistan</li> <li>- Signing the Herat – Chesht-e Sharif road construction contract with the Republic of Italy</li> </ul>
<b>Air Corridor with India</b>	<ul style="list-style-type: none"> <li>- Establishment of Kabul – Delhi, and Kandahar – Delhi air corridors</li> <li>- Extending the air corridor to Mumbai</li> </ul>

## B – Trans-regional policy

Afghanistan has placed the countries known to be the center of wealth, power, and knowledge in the third circle of its foreign policy. As a result, Afghanistan has had the following achievements:

### 1. Attaining Trans-Regional Political – Security Support

Afghanistan was at risk of being marginalized and losing its backers. However, the National Unity Government managed to change the perception and mindset of international communities concerning terrorism and sponsors of this heinous phenomenon; in other words, Afghanistan was able to divert the attention of international community

to the breeding centers of terrorism and sanctuaries of terrorist groups.

**Political Cooperation:** The international community reaffirmed support for Afghanistan in two conferences of Warsaw and Brussels. Also, the United Nations extended its diplomatic mission in Afghanistan and NATO reaffirmed its enduring support for Afghanistan. Other measures adopted to extend political cooperation consist of holding quadrilateral sessions on peace between China, United States, Pakistan, and Afghanistan; ICG Conference in Berlin, New York, and Istanbul as well as the fourth summit of G7+ in Kabul as an effort to share experiences in governance and economic development areas. Within this period, Afghanistan has signed long-term cooperation agreements with the European Union, Croatia, and Canada.

**Security Cooperation:** Addressing the Warsaw Conference, the president articulated Afghanistan's vision on numerous issues, particularly combating terrorism. The conference produced great outcomes for Afghanistan where international community committed to funding ANSF up till 2020 with keeping their number at 352 thousand personnel. Considering the circumstances and available resources, the number of ANSF personnel will remain unchanged. During the NUG government, NATO defined its non-combat mission as training, advising, and assisting ANSF; and the Resolute Support Mission extended its mission in the country. Besides, the international community provided support for an Afghan-led peace process.

**London Conference:** President Ghani delivering his speech in the conference convinced the donor countries that Afghanistan is changing. He reassured that the National Unity Government would materialize its commitments towards fighting corruption, economic development, capacity building, etc.

**The Declaration of US Strategy for Afghanistan and South Asia:** With the declaration of US Strategy for Afghanistan and South Asia, Afghanistan's position has clearly been defined in the US Foreign Policy. According to this situation-based strategy, more US forces will be deployed in Afghanistan, and the number of these troops is determined based on the situation. The United States will continue its support towards Afghan government and security forces. More importantly, the US will not be silent against the presence of safe havens for insurgents outside of Afghanistan. The strategy underscores that people of Afghanistan are to take ownership of their future. It is noteworthy that the strategy has strengthened Afghanistan's initiatives including "Kabul Process".

**UNSC Delegation's Visit to Kabul:** A senior delegation of the United Nations Security Council visited Kabul on January 15, 2018. After

meeting with Afghan officials, the delegation was provided with evidence proving sponsorship provided to terrorist groups outside Afghanistan. As a result, the delegation held a session at the council's headquarter stressing on rebuilding Afghanistan's economy, supporting Afghanistan in its fight against terrorism, as well as exerting pressures on the states that sponsor terrorism and provide sanctuaries for terrorist groups. The meeting acknowledged Afghanistan's achievements in the different areas and termed them remarkable.

## 2. Attracting Economic Support of Trans-Regional Countries

**Brussels Conference on Afghanistan** was held in Brussels in October 2016 centering on the common goal of "partnership for peace and development". Representatives from 75 countries and 30 international organizations participated in the conference. The summit resulted in a pledged \$15.2 billion for Afghanistan for four years and reaffirmed commitment to jointly fight against the common threat in the form of terrorism. Besides, an event related to regional development and integration convened on the sidelines of the Brussels Conference.

Representatives from 50 countries and 15 international organization came together in **London Conference on Afghanistan** in December 2014 to discuss civilian assistance for Afghanistan. The donor countries in the conference pledged to give Afghanistan \$16 billion as part of development aid. China committed to provide aid worth 2 billion Yuan as well as 500 annual scholarships for Afghan students. Besides, Russian Federation and the UK showed readiness to train the Afghan security forces.

## 3. Permanent Mission of Afghanistan to the United Nations

Afghanistan has been selected to serve as vice-president of the United Nations General Assembly rotationally and by competition and was able to get a membership to the UN Human Rights Council, Economic and Social Council as well as the UN General Committee. Active participation of Permanent Mission of Afghanistan in the quarterly session of United Nations Security Council on Afghanistan ended up with successful visit of the council's delegation to Kabul. Visit of the Executive Director of the Security Council Counter-Terrorism Committee to Kabul and presenting recommendations to the international community and attracting their commitment to enhancing Afghanistan's capabilities in counter-terrorism area is another significant achievement of the Permanent Mission of Afghanistan to the UN. The UN Resolution on "Situation in Afghanistan" reiterates that current crisis in Afghanistan is not an internal problem anymore. It is noteworthy that for the first time Afghanistan has independently formulated and tracked two resolutions of "Countering the Threat Posed by Improvised Explosive Devices" and

"the International Day of Remembrance and Tribute to the Victims of Terrorism." Besides, Afghanistan for the first time has developed its policy concerning UNSC reforms and has taken an active part in inter-governmental negotiations in this regard.

## Part 2: Economic Development

Contrary to the established expectations, the government managed to focus on economic growth and self-reliance despite being occupied with security-related issues. Since the establishment of the National Unity Government, a solid cornerstone has been laid which will lead to economic development and stability in the country. Afghanistan witnessed economic growth of 2.6% in 2017 and was able to maintain inflation rate at 3.7%. Besides, the government managed to collect targeted revenue ahead of the time (AFN169 billion in 2017). Afghanistan succeeded to receive financial commitments worth \$30 billion until 2020 and was able to attract \$1.6 billion of investment in different sectors. It is worth mentioning that Afghanistan's export volume which reached a total value of \$784 million has risen by 27.7% in 2017.

### A – Financial and Monetary Policies

The National Unity Government assumed office in an economic condition where that the government's treasury was low on financial resources, and the country struggled with dominant economic recession. Billions of dollars were channeled out of the country. Uncertainty and pessimism about future extensively overshadowed the country. The economic growth rate reached to its lowest level within the previous 14 years, severely affecting the business environment in the country.

In spite of the hardships and numerous challenges including escalation and expansion of imposed war with an intent to topple down the government after the withdrawal of international troops as well as provocation of distrust through propaganda and psychological war to make people and investments flee the country, the government highly strived to take a series of practical steps to support, encourage, and facilitate grounds to improve economic condition. Such actions resulted in economic growth recovery, investment increase, and higher volumes of transit and export.

**Economic growth recovery:** The government focused all its efforts towards reviving economic confidence and certainty in 2017, which resulted in positive impacts upon the country's macroeconomics.

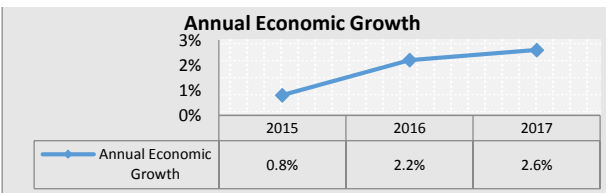
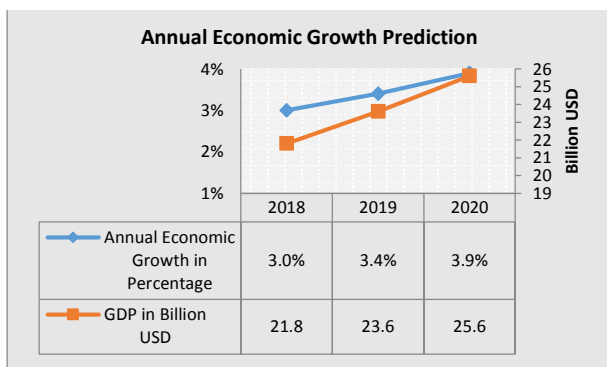
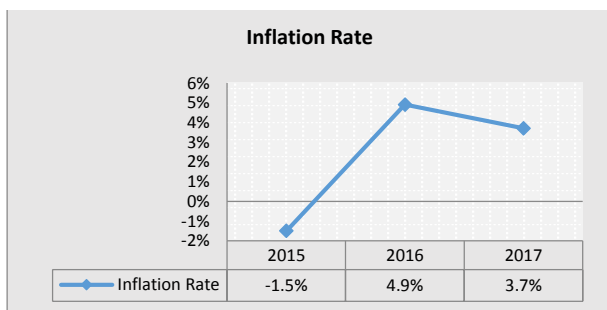


Figure 1 - Comparison of Economic Growth in the Past Three Years.



*Figure 2 - Economic Growth Prediction in the Next Three Years*

**Inflation control and ending economic recession:** One of the economic successes of the government is the maintenance of economic stability confining the inflation rate to a single digit (below 10 percent).

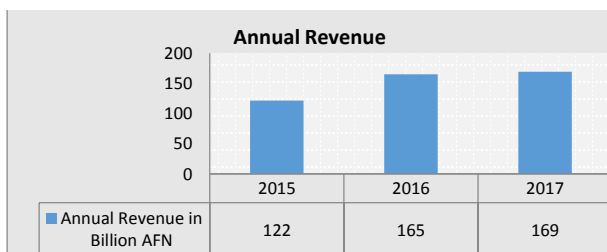


*Figure 3 – Comparison of Inflation Rate of Afghanistan in the Past Three Years*

Except for a short period in 1394/2015, during the past one decade, Afghanistan has had the least rate of fluctuation in national currency value, and the least changes in general prices or inflation. Therefore, highly trusted global financial organizations including International Monetary Fund (IMF) have acknowledged and praised currency policies of the government for meeting the specified targets.

**Fiscal reforms and increasing domestic revenue:** After identifying new revenue sources and embarking on administrative and financial reforms, Afghanistan is experiencing an unprecedented increase in its revenue. During the past three years, total collected revenue has even passed the specified targets.





*Figure 4 – Comparison of Annual Revenue of Afghanistan in AFN*

#### **Facilitating an appropriate environment for trade and investment:**

Realizing the importance of creating an investment conducive environment towards national economic growth, the government has placed private sector development among its top national programs and presented its public-private partnership model to the international community in Brussels Conference on Afghanistan (BCA) in October 2016.

Regulative reforms in five key areas resulted in Afghanistan being ranked 42<sup>nd</sup> on the world level in "Market Research" category in 2017, and 101<sup>st</sup> in the "Access to Business Loan". After getting accession to the World Trade Organization in 2015, till date, the government has endorsed on 17 legislative reforms to meet the WTO requirements and has incorporated the required modification in the Standards Law. Besides, opening Chabahar port, the signing of Lapis Lazuli Corridor Agreement, the inauguration of Aqina-Atamyrat railway line, and the opening of air corridor with India enabled Afghan traders to get access to new transit routes. Moreover, agreements that were recently signed with Turkmenistan and Uzbekistan will result in saving time, lower costs, and profoundly reduce the trade and transit challenges.

