Community Resilience and Livelihoods Project (CRLP)

Project Operations Manual (POM)

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Table of Contents

Chapter 1: Introduction **9**
1.1 Background 10
1.2 PDO and Key Objectives 11
1.3 Project Components 11
Chapter 2: Key Stakeholders and Community Typology **15**
2A Types of Communities 16
2A.1 Rural Areas 16
2A.2 Urban Areas 16
2B Key Stakeholders 16
Chapter 3: Community Mobilization, Planning, and Beneficiary Identification **18**
3A Rural Communities 18
3A.1 Mobilization, Planning, Beneficiary Selection and Onboarding 18
3A.1.1 Community Mobilization and Outreach 18
3A.1.2 Establishing CRGs and CRG Sub-Groups 19
3A.1.3 Community Development Planning Process Including Tools and Subproject Selection 20
3A.1.4 Well-Being Analysis and Beneficiary Selection 23
3A.1.5 Onboarding for Digital Payments 27
3A.2 Bilateral Sub-Grant Agreement Form (Rural) 29
3B Urban Communities 29
3B.1 Beneficiary Selection in Urban Communities: 29
3B.2 Bilateral Sub-Grant Agreement Form (C3a/Urban) 30
3C Digital Payments Orientation (Rural and Urban) 30
Chapter 4: Entry Criteria for Access **33**
Chapter 5: Component 1: Livelihoods Support and Climate Resilient Productive Assets in Rural Areas **34**
5.1 Background 34
5.2 Implementation mechanism 34
5.2.1 Community targeting, subproject selection, and CFWG calculation 34
5.2.2 Environmental and social risks and impacts screening 36
5.2.3 Design - Risk-Based Subproject Categorisation 37
5.2.4 Labour Allocation, Budgeting and Wage Processing 43
5.2.5 Coordination for Labor Wage Payments 46
5.2.6 Labor Wage Distribution 47
5.2.7 Digital Payment Process Workflow (Rural Component) 47
5.2.8 Supervision 47
5.2.9 Verification of labour participation and outputs 48
5.3 Eligible projects 48
5.3.1 Permissible list of subprojects 48
5.4 Joint and Coordinated Subprojects 49
5.5 Documentation and Accountability 53
Chapter 6: Component 2: Livelihoods Support and Services in Urban Areas **55**
6.1 Introduction 55

Official Use Only

6.2 Implementation mechanism 56
6.2.1 Community targeting and subproject selection 57
6.2.1.1 Community targeting 57
6.2.1.2 Subproject selection 58
6.2.2 Environmental and social risks and impacts screening 58
6.2.3 Design 59
6.2.4 Beneficiary Selection (LIW) and Labor Onboarding Process 59
6.2.4.1 Beneficiary Selection Process 59
6.2.4.2 Labor Onboarding Process 59
6.2.5 UNOPS Coordination with AIB for Labor Wage Payments 61
6.2.5.1 Contractor Submission for Wage Processing 61
6.2.5.2 Review and Approval by Urban Team 62
6.2.5.3 Review and Payment Instruction by CRLP Finance team 62
6.2.6 Labor Wage Distribution 62
6.2.6.1 Credit of Wages 62
6.2.6.2 AIB Deployment to Site 62
6.2.6.3 Payment Records and MIS Integration 62
6.2.6.4 Reconciliation of Wages Payment 62
6.2.7 Supervision 63
6.2.8 Verification of labor participation and outputs 63
6.3 Eligible projects 64
6.3.1 Permissible list (indicative) 64
6.4 Distribution of labor and labor logs 64
6.5 Documentation and accountability 65
6.5.1 Subproject approval documentation 65
6.5.2 Subproject field documentation 65
Chapter 7A: Component 3a: Livelihoods Support for Women and the Most Vulnerable in Rural and Urban areas 67
7A.1 Background/ Rationale 67
7A.2 Key Responsible Entity 67
7A.3 Social Grant Calculations and Ceilings Per Community 67
Chapter 7B: Component 3b - Women's Economic Activities 70
7B.1 Introduction 70
7B.2 Coverage 71
7B.3 Technical Training 71
7B.4 Asset Transfer 72
7B.5 Monitoring and Mentoring 72
7B.7 Monitoring and Reporting 73
Chapter 8: Component 4 - Strengthening Community Institutions for Resilient, Inclusive Service Delivery, Especially for Women 74
8.1 Objective and Definitions 74
8.2 Grain/Food Banks and Kitchen Gardens 74
8.3 Capacity Building of CRGs (Rural/Urban) and Sub-Groups 75