**Privatization and Support of Domestic Products:** Implementation of Public-Private Partnership (PPP) model was among the economic development plans of the government for which the related law is in place. The government has also ratified the law on investment support and protection of local industries. The government also gives 25% price preference to domestic products while purchasing through public procurement procedure. According to the World Bank's report, the above measures have resulted in industrial development, where the sector's share in the gross domestic product has risen from 2.4% in 1393/2014 to 4.5% in 1395/2016.

**Attracting International Aids:** Formulation of proper policies, adopting necessary measures for receiving foreign aids including financial and administrative reforms, and the suitable foreign policy has assisted the government in attracting the extensive financial support of the

international community. In the two conferences in Brussels and Warsaw, the government managed to get \$30 billion in foreign funds.

### B – Agriculture and Livestock

The budget allocated to the agricultural and rural development sector consistently increased in 2016 and 2017 which comprised 7% and 14.5% of national budget respectively. The agriculture and livestock sector was able to create jobs (day-to-day, long-term and short-term) for up to 2.25 million people between years 2015-17. Now more than 22% of the market demand is provided through domestic products, and agricultural production has grown 12.4% in 2016 compared to 2015.

**Saffron’s production and trade** was enhanced through branding Saffron, establishing Saffron National Committee and quality control laboratory, and obtaining ISO certification.

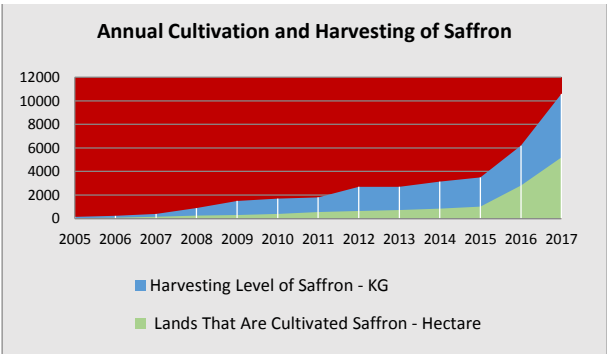


Figure 5 – Comparison of Lands Cultivated and Level of Harvested Saffron in Afghanistan in a Hectare and Kilogram

**Horticulture and fruit yields** increased by 7% in the past three years. For example, Afghanistan has become the seventh top exporter of raisins (\$150 million) and the eleventh top exporter of almond (\$110 million) in the world.

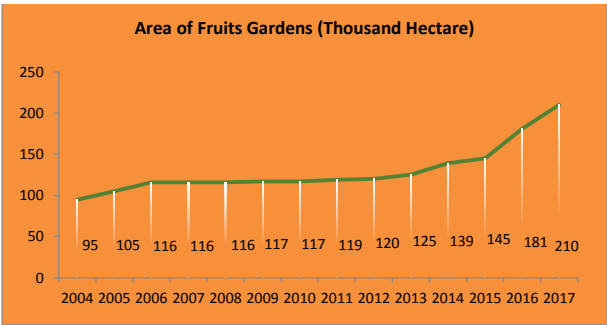


Figure 6 – Area of Fruits Gardens in Hectare during the Past 14 Years

**Greenhouse produce** reached more than 138 thousand tons in 2016 and provided 8 thousand job opportunities with the government creating close to 7400 small and large greenhouses in 29 provinces.

**Honey production**, reaching more than 2100 tons (15% growth in 2016), now accounts for half of the domestic consumption.

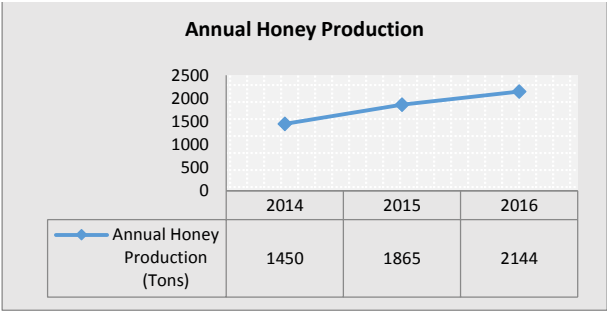


Figure 7 – Comparison of Honey Production in the Recent Years in Tons

**Cotton harvesting** in 17 provinces reached 60,000 tons in 2016.

**Dairy production** was enhanced through marketing, livestock reproduction, and a comprehensive dairy program implemented in partnership with UNAFO.

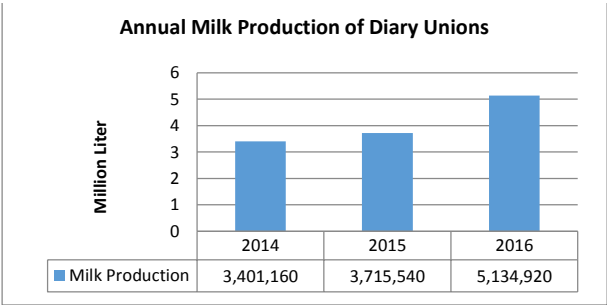
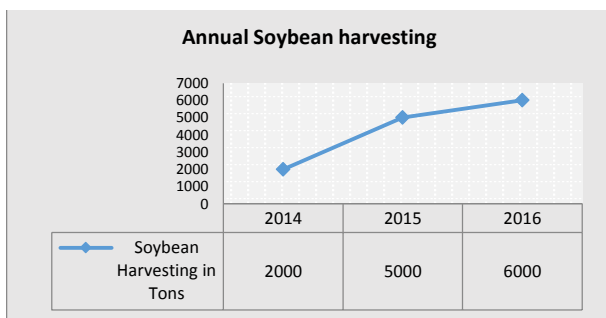


Figure 8 – Comparison of Milk Production of Dairy Unions in the Recent Years in Liter

**Chicken meat** produced domestically supplies 53% of the local consumption (96.5 thousand tons).

**Fish farms** increased by 250% with the domestic production reaching 7,000 tons per year.

**Soybean harvest** reached more than 6,000 tons, and by the year 2021 Afghanistan should become the highest soybean producer in the region.



*Figure 9 – Comparison of Soybean Harvesting in the Past Years in Tons*

**Modernizing the Agriculture Sector** was under focus in 2015-16. Therefore, more than 950 types of agricultural machinery (tractors, shallowing machines, etc.) were provided to the farmers. Moreover, the government also worked on a policy related to the agricultural mechanism.

**Supporting farmers** over the last three years was realized through the distribution of more than \$66 million in loans to more than 20,000 farmers. And more than \$60 million will be distributed in the coming years.

**The cold storages** construction stood at 2,283 in 2014-2017 with the capacity of 39.1 thousand tons, and more than 2566 onion and potato storages are created with the capacity of 15 to 60 tons.

**19 processing and packaging centers** were built based international standards, and 1200 raisin houses are in operation.

**Agricultural water management** led to a 16% reduction in water losses; the concerned projects cover 14,000 hectares of agricultural land. In the next three years, approximately 265,000 hectares of agricultural land will be covered through 675 different projects, which will help in preventing water wastage by up to 20%, resulting in 25% yield increase.

## C – Water and Energy Management

Forty-two water and hydropower projects are underway, and an investment worth \$1 billion has been attracted in this area. Based on the policies developed, Afghanistan intends to become self-reliance in the generation of energy within the next four years.

**Water Management:** The dams that are under construction can reserve over 2 billion cubic meters of water, which can irrigate 360 thousand hectares of lands. Salma dam with the storage capacity of 611 million cubic meters of water and generation of 42 MW power is constructed at the cost of \$300 million funded by India and inaugurated in 1395/2016. Other dams namely Shah-wa-Aroos in Kabul, Bakhshabad in

Farah, Kamal Khan in Nimruz are under construction which can store 9.5, 1364 and 54 million cubic meters of water respectively. Moreover, 29 dam construction projects are underway. It is noteworthy that the country's Water Diplomacy Document has been finalized.

**Planning for energy production from internal resources:** The Five-Year National Policy for Self-Sufficiency in Energy has been formulated. Besides, three other policies on renewable energy, encouraging private investment and efficient energy have been developed.

Furthermore, private investment has been attracted for number of dams namely Bagh Dara (240MW), Qalay Mami (445MW), Kajaki (151.5MW), Kajaki II (150MW), Bakhshabad (27MW), Surobi II (180MW) as well as thirty renewable energy projects (100MW) gas-to-power (52+192MW) and solar power (100MW). Operation work of CASA-1000 has been commenced which will provide 300MW of electricity to Afghanistan after completion. Numerous power distribution network projects, substations, cable extension projects have been implemented in Kabul, Kunduz, Baghlan, Kapisa, Badghis, Herat, Kandahar, Maidan Wardak, and Ghazni.

## D – Banking

The regulatory structure in the banking sector has been modified and developed to increase the security of deposits made by investors and to prevent money laundering. Afghanistan has been removed from the gray list of Financial Action Task Force (FATF) and obtained accession to Asian Infrastructure Investment Bank (AIIB).

## E – Urban Development and Housing

The government has devised national policies for Urban Development, Housing, and Urban Planning as well as over 80 detailed design for cities. Housing projects such the first phase of Khwaja Rawash, Emirates, and Khushal Khan, and the 60 blocks of Qasaba are completed. The first phase of Darul Aman Palace construction project has also been completed. Memorandums of understanding have been signed with China and Qatar to build 10,000 and 1000 residential units respectively. Measures have also been adopted to improve pre-fabricated construction industry.

## F – Communication and Information Technology

Telecommunication companies are providing services to 89% of country's population, and internet service coverage has been improved from 17% to 51%. Within this period, 1000km of optical fiber network has been extended to different areas of the country including central, eastern, north-eastern regions of the country, which not only reduced the internet fees but also increased the public revenue by \$50 million.

Right now, 50 state universities and colleges, nine schools, and 50 government offices are connected to the optical fiber network.

The MoU for linking the Afghan fiber network to that of China through Wakhan in Badakhshan has been signed. Afghanistan's first satellite (Afghansat 1) has become an income source since the second half of 2016. Afghanistan has also drafted new laws covering ICT, Cyber Crimes, and e-Commerce, as well as designed the Children Protection Policy about internet use. The Real-Time Data Management System (RTDMS) has been launched for the collection of telecom taxes.

## G – Transit and Transport

Afghanistan has managed to provide many corridors with different countries. Since the initiation of air corridor between Afghanistan (Kabul & Kandahar) and India (Dehli & Mumbai), tens of flights have been made to transport agricultural products.

The increase in overflight fees has resulted in revenue increase from AFN1.92 billion to AFN 2.67 billion in 1395/2016. Beside inauguration of Asian International Railway Transport Corridor (Atamyrat-Aqina) and TAPI Gas Pipeline, the government has inked Chabahar Trilateral Agreement and Lapis Lazuli Corridor. The Afghan government has also signed transportation infrastructure improvement agreement with Uzbekistan, bilateral transport agreement with Turkmenistan, and trilateral transport agreements with China and Tajikistan.

New airports were opened in Nimruz, Bamiyan, and Farah, and several airport expansion projects were completed in Kunduz, Daykundi, Zabul, Kabul, and Kandahar. Besides, 63 road and railway construction projects have been completed and put into use. Also, north-to-south corridor, east-to-west corridor as well as Dushi-Bamiyan road were inaugurated.

## H – Mines

In the past three years, significant initiatives are taken to prevent future wastage of mines. Actions taken in this regard include the signing of reconstruction contracts, drilling for new reserves, testing and equipping gas wells number 31 and 37 at Shaberghan Yatim Taq gas field, registration of the number of mine contracts in the +AMCS system, and the evaluation of 228 mining contracts for construction materials through provinces. Besides, the National Oil and Gas Policy, the National and Financial Draft Policy, and the Technical Regulation for Mining are prepared. Importantly, a robust Extractive Industry Roadmap has been developed and approved by High Council for Economic Affairs.

## I – Business and Economic Activities

The Brussels Conference (2016) witnessed the introduction of "National Peace and Development Framework of Afghanistan" as a five-year strategic plan for achieving self-reliance (2016-2021), and in the same year, Afghanistan officially became a member of World Trade Organization (WTO).

Afghanistan's business environment is made favorable for investment through the endorsement of the Consumer Protection law, alignment of the Standards Law with WTO requirements, shortening investment permit obtaining process, and fulfilling some of WTO requirement through the endorsement of 17 legislative documents.

Afghanistan is currently ranked 172nd at "Ease of Doing Business" index, an 11 point ascension from the previous year. Afghanistan is trying to reduce the cost transit goods by 25% through the establishment of dry ports. Exports have now increased to \$784 million in 2017, indicating an impressive growth over the previous years.

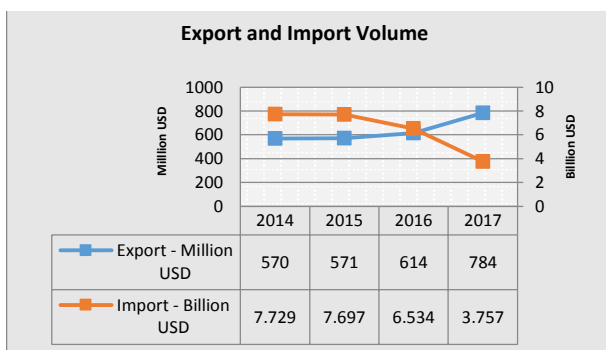


Figure 10 – Comparison of Export and Import Volume in the Recent Years in USD

**Diversification in Afghanistan's business structure** has been unprecedented in recent years. The increase in the number of transit routes through Central Asia and Iran has increased the diversity of transporting goods to/from Afghanistan. This approach has protected the economy against external causes; as the closure of Torkham gate in February 2017, compared with similar events in the past, had less effect on domestic prices.

## J – Land management

Land management is especially crucial for the NUG, and for this reason, the Land and Water Council is established to carry out discussions over this area. Currently, the land is managed based on Land Management Law. Transparent, prompt, and efficient leasing mechanisms are in place to prevent corruption. Hence, the access to public land by national and international investors is improved. Afghanistan Land

Authority has crafted a five-year land management program which is aimed at developing a land ownership management system and land ownership rights system to protect customary ownership in Afghanistan

## K – Tourism

Over the past three years, the government tried to rebuild the historical and tourist sites and infrastructure. In this regard, tourism indicators for sustainable development purposes and the National Tourism Policy are developed. The UNWTO specialists have been invited to provide consultation on the development of the tourism industry, as well as the action plan for establishing a tourism institute has been developed.



## Part 3: Security and Peace

In 2014, Afghanistan simultaneously experienced political, economic, and more importantly security transitions. Afghan forces assumed the security responsibility after withdrawal of thousands of foreign troops. International forces' role was shifted to non-combat missions. As a result, the insurgents considered it as an opportunity to escalate the war in the country.

Considering such circumstances, President Ghani named 2015 as "the year of survival," 2016 as the year of "Coherent Defense" and 2017 as the year of "Fundamental Mobility". Fortunately, Afghanistan attained remarkable achievements during those three years. Afghanistan National Defense and Security Forces managed the war and were able to foil the evil plots and prevented the division of Afghanistan into two political geographies. Afghan Air Force managed self-reliance with cooperation and mobilization provided by Afghanistan's friend countries.

A four-year security plan was prepared, and practical steps were taken to curb corruption within the security agencies. The establishment of "the Tawheed Center" enabled the government to ensure unity of command at ANSF. The government provided a clear definition of "enemy," and the country's armed forces were praised more than ever. Also, peace talks with Hezb-e Islami Gulbuddin Hekmatyar resulted in a success. More importantly, there is a global consensus to support an Afghan-led, and Afghan-owned peace process, resulting in exerting unprecedented pressure upon sponsors of terrorism.

### A – Preventing division of Afghanistan into two political geographies

After the transition of security responsibilities to the Afghan forces, the terrorists intensified their insurgency in order to take over some provinces and create two political geographies in Afghanistan. However, the sacrifices and valor of ANSF suppressed them miserably. The government conveyed a clear message to the Taliban and their backers that they will never attain victory in the battlefields, but through a political settlement.

### B – Four Year Security Plan; ANSDF Development of capabilities

The National Unity Government devised a four-year security plan to enhance the capacity of the security forces. The efforts were welcomed by the international community, particularly the United States. The plan centers on achieving extensive reforms within the

agencies, building capabilities at ANSF, as well as making an investment in the forces.

## C – Tackling corruption

Corruption has been one of the main reasons for the increase in casualties in defense and security forces. Fighting the corruption and making reforms has resulted in 85% increase in ANSDF supplies efficiency. During the last three years, 125 corruption cases associated with Ministry of Defense including 307 officers have been evaluated, and 99 files have been referred to Anti-Corruption Justice Center of the Attorney General's Office (AGO). A sum of 10 billion Afghanis has been saved in contracts for the Minister of Defense (MoD). Also, 123 contractors were fined about cases of infringement. It is worth mentioning that 1.7 billion Afghanis has been saved as part of the Ministry of Interior contracts. An evaluation of 262 corruption cases in the ministry resulted in referring 112 officers, including generals, to AGO for further investigation.

## D – Strengthening the morale of ANSF and a precise definition of the enemy

Improving ANSF morale and supporting the families of the victims of the war is of top priority for The National Unity Government. Gaining the support of Ulemas and people in ANSF fight against terrorism, improving the supply chains of the forces are also part of priority areas. The government has diverted attention toward the housing and education of the martyrs' families, and millions of Afghanis have been paid the families of the ANSF personnel who lose their lives in the battlefields. The NUG named March 1 as the "National Day of ANSF."

The government presented a precise definition of the enemy and called three groups as the main enemies of the country; the terrorist groups that attack and kill the Afghan people, drug smugglers who weaken the security and economic prosperity of our country, and the drug and economic mafia that commits national treason.

## E – Tawheed National Center for Managing the War

As the insurgents strived to escalate the war, President Ghani established Commander-in-Chief Office and "Tawheed National Center," and himself took the lead. The direct contact with frontline soldiers, enhancement of coordination, and changes in battle strategies resulted in the conduction of 5200 operations and 1.9 millions of warfare activities.

## F – Equipping Afghanistan National Security Forces

Equipping ANSF remains one of the crucial areas. The government has managed to attract international assistance worth of 6 billion USD for

the coming four years for the Afghans Forces. The NUG has also taken measures to triple the number of Afghan Air Force personnel.

The provision of tens of military aircraft by the US and India, donation of 10,000 AK47 by Russia, provision of thousands of armored vehicles by the US, and China's assistance for repairing military equipment will make the security forces even stronger.

## G – Structural reforms at the Ministry of Defense

**The Civilianization process** was carried out by turning ten senior and 501 officer level position into civilian position. So far, 245 such positions have filled through the competitive process applied by Independent Administrative Reforms and Civil Service Commission (IARCSC), and the remaining positions will be filled by IARCSC by staging examination session for the applicants. Also, 1881 civilian positions equivalent to sergeant and soldier have been reformed by IARCSC.

**Merging of Border Police with MoD** was part of government's four-year security roadmap. Therefore, the Border Police with its current structure of 19,322 military personnel and equipment was transferred to Ministry of Defense. The 4,000 military/police personnel related to Law Enforcement Department tasked with control ports and airports remained with the Ministry of Interior.

**The reviving of the Afghan Air Forces** resulted in restraining armed oppositions and better air support for ground forces. Afghan Air Force Military Institution is currently training 300 officers inside the country, and 200 others are receiving training abroad.

**Special Operations Division** as an essential part of ANA structure was promoted to army corps which doubles the number of the commando forces.

## H – Human Rights Issues

Afghanistan is not on the list of those countries anymore where children are recruited in the rank of security forces. Ministry of Defense has devised four policies to uphold humanitarian and human rights. The policies are MoD Humanitarian and Human Rights Policy; Child Protection Policy in Armed Conflicts; the framework for preventing and prohibiting child recruitment; and Ethics Policy and Personnel Rules.

This year, the Ministry of Interior prevented 136 underage persons to be recruited into its ranks and referred 130 violators of such laws to Attorney General's Office (AGO). In addition to the development of Child Protection Policy in Armed Conflict, Human Rights departments have been established at police stations in Kabul and provinces. The National Directorate for Security (NDS) has also paid serious attention

in this area, and Afghanistan Independent Human Rights Commission, UNAMA, and the Red Cross have facilitated the grounds for the victims to have access to attorneys and ensured regular supervision in this regard. NDS no more keeps children in its detention centers and five NDS official violating such a rule have been convicted for their offenses.

## I – Peace

Reaching out to regional and Islamic countries, and securing global consensus on Afghan peace is one of the significant achievements of the National Unity Government. The BRICS declaration is a clear example of such achievements where member states such as China and Russia stressed that terrorism is a regional and global threat and that peace and security at global and regional level are connected to Afghanistan's security.

Intra-Afghan talks led to signing a peace agreement with Hezb-e Islami Gulbuddin Hekmatyar. Afghanistan has taken on the initiative of Kabul Process and is successfully moving it forward. The efforts made by the president and Peace Council resulted in the president of Indonesia visiting Kabul and assuring that his country would cooperate in the peace process and share its experiences in this area. Three peace conferences are planned to be held at the regional level, between Afghan and Indonesian Ulema, and among scholars in the Islamic World.

## J – Counter Narcotics

The government asserts that drug smuggling mainly shapes the vicious cycle of the black economy and urges countries to counter the drug traffickers at borders. The National Unity Government has worked on the amendment of the Counter-Narcotics Law and its related frameworks and policies, as well as the government has developed procedures to prevent money laundering for the income generated from drug-related activities.