Official Use Only

Chapter 9: Component 5: Implementation Support **77**
9.1 Introduction 77
9.2 Budget 77
9.3 Structure/Organization 77
9.4 UNOPS Roles and Responsibilities 78
9.5 Innovative Roles under AF2 79
Chapter 10: Component 6: Implementation of activities related to SEA/SH risk mitigation for CASA-1000 Project **80**
Chapter 11: Environmental and Social Risk Management **81**
11.1 Environmental and Social Management 81
11.2 Key Principles of Implementation 81
11.3 Standard Operation Procedure (SOP) – E&S Screening Process and Implementation of ESMF 82
11.4 Standard Operation Procedure (SOP) – Labor Management 83
11.5 Standard Operating Procedure (SOP) - Sexual Exploitation and Abuse (SEA) and Sexual Harassment (SH) Prevention/Mitigation 83
11.5.1 Implementation of SEA/SH Action Plan 84
11.6 Land donation and acquisition or damage to private property 85
11.7 Standard Operating Procedures (SOP) - Stakeholder Engagement 85
11.8 Standard Operating Procedure (SOP) - Grievance Redress 86
Chapter 12: Monitoring and Evaluation (M&E), Management Information Systems (MIS) and Key Reporting 88
12.1 Overview 88
12.2 M&E Objectives 88
12.3 Stakeholder roles and responsibilities for M&E 88
12.4 Project Theory of Change / Results Framework 89
12.5 Project Measurement Plan 90
12.6 Data flow 90
12.7 Management Information System 90
12.8 Roles and Responsibilities (MIS) 91
12.9 User Access and Data Confidentiality 91
12.10 Reporting Features of the MIS 92
12.11 Forms Verification Process 92
12.12 Verification Rules and Post-Financing Return/Modification SOP 94
12.12.1 Verification Rules 94
12.12.2 SOP For Returning/Modifying Forms After The Financing Stage 94
12.13 GPS and Photo Capture Guidelines 96
12.14 Data Quality Assurance 98
12.15 Monitoring of the ECA 98
12.16 Citizen monitoring and oversight 99
12.17 Third Party Monitoring Agent 99
12.18 Evaluation 100
12.19 Key Reports 100
12.20 Post-Completion Protocols 101

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12.21 Data Protection Insert 101
12.21.1 Defined Terms 101
12.21.2 Introduction 102
12.21.3 Data Protection and Security Risks 102
12.21.4 Principles of Personal Data Protection 102
Chapter 13: Finance 105
13.1 Financial Management Overview 105
13.2 Financial Management System 106
13.3 Project Financial Management Cycle 106
13.4 Digital Payment (Overview and Considerations) 108
13.5 Disbursement and funds flow 110
13.5.1 Financial management of pass-through funds (C1 and C3) 111
f. Required Documents 113
13.5.2 Important Notes 114
13.5.5 Important Notes on FPs' Budget Reallocation, Documentation of Expenditure and Reporting 116
13.6 Financial Management of Funds (Component 2) 117
13.6.1 Summary of Funds Flow - Payment to C2 Contractors 117
13.6.2 Summary of the Funds Flow - Digital Payment for C2 (Labor) 118
13.8 Project Specific Internal Audit 120
13.9 Third-party Monitoring 120
13.10 Important Considerations for Facilitating Partners in regards to the Management of Pass-Through Funds Subgrants 121
13.11 Due diligence - Facilitating Partners 123
Chapter 14: Procurement Management 125
14.1 Procurement Project Team 126
14.2 Procurement Plan 126
14.3 Procurement of Goods, Services and Works 127
14.3.1 Procurement of works 127
14.3.2 Procurement of goods 127
14.3.3 Procurement of Services 127
14.4 Determining the Applicable Procurement Method 127
14.4.3 Procurement Templates and Guidelines 130
14.5 Procurement Records 130
14.6 Procurement Monitoring Arrangement 130
14.7 Simplified Procurement Procedures for C1 & C3 subgrant procurements 131
14.7.1 Facilitating partner responsibilities 131
14.7.2. Procurement principles 132
14.7.3. Procurement (Solicitation) method 133
14.7.3.1 Shopping 136
14.7.3.2. Request for Quotation (RFQ) 137
14.7.3.3. Exception to the use competitive procurement methodologies 138
14.7.3.3.1. Single source procurement 138
14.7.3.3.2. Sole sourcing/direct contracting 139