The government arrested 8600 drugs traffickers and 1549 of them have been put on trial. To ensure law enforcement, 155 laboratories of narcotics processing, 12 drugs storages, and 4865 hectares of land under poppy cultivation have been destroyed between years 2015-2017. Also, the government has diverted attention towards promotion of alternative crops namely saffron, pistachio, and Jujube. Only in 2017, over 62000 farmers have directly benefitted from different programs for the cultivation of poppy alternatives.

## Part 4: Good governance

Good governance leads to the establishment of good management systems that ensures public participation and having an anti-corruption approach. This concept is of particular importance and serious consideration for the states and considered as important success indicators for the states in the international arena.

NUG's achievement in the area of good governance and its commitment to the people and the international community can be categorized in three areas; the rule of law, reforms, and e-Governance, and the fight against corruption.

Examples of the government intention for realizing Good Governance can be pointed out as the Reforming of 287 legislative acts including the Criminal Code, the abolition of the 45 political parties, the determination to fight against land encroachment, the structural and functional reform of Attorney General's Office, the launch of a competitive recruitment process, the simplification of administrative processes, the development of e-Government, the selectoral reform, the improvement of public services such as Hajj, University Entrance Exam, issuance of passport, together with the establishment of the Anti-Corruption Judicial Center, and establishment of the National Procurement Commission.

Also, the level of access to information and people's participation in decision-making, with the support of government, increased more than any other time.

### A – Legislation

Over the past three years, the NUG completed, scrutinized and finalized over 287 legislative documents, including laws, regulations, and charters. One such important document is the "Penal Code," which has been developed to eliminate fragmentation, contradiction, and conflict in 33 articles of the criminal law. This law is considered as a move towards progressiveness in the legal system, the rule of law, and legislation of Afghanistan. The features of this law are to pay attention to the deterrence of crime and to regulate recommitment of a crime. In addition, it contains new articles related to terrorism, genocide, cyber crime, human trafficking, immigration, abduction, moral deviations of children, torture, inappropriate behavior of state employees, land encroachment, environment, elections, and corruption.

### B – Fight Against Land Encroachment

The NUG drafted and approved the Land Management Law, and continues to discuss it in meetings of the High Council on Land and Water. Chapters 11 and 12 of this law specifically discuss the land

encroachment and its penal codes. Also, the Penal Code criminalizes land encroachment and addresses the penalty for land encroachment and crimes committed under land encroachment.

At the same time, disputes covering 38.7 thousand acres of residential land, 421 thousand square meters of agricultural land, and 7.5 thousand square meters of commercial land were decided in favor of the government. Another 208.7 thousand acres of land is recovered by the Independent Land Authority (ARAZI), 15.8 thousand land grabbers are listed, and 355 fake personal profiles are identified.

## C – Administrative Reform

As part of administrative reforms, governments efforts achievements in relation to reforming the Civil Services Commission, Independent Directorate for Local Governance (IDLG), the Attorney General's Office (AGO), the election process, and some public services can be given as examples.

### 1. Results of the Independent Administration Reform and Civil Services Commission

Based on the presidential decree, the Independent Administration Reform and Civil Services Commission (IARCSC) set up recruitment process for 492 vacant positions at Electronic Identity Card Authority (EICA). The registration process was carried out through the Internet, and the test results were processed by a machine, which was praised unanimously.

The commission assumed leadership and oversight of the collective and individual competitive job placement tests in cooperation with the ministries and independent government agencies. The commission also worked towards recruitment and performance assessment of deputy governors and district governors, drafted a reform plan for financial and administrative offices for the line ministries and independent agencies, developed a policy for increasing women's participation in civil service, and established a customers service center.

So far, with the oversight of civil society, 697 procurement positions, 18 thousand positions (rank 5 & 6) including 8000 teacher positions are advertised for open competition. Also, the ToR for 7,000 civil services positions (rank 3 & 4) rank has been developed. In the recruitment process, women are awarded five extra points as part of positive discrimination strategy.

To improve administrative reform for the purpose of managing the personal profiles of civil servants through a single unit, IARCSC carried out reform of its related process. A regulation for speeding up work, eliminating discrimination, reducing illegal behavior in civil institutions

was outlined. The commission has also simplified the 30 common complex work processes.

The integration of the Capacity Building for Results (CBR) program with IARCSC was another initiative of the government. Now the focus is on the electronic structure of this program's reform plan. In 2017, CBR program had significant progress with filling 800 positions through the program. In comparison, in the past year, only 42 positions were filled through CBR.

## **2. Improvement of Independent Directorate for Local Governance (IDLG)**

Of the 21 deputy governors appointed in the NUG, seven of them were selected through an open competition process, with the appointment of the other 14 already being completed before the start of the process. With regards to the district governors, 194 district governors are recruited during the NUG, of which 118 district governors were recently recruited through open competition process, and 76 of them were hired before the start of the process.

Applicants are hired for 18 municipality positions in provincial capitals through interviews and written assessment. Another 15 positions are going to be filled through the new open competition process.

Also, with the amendment of laws and the proposal of the new systems, 24 shortage positions of rural districts and 31 municipality positions are announced for free competition, after which the recruitment of the third to fifth rank positions of district municipalities are taken place through a standard test.

## **3. Judicial Reform**

For the implementation of judicial reforms, the National Five-Year Plan (2017-2021) is proposed and approved by the High Council for the Rule of Law and Anti-Corruption. The plan is going to be implemented by the main judicial institutions and the Judicial Committee will oversight the implementation process. Of the priorities of the Five-Year Plan is coordination between legal institutions, which will ensure the rule of law and the fight against crimes, including corruption.

## **4. Reforms in the Attorney General Office (AGO)**

The AGO has become less political and more professional than ever. This has led to the opening of the Attorney's offices in all districts. Also, the development of five-year strategy, the organizational structure strategy for human resources, and the approval of Judicial Structural Reform Plan are praiseworthy achievements of AGO.

AGO efforts to start implementing the law on its own staff (the prosecutors). As a result, more than 60 prosecutors were arrested, and 40 prosecutors were relocated. AGO hirings have been based on

collective examination process, and as result of AGO's focus on its human resources, 40% of the AGO's high-rank employees are comprised of youth. The number of female employees at AGO increased from 3% to 17%, and they are in charge of one deputy office and nine directorates.

In Aug 2016, deputy office for Elimination of Violence Against Women was established at the Attorney General's Office and through the assignment of 44 women in 24 provinces this office officially started its work.

To strengthen the Attorney General's office, directorates for Gender and Human Rights, Addressing Children Violence, and Investigation of International Crime was created. For the direct access of clients to the attorney general, Mondays set aside for accepting general public, which has resulted in issuances of orders by the attorney general on six thousand petitions.

## 5. Electoral Reforms

July 7, 2018, is set to be the election day for the parliamentary and district council elections. In its early days, NUG established the "Special Electoral Reform Commission", which resulted in the amendment of electoral laws and improvement in the structures of the electoral institutions.

Through the transparent legal procedures, the selection committee introduced the proposed members of the Electoral Commission and the Electoral Complaints Commission. And after a joint interview by the president, CEO, Chief Justice, the 2nd vice president, and Attorney General, the new commissioners were appointed. Finance and security committees of the Election Commission were also formed. The primary voter list is completed, and the electronic voting plan is prepared.

## 6. Public Services

With regards to service delivery, the National Unity Government has been able to establish a far better relationship with the public in comparison to the past government. NUG has succeeded in ensuring transparency as part of service delivery and organization of nationwide process.

**University entry test (Kankor)**– The embarkment of reforms technical and managerial reforms resulted in a decrease in the level of failed applicants from 45% in 2014 to 13% in 2015. This also ensured unprecedented transparency in 2017 Kankor examination, earning the particular satisfaction of the applicants. The identity of each applicant and was made electronic and the assessment was carried out by the



specific electronic machine. Each applicant was to receive a specific booklet of questions with the unique ID number.

The government managed to deliver better services for **Hajis – pilgrims to Mecca**. Distribution of smart bracelets and electronic passports for Hajis, reduction in fees, increase in the number of trainers, and arrangement of direct flights for them resulted in improved management of the process and approval of from the people.

It is noteworthy that the government facilitated **distribution of passport** through postal services and online registration led to lessening the physical presence of the applicants at Passport Department. Also, Afghan refugees in Iran and Pakistan can get e-passports without having to return to Afghanistan.

**Asan Khedmat** center works toward facilitating public service delivery for different public entities under one roof in a quick and easy manner. The system started functioning after a MoU was signed between Afghanistan and Azerbaijan. It has been designed in accordance with PPP model having produced better outcomes such as system re-development for passport issuance, development of job market data system, development of digital archive system for HR records, system for salary payments through mobile phones, and provision of an online platform for visa and work permit issuance for foreign citizens. Moreover, 12 processes related to the delivery of passport, work permit, and population registration has been streamlined.

## 7. e-Governance

The 2017 e-Governance Development Index (EGDI) report indicates that Afghanistan is ranked 171 out of 193 countries which is a 13-step rise compared to 2012. Similarly, the Electronic Participation (EPART) Index also shows Afghanistan ranked 104th among 193 countries which is a 48-step rise compared to 2014. In the meantime, Afghanistan's neighboring countries are further behind with Iran and Pakistan being ranked 149th and 117th respectively.

The government has taken initiatives to promote public service delivery such as replacing manual passports with the electronic passport that comply with the International Civil Aviation Organization (ICAO) Standards. The government will have also installed auto-payment machines in some of its embassies and consulates (Canberra, Moscow, Bonn, New York, Jeddah, and Dubai).

As part of e-Governance measures related to private sector implementation of systems like ASYCUDA, TARIFF, electronic payments at customs, electronic payments at the Ministry of Finance, connecting the public banking system (CBR) with SWIFT, and

electronic systems for the issuance of work permit for foreign nationals at the capital and secondary units can be listed as examples.

As part of governance, the legislative decree on amending article 6 of Population Registration Law has been endorsed, and the process of electronic ID issuances is started by Population Registration Authority. Some other measures are being the development of the web-based AFMIS system, electronic financial information management system for managing and collecting revenues from extractive activities, refugees' information system, and the application of biometric system by the Ministry of Interior for identifying offenders.

The measures that government has adopted in the area of human resources include activation of biometric system for retirees in the capital and opening bank accounts for retirees of over 30 provinces. Implementation of Mobile Money Project in the capital and secondary units of Ministry of Labor has been launched, and payment of salaries for people with disability and martyrs' heirs are now processed through banks. Also, electronic check-in machines are utilized in most of the government offices.

## F – The fight against Corruption

During the last three years, the executive branch of the government has had significant achievements in the area of countering corruption. Evidence for such achievement can be presented in the form of Transparency International's 2017 report that shows a five rank yearly rise for Afghanistan with a total of 15 points. Also, a review by the Joint Independent Anti-Corruption Monitoring and Evaluation Committee (MEC) shows an upward movement for the number recommendations being implemented by the government.

In the last three years, as a result of the government's campaign against corruption, 20% of prosecutors and 20% of staff in custom departments were dismissed; thirty high-ranking officials including deputy ministers were prosecuted; six hundred senior judges were replaced; hundred municipality staff were included in the exit control list; and a number of security officers were indicted.

**High Council for Rule of Law and Anti-Corruption** has been established, and its sessions are considered to be a problem-solving means towards anti-corruption challenges. In its seventh session in October 2017, the council approved the "National Anti-Corruption Strategy." The strategy pursues three primary goals including strengthening and reforming the judicial system based on the rule of law and in compliance with human rights principles and ensuring access to justice, reforming statutes and other legislative documents in line with objectives of the government of the Islamic Republic of Afghanistan,

and efficient, crucial and comprehensive fight against all forms of administrative corruption.

**Public procurement** has witnessed improvements after reforms made to the Public Procurement Law and formation of the National Procurement Commission and National Procurement Authority. Transparency International, in a report titled "From Promises to Action: Navigating Afghanistan's Anti-Corruption Commitments " has considered the public procurement reforms in Afghanistan as a promising beginning. The United States Special Inspector General for Afghanistan Reconstruction (SIGAR), in its report to the Congress of the United States of America, mentioned the public procurement reform as notable achievements of the National Unity Government. Similarly, saving AFN 29.4 billion is a remarkable step in the national procurement process.

Having established the National Procurement Institute, the government is institutionalizing the procurement process in a professional manner and enhances the capacity of employees working in the procurement field. Corruption-free Procurement holds great importance for the government leadership which participates in almost all weekly and ad-hoc meetings of the Procurement Commission.

The Procurement Commission has so far made decisions on 2510 proposed contracts with the total value of AFN418.4 billion. A total of 136 companies have been debarred of procurement contracts in order to ensure transparency and prevent corruption.

Another significant commitment of the NUG towards fighting corruption was prosecuting those involved in significant fraud and corruption. In this regard, **the Anti-Corruption Justice Center** was established to deal with important corruption cases. This center has so far received 400 cases of administrative corruption. The ACJC Office has so far addressed 56 cases which have resulted in the dismissal of 30 people and putting a travel ban on 42 others. The military prosecution office of the center has settled five cases. As a result, 5 MOI officers have been detained, six officers have been suspended from their jobs, and 33 others have been banned from traveling.

The Primary court of the center has sentenced 77 people to imprisonment and cash penalties, including high-rank officials such as deputy minister of Hajj and Religious Affairs, former deputy ministers of Interior Affairs and a member of Balkh provincial council. Also, the court of appeal issued its verdict on conviction and punishment of 39 people. From the cases resolved, AFN 793.68 million and \$6.78 million in the form of fines have been received by the government. The courts have ruled for the return of AFN 219.3 million and \$1.6 billion and more than 4 acres of land. The seizure of funds amounts to AFN 7

million, \$282.2 thousand, 299.5 thousand Pakistani rupees, and two vehicles and 317 grams of gold.

The development of **Anti-Corruption National Strategy** is another achievement which resulted from learning from past failures and possessing realistic and pragmatic perspective. Three objectives of the strategy are to 1. realize and enforce the section 3 of article 75 of the constitution, 2. provide the ground for implementation of obligations of the National Unity Government and the commitment of the president during international conferences, including the G7+ summit and the Brussels Conference (2016), and 3. restore public trust in government entities. The strategy which is updated and is a combination of national and international expert opinions contains five executive principles in five sectors:

1. Strengthening national political leadership and strengthening reformist network in the political arena.
2. The elimination of corruption in the security sector, especially in Ministry of the Interior.
3. Establishing a system of merit-based recruitment and putting an end to outside interference in civil service appointments.
4. Justice and judicial reform and prosecution of corruption-related crimes offenders
5. Financial and budgetary management in a way that finances and funds are transparent and traceable, in accordance with the National Charter of Accounts.

The strategy mostly concentrates on those ministries which account for almost 70% of revenue and expenditure.

The National Unity Government ensures access to information through the endorsement of the "**Access to Information Law**." The government's measures in this area changed world's perspective towards Afghanistan's freedom of speech and media. A change in Afghanistan's positioning from the red zone for free speech to green zone based on UNESCO's 2017 ranking, a two ranks rise in the open media index achieving the fourth place in terms of freedom of media among 13 South Asian and Central Asian countries, and being labeled as one of the most accountable governments to media by Reporters Without Borders Organization are some such achievements.

The NUG enforced a law on supporting the rights of authors, composers, artists, and researchers (Copyright Law) and enhanced the level of spokespersons' accountability through holding weekly coordination meetings. In addition to meeting with media and journalists representatives on several occasions, the president has awarded journalists with prestigious state medals.

Currently, Afghanistan National TV has extended its coverage to remote areas, and the volume of National Television and Radio broadcasts has risen by 3% and 23.6% respectively. The Regulation on Private Mass Media has clarified the operations, conditions of establishing a media organization, the rights and responsibilities of the employees, violations, paying taxes, the work permit, etc. And it is a vital document for ensuring the journalists' occupational safety and job security. It is worth mentioning that a revision of this regulation has been prepared, in which the ownership fees and the bank insurance for media outlets have, in some cases, decreased up to 90%. Likewise, amendment of the Mass Media Law provided the grounds for the establishment of the commission for addressing media complaints and violations.

The government has always **supported freedom of expression and activities of media outlets** through different means. The president has been advocating media in different junctures and issued two orders to strengthen freedom of speech, ensure access to information, and accelerate sharing of accurate and timely information to people. In addition, the president issued an order on promoting printing and audio media outlets as well as publication and news agencies in the country.

Oversight Commission on Access to Information was established in accordance with Access to Information Law, in 2015. The commission has so far developed the "National Strategy on Access to Information" which was launched in mid-2017 in the presence of Dr. Abdullah, the Chief Executive of IRA. This strategy is titled "Putting Access to Information in Practice" and covers the years of 2017 to 2020. The government also created the Joint Coordination Committee for the Safety of Journalists and Media. The committee which is presided over by the Second Vice-President of IRA has so far settled 86% of 172 cases of violence against journalists.

Afghanistan got accession to the **Open Government Partnership**, which is an international initiative, to materialize the vision of an open government, improve policies and public service through enhancing transparency, accountability and ensuring civil partnership during the design and implementation of national policies. Afghanistan could officially join OGP in 2016 after fulfilling 88% OGP criteria. Secretariat of Open Government Partnership-Afghanistan was established within the structure of Office of Chief of Staff for the President to provide required technical and administrative facilities to ensure enforcement of IRA's commitments as a member of OGP. The secretariat has been able to develop the first National Action Plan (NAP I) covering the 10 +1 commitments.

## Part 5: Social Development

The perspective for social development with consideration to good achievements in other areas has been bright and promising. National projects that are being implemented with strong will and support from the government, together with the ongoing reforms in various sectors with the support from both the national and international actors, have paved the way for social development. This has enabled the government to divert its attention on different aspects of social development issues, and conceptualize and implement reform programs for achieving better results.

### A – Health

During the past three years, Afghanistan has witnessed breakthroughs and hope in the sector of public health. For instance, Afghanistan won World No Tobacco award in 2017 among Eastern Mediterranean Region in 2017 from World Health Organization (WHO). Dr. Habib Rahman Qasem, the chief of the Pediatric Burns Unit of Indira Gandhi Institute for Child Health received the fourth prestigious international award – Zora Janzokovic Prize for 2017. The first neurology surgical center was established in Kabul, and the kidney transplantation was successfully done in Kabul by an Afghan specialist team led by Professor Tabish Bakhtiyari.

The National Unity Government has devoted attention to **the management of health system** and has taken remarkable steps in this regard. Conducting a demographic survey in the health sector with the support of ICF has profoundly addressed the lack of information on mother and child health, information about HIV/AIDS, access to potable water, awareness about health, toilet facilities, family planning, etc. Similarly, the first Health Data Warehouse was established to better coordinate and use health statistics for improving the planning, decision making, and supervision of the health programs.

A step taken by NUG is the formation of Afghanistan Medical Council that ensures immunity of the patients through improvement and enhancement of the quality of health services provided by medical doctors as well as of the medical training programs. Furthermore, PPP initiatives have started in Jamhuriat, Ali Jinnah, Sheikh Zayed, and Nangarhar kidney hospitals.

It is noteworthy that work has been done on nine laws and regulations as well as 14 policies and strategies where approval of some of them have led to defining coordination frameworks. Eighty-four corruption cases were identified in 2017 where 184 culprits were referred to legal entities for prosecution.

The government established the National Medicine and Health Products Regulatory Authority as well as the quality control laboratory for medicine and food to **ensure the quality of medications** which is crucial. Besides, the government developed the concept for Chain Pharmacy Stores to better supervise the medicine businesses in the market where each chain covering 500 pharmacies and will be accountable to monitor them. The National Unity Government during its term has terminated work permits of 813 domestic companies and 113 foreign ones due to importing low-quality medicines and smuggling, and destroyed about 170 tons of low-quality and expired medicines.

Government **health facilities** currently stand at around 358 hospitals and 2000 health centers, of which 205 centers/hospitals have been built during the last three years. In addition to opening the Sheikh Zayed hospital, after a delay of 11 years, notable hospitals as the 105-bed hospital in Gardiz, the 140-bed hospital in Bamiyan, the 120-bed hospital for women in Panjshir, the 100-bed hospital in Sar-e Pol, and the hospital for treatment of congenital heart disease in Kabul have been constructed. It is noteworthy that 400 health centers have been established in rural and remote areas of the country within the past two years.

Improvements have been made in delivering primary **health service** across the country. For instance, the level of primary health facilities with at least one female health worker has risen to 95% in 2017. With the establishment of two centers for cancer treatment, 3500 patients were covered in 2016. Also, mobile clinics have provided 500 cases of health services for nomads – Kuchis.

Having been increased by 19.3% in comparison to 2012, access to potable water has risen to 65.3%. It is worth mentioning that rural rehabilitation and development programs have enabled 2.9 million villagers to have **access to drinking water**.

Since the establishment of the National Unity Government, the Inactivated Polio Vaccine (IPV) was introduced into the national and provincial routine program. In particular, in 2017, more than 9 million children under age five were covered in **polio campaigns**, and more than 5 million children under the age of five have been covered in polio sub-campaigns.

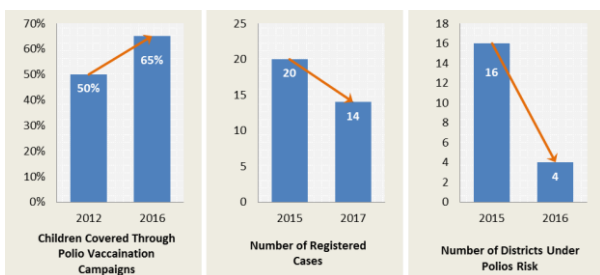


Figure 11 – Comparison of Vaccine Campaign Coverage, Number of Positive Events, and Polio Districts in Recent Years.