14.7.4. Documentation Related to Community Procurement 140
14.7.5. Ethical Standards 140
14.7.5.1. Key Ethical Issues to Avoid 140
14.7.5.2. Screening of persons and entities 140
14.7.6. Segregation of duties 140
Chapter 15: Security Measures **141**
15.1 Standard Operating Procedure (SOP) - Security Risk Management 142

Preface

The Community Resilience and Livelihoods Project (CRLP) is executed by the United Nations Office for Project Services (UNOPS), implemented by Facilitating Partner NGOs (FPs) and private-sector contractors and financed by the World Bank through the Afghanistan Resilience Trust Fund (ARTF) and International Development Association (IDA). Each party should only represent themselves and not other parties in interactions with communities or de facto authorities.

This document will serve as the official Project Operations Manual (POM) of the CRLP. Its primary purpose is to outline the policies, procedures, standards and other requirements in the implementation, management, monitoring and reporting of the CRLP. Its primary audience will be the UNOPS CRLP Project Implementation Unit (PIU) and the CRLP FP key staff. It should be emphasized that field-level implementation should follow the training manuals and training handouts provided to the FPs via UNOPS during the initial training-of-trainer (ToT) sessions, as these will be more user-friendly for field staff, especially FP Engineers and Social Organizers (SO). FPs should refer to the Step-by-Step Guidelines and any other Technical Manuals which will be shared.

The CRLP POM will be reviewed and approved by the World Bank before being applied. The POM is a living document, and revisions may be introduced into the POM at periodic intervals based on lessons learned, challenges, and the changing context. However, no changes may be introduced into this Manual without the prior written approval of the World Bank. With any new/revised version of the POM, the FPs and other field-level partners will be allowed a grace period for the continued submission of older versions of forms. After the expiry of the stated grace period, only forms in the revised templates will be accepted. UNOPS will ensure that the main text of the POM, as well as all forms required for field use, will be made available to the relevant parties in both Dari and Pashto.

In the event of any discrepancy between the various language versions of the POM, the English version will prevail. In the event of any discrepancy between the Project Appraisal Documents (PAD) and the POM, the PAD will prevail. In the event of any discrepancy between the POM and the legal agreements (IDA and ARTF Grant Agreements and disbursement letter), the latter will prevail.

This latest version of the POM was prepared as part of the second additional financing (AF2), and will cover the period from March 2026 to 31 December 2027. It will be effective from the date of World Bank no objection until such time it is formally revised or until project closure, whichever comes first.

Note/disclaimer: This manual is based on the World Bank's Project Paper for AF2 and will be updated as needed, including in response to changes in context.

List of Acronyms

2D/3D	Two-Dimensional/Three-Dimensional
ADB	Asian Development Bank
AF	Additional Financing
AF1	First Additional Financing
AF2	Second Additional Financing
AFCO	Afghanistan Country Office
AFN	Afghani- Afghanistan currency
ARTF	Afghanistan Resilience Trust Fund
AIB	Afghanistan International Bank
C1, C2, C3, C4, C5, C6	Component (1, 2, 3, 4, 5, 6)
C3a / C3b	Component 3 Sub-components (3a: Social Grants; 3b: Women's Economic Activities)
CASA	Central Asia-South Asia
CCAP	Citizens' Charter Afghanistan Project
CDC	Community Development Council
CDP	Community Development Plan
CG	Consultative Group
CFO	Chief Executive Officer
CfP	Call for Proposals
CfW	Cash for Work
CFW	Community and Family Welfare
CFWG	Cash for Work Grant
CIP	Community Investment Project
CME	Construction Management Engineer
CoC	Code of Conduct
CoI	Corridor of Impact
CRG	Community Representative Group
CRLP	Community Resilience and Livelihoods Project
DBO	Database Officer
DCFO	Deputy Chief Finance Officer
DOA	Delegation of Authority
DRM	Disaster Risk Management
ECA	Entry Criteria for Access
EHS	Environmental, Health and Safety
E&S	Environmental and Social
ERP	Enterprise Resource Planning
ERW	Explosive Remnants of War
ESS	Environment and Social Safeguards
ESIRT	Environmental and Social Incident Response Toolkit
ESF	Environmental and Social Framework
ESMF	Environmental and Social Management Framework
ESMP	Environmental and Social Management Plan
FHHs	Female Headed Households
FM	Financial Management
FP	Facilitating Partner