The government revision of the National Reproductive, Maternal, Newborn, Child and Adolescent Health Strategy for 2017 – 2021 has diverted attention toward the issue of **mother and child health**. Trained midwives provide 87% of primary care needed.

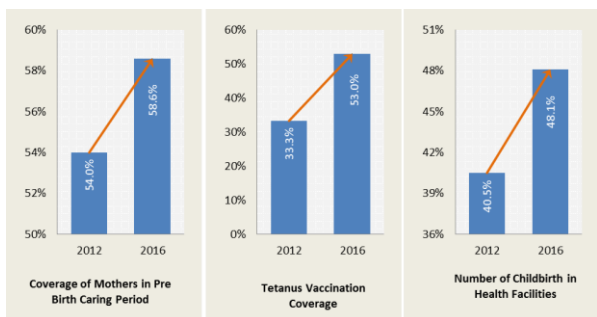


Figure 12 – Comparison of Pre and During Pregnancy Care and Health Facilities During Childbirth in Recent Years

The implementation of Penta vaccine in three doses for 58% (about 1.3 million) of eligible patients is another achievement. It should be noted that the percentage of children who have received all essential vaccines has increased from 29.2% in 2010 to 46.7% in 2016.

Introduction of Rota vaccine which lessens the mortality rate among children due to diarrhea is another initiative taken by the government. By and large, the mortality rate of children has decreased to 5.5%. Childbirths carried out by professional workers have increased from 14.3% in 2002 to 58%, and access to health centers with a two-hour walking distance has risen to 87%.

Combating addiction is a crucial issue while there are about 3.2 million **drug addicts** in Afghanistan. The government has established 16 drug rehabilitation centers including Omid and Ibn Sina with 1000 and 1500 beds respectively as well as a 150-bed rehabilitation center for women addicts in Kabul. The capacity to treat addicts has been improved from



28 thousand to 39 thousand people per year. To prevent HIV infection, some 2.8 million injectors have been distributed among the addicts using injection to drug themselves.

## B – Sport

The most fundamental work of the government in the sports sector is the regulation of the sport in the country. Enforcement of the Afghanistan Sports Law, which has been drafted, will prevent arbitrary and illegal activities of sports institutions. Licenses were issued for coaches in 51 sports, and 550 sportspersons were selected as the representatives of their related regulations. Most of the challenges related to sports institutions have been solved. The president of Afghanistan in a meeting with Chief of Olympic Council of Asia discussed the status of Afghanistan's sport and extended talks for its improvement. Attending 156 international competitions, Afghan athletes won 350 medals.

There are over 12 thousand **female athletes** in the country practicing different sports namely football, volleyball, basketball, handball, taekwondo, karate, fitness, judo, wushu, fencing, and many more. These athletes have won 50 medals as part of international competitions.

Afghanistan **Cricket** team was able to qualify for 2015 World Cup in Australia. Now, with having full membership in the International Cricket Council, Afghanistan is allowed to play in all three formats of the game with other other full member countries.

**Football** is a re-emerging sport in Afghanistan. As a result, emerging football talents have been discovered, and standard gymnasium for futsal and the first stadium for coastal football have been built. A separate football ground has been built for women. Five small football grounds have been established for the youth. Afghanistan football also attained other achievements namely qualifying of the national senior team for the Asian Cup as well as the wining of various tournaments by the 12, 15, 14-years football teams.

**Sports stadiums** with the capacity of 18 thousand spectators have been put into use in Balkh, Khost, Nangarhar and Panjshir provinces. Gymnasiums have been constructed in Ghazni, Nimruz, Parwan, Logar and Takhar provinces. Also, two other gymnasiums have been built in Kabul exclusively for women and people with disability with the capacity of 2500 and 500 spectators respectively.

## C – Education

The government has initiated the creation of a High Council for Human Resources to address the vast number educational sector gaps, despite 60% civil servants work with the Ministry of Education. The council

works towards devising plans for the improvement the quality of education and management of tertiary educational institutions and to establish coordination between the "labor market" and the educated cadres who graduate from these institutions.

The national literacy rate has increased from 36% to 38% due to the implementation of programs such as Global Partnership for Education (GPE) and as Equal Access to Education. Also, there has been 2% increase in girls' enrollment in schools in the provinces of Uruzgan, Helmand, Paktia, Zabul, Badghis, and Paktika where girls enrollment into schools is pretty low.

Of the government's achievement in the education sector is an 8.7% increase in girls' enrollment in Teachers Training Institutes, the establishment of 884 new schools and training centers in 2015-16, and addressing the issues related to ghost schools and teachers. The number of teachers with a bachelor's degree has increased from 23 thousand in 2014 to 27.5 thousand in 2016. The number of teachers with a master's degree in the same years has increased from 417 to 515.

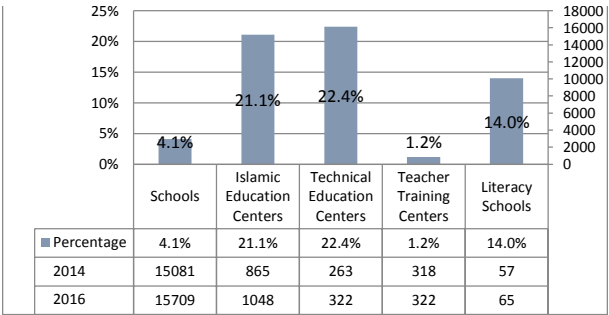


Figure 13 – Comparison of Schools and Educational Centers in Recent Years

Establishment of 262 new **schools and education center for girls** has improved their education level. With the measures taken by the government, a rise in girls' enrollment from 3.5 million in 2015 to 3.6 million in 2017 was observed, with girls accounting for 40% of the total school students. Fortunately, the number of female teachers in education has increased by 2000 between 2015 and 2016, reaching to a total of 66.8 thousand.

Within the framework of **literacy programs**, 66.6 thousand literacy courses have been conducted for 1.57 million literacy students, with 810 thousand students completing the programs. New literacy books have been produced and published in collaboration with UNESCO and in accordance with international standards in Dari and Pashto which is a positive step towards the growth of household economies.

## D – Higher Education

The National Unity Government puts a strong emphasis on the transformation of the educational system. As part of educational system transformation, the focus will be made towards alignment of the skills and abilities of graduates with the needs of the society. In this regard, priority courses have been identified according to the job market and have been considered in the strategic education plan for higher education.

One of the most important achievements of the National Unity Government is reforming of the Kankor (university entry) examination process and endorsement of the Higher Education Law.

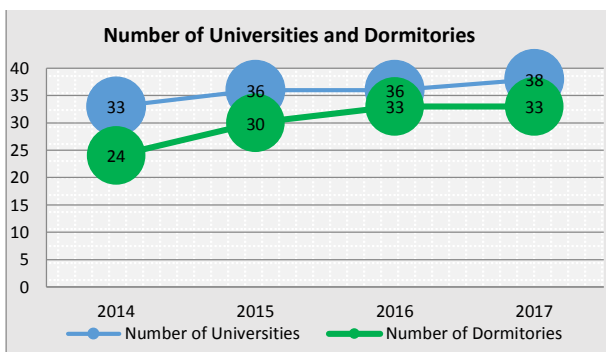


Figure 14– Comparison of Number of Universities and Dormitories in the Recent Years

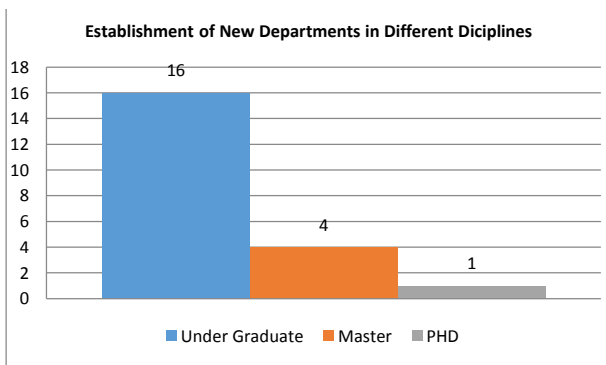


Figure 15 – Number of New Established Departments in Different Disciplines during the Recent Three Years

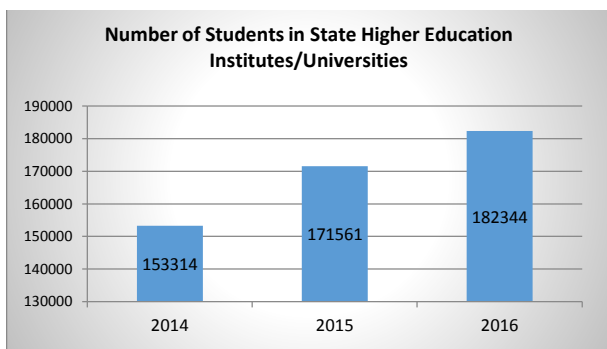


Figure 16 – Comparison of the Number of Students in State Higher Education Institutes/Universities in Recent Years

**Standardization of Kankor (University Entry) Examination** has ensured transparency and enhanced the satisfaction level of applicants. Close to 170 thousand students took the last Kankor examination, of which 147.5 thousand made it into institutions for higher education. Changes made to examination schedule, conduction of simultaneous examinations in all provinces, printing of separate exam questions booklet for each student, and creating a systematic and electronic process for examination are among the government's initiatives in this regard.

During the past three years, the government has been able to increase the number of university **Lecturers** from 3159 to 5582. In the meantime, the number of female faculty members increased by 6.6 percent to 774 in 2016.

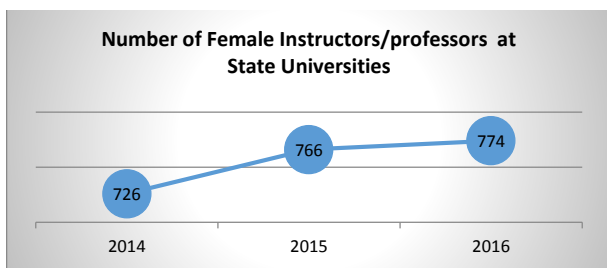


Figure 17 – Comparison of the Number of Female Professors at State Universities in Recent Years

## E – Culture

Supporting cultural activities is not only vital at the national level, but the international community has also shown great support for the cultural heritage of the country. Bamyán was elected as the capital of the South Asian countries (SAARC) in 2015 and construction of the destroyed statues is carried out by UNESCO.

The President of Afghanistan has always paid particular attention to the Afghan and Islamic civilization architecture for building projects, especially urban planning. He has made a significant emphasis on the design and construction of Afghanistan's historic cities and has several times directed the authorities to consider this as part of the reconstruction projects.

Some notable developments in relation to cultural affairs are the enforcement of the law related to ceremonies, emphasis on the use of more commonly used languages such as Uzbeki, paying attention to the cultural and social status of the Sikhs and facilitating their religious ceremonies, and holding of research seminars on scholars and historians such as Amir Ali Sher Nawayee, Faiz Mohammad Kateb, Ustad Kohzad at the Presidential Palace.

A total of 47 restorations and **preservation of historical monuments' projects** were carried out from 2014 to 2017, with 35 projects already being completed. Completion of the three phases of the reconstruction of the Darulaman Palace is an essential part of this process. It is noteworthy that Aga Khan Foundation, Association of King County Historical Organizations (ACHKO) and UNESCO have renovated 24, four and two historical sites respectively.

## F – Women

The first step to strengthen and support women's social status was to create the Office of the First Lady. The office operates in areas of social and cultural rehabilitation and inspires women in Afghanistan. The National Unity Government has not restricted its activities with regards to women empowerment only to the Ministry of Women's Affairs but has expanded it to all other government offices. For example, the government has dedicated a share of 50% to women at the Citizens' Charter National Program. The drafting and presentation of the action plan for National Security Council Resolution 1325 and its monitoring and evaluation as well enforcement of the Regulation on the Prevention of Women Harassment are among main achievements in this area.

**The Gender and Women's Affairs Committee of the Cabinet** serves as the new platform to support the political leadership of the government with regards to gender development and adoption of relevant laws and policies. The committee has managed to approve the National Strategy to Prevent Violence against Women, the strategy for women's economic rights and occupational safety, and establish the structure and ToR for the planned gender groups in various public institutions.

With regards to ensuring **women's economic empowerment**, the government has taken different aspects of the issue into account. The significant achievements towards women's empowerment have been the establishment of the first Afghanistan Chamber of Commerce and

Industry for Women, approval of the Innovation Trust Fund concept, provision of opportunities for 668 female businesswomen to market their products in 28 handicrafts exhibitions in the center and provinces, and organizing Bazar Roz Exhibition. More than 220,000 women benefited from the design and implementation of Sustainable Agricultural Income Programs in urban, semi-urban, and rural areas; and about 6,000 women benefited from Economic and Social Empowerment Program in refugee camps.

Considerable efforts have been made towards **women's political and social and empowerment**. Afghan Women Diplomat Association has been established; and Afghan women participated in the side event of Women Session as part of Brussels Conference in 2016, as well as in the session of Commission on the Status of Women in New York, in 2017.

The follow-up report of the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) has also been prepared and submitted. Internally, Afghan women symposiums have been held across the country, with 52 forums been related to monitoring the progress of implementation of the 10-Year National Action Plan for the Women of Afghanistan (NAPWA). The action plan aims for increasing women presence in the workplace by 30 percent. Thirty thousand contract-based positions in the education sector have been allocated to female teachers, with 3000 have already been filled.

**Promoting women's knowledge and skills** contribute to increasing their participation in various fields. For this reason, 30% of scholarships are allocated to women by the Ministry of Higher Education, as well as facilitation of transferring between universities is taken into consideration. More than 200 girls have been referred to private educational institutions by providing them with half scholarships.

The National Unity Government has created an enabling environment for women in order to provide them with **legal and social support**. The government, in trying to tackle the problem of domestic violence against women, in addition to the establishment of an anti-violence department in the Office of Attorney General, has also created three special courts, working at three different levels. Besides, 44 female attorneys have been appointed in 25 provinces, and special three level courts were established for fighting violence against women in Kabul. Also, a high commission has been created to prevent violence against women. Governmental offices are showing higher urgency in dealing with gender equality issues and a better working environment has been established. Establishment of a special commission for reviewing cases of women in prison and the initiative for increasing the number of women in management positions in the education sector are among other achievements of the National Unity Government.

## F – Immigration

In the past, the immigration was viewed as a challenge for the immigrant as well as for the government. However, as the immigration is an inevitable phenomenon, the National Unity Government, along with trying to tackle the social aspects of immigration, has decided to also look at this trend as an opportunity. In the past three years, the government has been dealing with a considerable number of Afghans attempting to leave the country, as well as a large number (2.25million) of Afghan returning to their country. At the same time, the rate of internal displacement has been unprecedented, with more than 950 thousand in the year 2015 and more than 830 thousand in the year 2016.

In dealing with such a massive number of human movements and displacements, the government has successfully initiated and managed programs of its own, as well as being able to attract an unprecedented level of support from the international organizations and thus, gaining back the lost trust on the country's immigration management system. Drawing and spending of around \$711 million from foreign aid and receiving a commitment of more than \$330 million is a result of such efforts. In addition, National Unity Government has initiated projects of building roads and well, etc in refugee townships.

**The Institutional Development** in immigration management includes the formulation of 9 action plans, structural reforms, establishment of deputy ministry for refugees and general directorates for returnees and IDPs, improvement of human resources and successful implementation of the CBR program, building increase procurement capacity, implementation of 46 development projects, and establishment of migration information center and connecting 12 provinces and 5 borders to the data center.

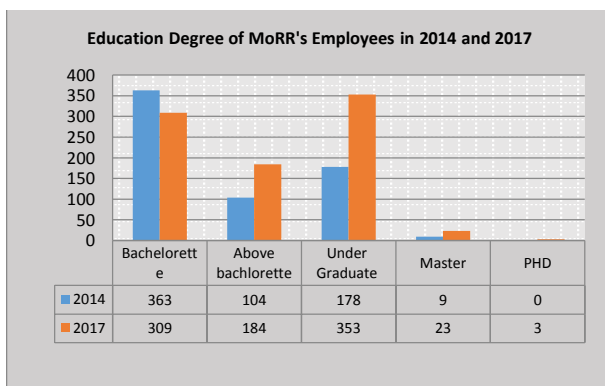
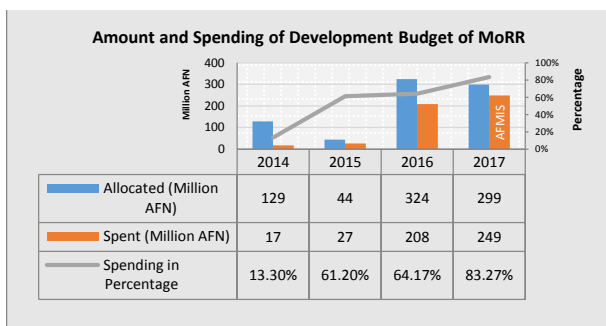
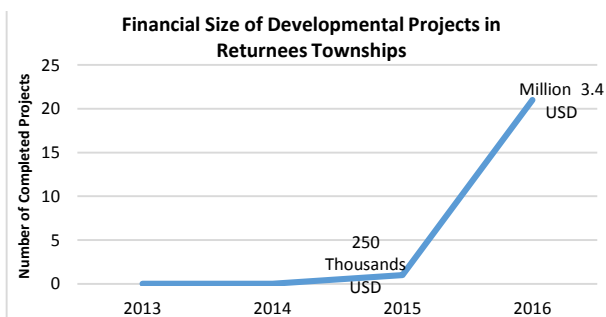


Figure 18 – Comparison of Educational Degrees Obtained by MoRR's Employees from the Year 2014 and 2017



*Figure 19 – Comparison of the Amount and Spending of Development Budget of the MoRR in Four Years*



*Figure 20 – Comparison of the Financial Size of Developmental Projects in Returnees Townships in Recent Years*

**Fight against corruption and implementation** of reforms resulted in the monitoring report on the Ministry of Refugees and Repatriations (MoRR) for the fiscal years 2015 and 2016 indicating zero cases of corruption and misuses. Based on this evaluation, from a total of Afs 947 million of the ministry's two-year budget, only an overpayment of Afs 825 with regards to the mobile phone credits for two employees has been noticed. In addition, the independent joint anti-corruption Monitoring and Evaluation Committee (MEC) has declared this ministry as leading ministry in the fight against corruption, and after the full implementation of all recommendations, this ministry is placed in their green list. Savings of AFN 88.1 million and creating transparency in 14 areas prone to corruption are one of the achievements in this sector.

**Fight against the land encroachment** of townships for repatriates has been seriously implemented and the towns of Sorkhakan Qarghayee in Laghman province, business areas in Ghazni province, QalamWal Meena of Khost province, Beenie Warsak of Parwan province, Durahi Hairatan of Balkh province, QaleenBafaan of Balkh province, Shaikh



Messri of Jalalabad city and some land plots in Kabul have been recovered from land encroachers.

**Immigration Management** has been realized through new structures that include The High Commission of Immigration Affairs, chaired by the President, sub-committee at the level of Ministerial Council, chaired by the CEO, the Executive Committee for Displaced and Returnees (DIREC), and the National Steering Committee on Solution Strategy for Afghan Refugees.

The National Unity Government has been able to jointly manage immigration with the emphasis on full implementation of the signed MOU with the immigrants accepting countries. This has resulted in the unprecedented prevention of forced expulsion, and the protection of the human rights and the right to immigrate for Afghans.

**Human trafficking** causes financial losses and personal harms to immigrants. For this reason, steps towards facilitating legal immigration were taken, a joint commission of national and international organizations for Anti-Trafficking of humans was established, and the Protocol against the Smuggling of Migrants by land, the sea, and the air was signed.

**More than 487 thousand Afghan immigrants live in European countries.** NUG, believing in Afghan society to be incomplete without the full return of Afghan migrants, tries to establish joint management mechanism with the European countries in this area. In this regard, as result of 160 working sessions by the MoRR, there was a change of position from the European nations on the expulsion of one hundred thousand Afghan immigrants. Moreover, the document of "Joint Way Forward" with the European Union, two separate declarations with Germany and Finland and an MOU with Sweden were signed in 2016.

**1.94 million Afghans refugees living in Pakistan** witnessed that their presence in Pakistan is no longer a political issue, as refugee cards for 1.4 million refugees were extended until 2018 and more than 700 thousand refugees that were having no legal documents are now registered. In addition, the visa system for the business people, investors, students, patients, and those who are married to Pakistani citizens have been established, and the facilitation for sending Afghan refugees to Hajj is provided. As result, 144 Afghan refugees were sent to Hajj in 2017.

**2.16 million refugees living in Iran** are in a better situation compared to the past. Seventy-eight thousand Afghan children without documents plus 360 thousand students who hold residency papers were registered in schools without any fee. The refugees can visit Afghanistan without revocation of their ID cards.

The extension of the temporary refugee cards for 848 thousand refugees and the extension of passport or residency cards for 450 thousand Afghan refugees in Iran are completed in the last three years. The other achievement is reaching an agreement on legalizing the presence of Afghans without documents in Iran and registering more than 700 thousand such refugees. A team is assigned for the identification of Afghan refugees as part of electronic passports issuance process for the refugees in Iran. So far, 13.8 thousand passports and 6.7 thousand Tazkira have been issued to Afghan refugees in Iran. For the first time, 127 Afghan refugees were sent to Hajj from Iran.

**The passport issue of refugees living in Gulf countries** is resolved. The National Unity Government can now issue passports for Afghan in the Gulf Countries and provide the necessary services to them.

**The repatriation of immigrants** with a record number of 2.25 million people in the National Unity Government has been well managed. The office of the MoRR at Hamed Karzai International Airport is established to receive returnees and monitor the returning process. Development projects were begun in the related townships for the accommodation of returnees, and 46 development projects were implemented including roads, electricity, water supply, etc. in different provinces of Nangarhar, Khost, Parwan, Laghman, Bamiyan, Kabul, Ghazni, Daikundi, Ghor, Kunduz, and Paktia. In this area, the development budget of the MoRR has risen from 13% in 2014 to more than 83% in 2017.

From the government's perspective, **displacement** should be ended. Therefore, the government registered 426.7 thousand internally displaced families and arranged repatriation for 170 thousand families to their place of origin. Meanwhile, the reintegration program of IDPs into their current habitats is underway and the emphasis is made on the provision of essential services rather than humanitarian aid. It is noteworthy that \$226.5 million cash and non-cash assistance have been distributed to repatriates and IDPs. The convenience is provided for IDPs to obtain Tazkira and enrolls their children in schools based on their current locations.

## G – Balanced Development

Deprivation from education, lack of economic growth, lack of access to social services, etc is not acceptable in any region or part of Afghanistan. In this regard, breaking the geographical prison of the central areas of Afghanistan has been one of the working plans of the government. Signing agreements and starting the practical work for building ring roads, an extension of power lines, and the establishment of sub-stations have all been part of these initiatives. In addition,

construction of airports and hospitals in such areas is another considerable effort.

Regarding health services, Daikundi province can be highlighted as an example. According to the World Bank report, infant mortality in this province has reduced from 27 cases per thousand live-births in 2015, to 19 cases in 2017. The mother mortality rate in the same period has decreased from 387 cases to 286 per hundred thousand births. On a national scale, these rates are 70 cases in one thousand and 327 cases in one hundred thousand, respectively.

Also, as the female students are faced with challenges in Urozgan, Paktia, Helmand, Paktika, Zabul and Badghis provinces, the recruitment of 1810 female teachers resulted in 2% increase in girls' school enrollment in these provinces.

**Rural Rehabilitation and Development Programs** in transportation, with the implementation of 7955 projects costing nearly \$300 million, increased the access of about 2.7 million rural residents to the city, health centers, social services, and the speed of transporting their agricultural products to their final destinations. Additionally, the implementation of 7972 projects costing nearly \$194 million improved the quality of agricultural and gardening products of 3.6 million rural residents.

More than 1100 projects worth \$38 million provided 13.1 MW electricity generated from green resources for 345 thousand villagers, and 400 schools were built for 257 thousand rural students. More than 800 projects in Bamiyan, 798 projects in Daikundi, 869 projects in Ghor, 217 projects in Nooristan, 200 projects in Paktika, 505 projects in Urozgan, 378 projects in Kunar, 593 projects in Badghis, 341 projects in Nimroz, 642 projects in Zabul, 507 projects in Farah, 996 projects in Ghazni, and 914 projects in Maidan Wardak were implemented, covering areas such as irrigation, drinking water, health, education, local development, transportation, electricity, and capacity building.

Seventy **public welfare related projects** were implemented in the less developed provinces namely Badghis, Bamiyan, Badakhshan, Paktia, Daikundi, Zabul, Samangan, Ghor, Farah, Nooristan, Nimroz, and Helmand.

Also, **air transportation** is improved through the building and developing airports in eight less developed provinces. Projects implemented were in Nimruz, Farah, Jaghori district of Ghazni, Daikundi, Zabul, Khost, and Faryab provinces.

## H – Office of the First Lady's Achievements

With the establishment of National Unity Government, the Office of the First Lady was founded. The Office operates with the slogan of

"listening, facilitating, supporting" to the poor, women and the youth. The Office organizes its programs related to the restoration of the Afghan culture and tradition, Islamic civilization, victims of the war, and peace prospects.

Bibi Gul, the First Lady of Afghanistan, as "the moving ambassador of Afghanistan" raised the demands of Afghan people, especially women, in international events, including the Brussels conference. The first lady has traveled to provinces on several occasions, such as celebrating the women's day in Herat.

The First Lady's visit from female prison and assessing prisoners' problems led to the issuance of the presidential decrees on the remission of the prison sentences for women and release of 137 women from prisons. The support of the First Lady played a vital role in the establishment of the female prison of Pul-e-Charkhi, the foundation for fighting cancer, the Omaid hospital for addicts, the 150-bed hospital for addict women and the women chamber of commerce and industries.

With the support of this office, the countrywide "Women Empowerment" symposium was convened which resolved on establishing of the chamber of commerce for women, launching similar symposiums in provinces, the opening of the fight against cancer foundation, and training of more than 30 thousand teachers.

## I – Reaching out to Disables and Martyrs Families

Besides expressing sympathy with the martyrs' families and visiting wounded by the leadership of the state, necessary instructions have been issued for the allocation of financial resources and facilities for the families of martyrs and disabled. One such the example is the allocation of apartments in the township built with the cooperation of China.

As part of providing medical services to disabled, provision of services related to orthopedy, physiotherapy, prosthetic limbs, and eye surgery can be highlighted. Additionally, the national disability and physical empowerment strategy for the delivery of quality services and physical rehabilitation of the disabled is finalized.

## J – Addressing Children's Condition

Sixty-three private and government centers are providing food, clothing, training, and education to children without a guardian and exposed to risks. Also, 2184 orphan children are benefitting from the Orphan Support Program. Children Protection Action Networks (CPAN) is recognized as one of the active systems in supporting and protecting children in the region by SARC. The significant achievement of these networks in the 2014-2017 was to address 5719 cases of

violence against children exposed to danger. During this period, the government finalized comprehensive children supported law and implemented research and study project for vulnerable children support in Kabul and Kandahar. The support center for smuggled children, victims of smuggling and human trafficking is established. And the general directorate for addressing children violation is established in Attorney General Office.

## H – Conducting Retirees Affairs

Utilizing biometric and data center systems, and preventing and reducing corruption have led to an increase in the level of satisfaction from the retirees. As administrative reforms, the number of retirees approaching the related office on daily bases has decreased to 400 which previously stood 2000. The significant initiative made In 2017 was the application of the new retirement system over 114930 retirees and biometric registration of 83 percent of retirees in the capital and expanding it the six zones in Nangarhar, Balkh, Kandahar, Paktia, Kunduz, and Heart.



## 3 High Councils

The National Unity Government has established high councils to address the issues better and build further coordination in different areas where the citizens expect to see tangible changes. President of the Islamic Republic of Afghanistan presides over the councils, and the Chief Executive and the Chief of Staff to the President are their permanent members. Members of the councils are selected from officials of the government institutions, or non-governmental agencies if needed, taking into account the relevant and focused areas.

### High Council for Urban Development

The council operates in the domain of capacity building, fostering cooperation in urban development for gathering information, formulating and codifying comprehensive policies and plans for urban development at the national framework. Ministry of Urban Development and Housing presides over the council's secretariat.

### High Economic Council

The council functions to determine policies, make decisions and adopt reform measures in order to ensure economic development and prosperity, prepare a national budget based on reform plans and government's priorities, foster cooperation with private sector and attract investment in different industries.

### High Council for Administrative Reforms

The council is established to approve essential elements of policies of the Islamic Republic of Afghanistan to ensure better management of the civil service system in compliance with provisions of Afghanistan Constitution and other enacted domestic laws of the country. The council is presided over by Independent Administrative Reform and Civil Service Commission.

It is noteworthy that the council will hold two sessions every month within the next six months. The council will initially scrutinize and evaluate ten critical ministries with more budget spending responsibilities to clarify their duties, the relation between the ministries and their relevant organizational structures, clarity of terms of reference, and streamlining processes for better public service delivery.

## High Council for Human Capital

The council is endowed with drawing up and implementing national plans concentrating on all dimensions of human capital. The successful implementation of these plans would lead to national prosperity, economic development, the creation of employment, and improved living standards of the compatriots. Office of the President's Advisor for Infrastructures, Human Resources and Transportation leads the council's secretariat.

## High Council for Land and Water

The council operates to approve policies pertaining to reforms of affairs related to farming and water, to initiate cooperation among government institutions, private sector and donor entities in the industry of agriculture and water, to address central issues and retake usurped private and government land, and to facilitate mapping out and implementation of large national projects. The council's secretariat is presided over by Independent Directorate of Local Governance.

## High Council for the rule of law and Anti-Corruption

The council is established to enforce the rule of law, curb corruption, strengthen and reform the judicial system, and address issues related to observance of human rights and ensuring access to justice. The council is also vested with the responsibility of changing rules and legislative documents pertinent to objectives of the Islamic Republic of Afghanistan. The council is composed of two sub-committees namely "Law Committee" and "Judicial and Legal Committee," and its secretariat is presided over by Administrative Office the President.



## High Council for Reduction of Poverty, Service Delivery, and Citizen Partnership

The government established the council to adopt measures for reduction of poverty and to identify its primary drivers in the country. The council's secretariat is led by Ministry of Finance.

## High Council for Migration

High Council for Migration has been established with a view to formulate policies and initiate cooperation to, making the most of the prevalent domestic capacity, re-integrate and peacefully accommodate internally displaced people and those refugees returning to the homeland on their own will. With its mission being the end, the council is assigned to manage affairs related to refugees, provide rights and social services to refugees and those returning to the country and mainly garner aid from countries especially those hosting the refugees.



## 4 Afghanistan's Membership in International Organizations

International organizations and agencies are part of the international community that a significant role in creating global order and directing human society. International organizations develop channels of joint works and movement of members based on shared values and approaches. In various fields, international organizations are established with a clear viewpoint, and provide the means for members to achieve defined common goals and interests.

International organizations and agencies are categorized at the fifth circle of the foreign policy of the NUG; therefore, holding communications and relations with them are essential for the realization of the foreign policy prospect. Hence, the government tries to become a member of those organizations that can facilitate the achievement of developmental goals for Afghanistan. In order to join these organizations, Afghanistan was able to meet their criteria and create the requirements for entering them by implementing reforms in the area of interest.



Asian Infrastructure Investment Bank (AIIB) – March 2017



World Trade Organization (WTO) – November 2015



World Customs Organization (WCO) December 2014



International Commission on Large Dams (ICOLD) – July 2017



International Renewable Energy Agency (IRENA) – August 2016



International Water Association (IWA) – May 2017



Governing Council (GC) – May 2017



Regional Commonwealth in the Field of Communications (RCC) – May 2016



United Nations Human Rights Council (UNHRC) – October 2017



Open Government Partnership (OGP) – December 2016



World e-Government Organization (WeGO) – June 2017



International Cricket Council (ICC) – June 2017



International Ski Federation (ISF) – June 2016



The matter is not what legacy I have inherited; history will judge what changes we will bring to this legacy. At any cost, we will change this legacy to a decent legacy for future. By the time we leave here, this legacy will be valuable legacy.

Mohammad Ashraf Ghani, President of the Islamic Republic of Afghanistan



Office of Chief of Staff for the President  
Office of Deputy Chief of Staff for  
Strategic Communication and Media  
Media Directorate