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FCV	Fragility, Conflict, and Violence
GA	Gozar Assembly
GBV	Gender-Based Violence
GIS	Geographic Information System
GLA	General Ledger Account
GM	Grievance Mechanism
GP	Global Practice
GPS	Global Positioning System
GR/CPMT	Grievance Redress / Community Participatory Monitoring Team (GR/CPMT)
GRM	Grievance Redressal Mechanism
GSA	Grant Support Agreement
HQ	Headquarters
HH	Household
HoSS	Head of Support Services
IA/ IP	Implementing Agency/ Implementing Partner
IAP	Implementing Agency Partner
IAIG	Internal Audit and Investigation Group
ICS	International Civil Services
IDA	World Bank's International Development Association
IDP	Internally Displaced Person
IPC	Integrated Food Security Phase Classification
IPMG	Infrastructure and Project Management Group
ISMs	Implementation Support Missions
ISR	Implementation Status and Results
IUFR	Unaudited Financial Reports
KYC	Know Your Customer
LIW	Labor Intensive Works
LM	Land Mines
MA	Monitoring Agent
M&E	Monitoring and Evaluation
MC	Mosque Committee
MCCG	Maintenance and Construction Cash Grants
MCG	Maintenance Cash Grants
MHP	Micro Hydro Power
MIS	Management Information System
MRRD	Ministry of Rural Rehabilitation and Development
MSP	Money Service Providers
MVI	Multidimensional Vulnerability Index
NGO	Non-Governmental Organization
NID	National Identity Document
NOLs	No-Objection-Letters
NSP	National Solidarity Program
PA	Procurement Authority
PAD	Project Appraisal Documents
POM	Project Operations Manual
PDO	Project Development Objective
PIU	Project Implementation Unit

PO	Purchase Order
POS	Point of Sale
PP	Parent Project
PPE	Personal Protective Equipment
PRRD	Provincial Rural Rehabilitation and Development
PSEA	Prevention of Sexual Exploitation and Abuse
QA	Quality Assurance
REACH	(COVID-19) Relief Efforts for Afghan Communities and Households Project
RD	Regional Director
RFQ	Request for Quotation
RFP	Request for Proposals
SC	Seasonal Calendar
SDR	Special Drawing Rights
SEA/SH	Sexual Exploitation and Abuse/Sexual Harassment
SEP	Stakeholder Engagement Plan
SG	Social Grant
SMS	Short Message Service
SO	Social Organizer (FP field staff)
SOP	Standard Operating Procedure
SOW	Scope of Works
TPMA	Third Party Monitoring Agent
ToR	Terms of Reference
ToT	Training-of-Trainer
UN	United Nations
UN HMRIAR	United Nations Harmonized Monitoring and Reporting Indicators for Afghanistan Response
UNOPS	United Nations Office for Project Services
USD / US$	United States Dollar
UXO	Unexploded Ordnance
VGD	Vulnerable Groups' Development Sub-Group
WB	World Bank
WBA	Well Being (Poverty) Analysis
WEA	Women's Economic Activities

Chapter 1: Introduction

1.1 Background

The political transition in Afghanistan in August 2021 led to severe negative impacts on local businesses, employment and income. Overall, the economic crisis that followed the political transition negatively impacted the labor market and the number of people looking for employment increased in both rural and urban areas. The share of public sector employment decreased and the share of households reporting self-employment rose. The local private sector contracting capacity faced an existential threat as opportunities declined because of the sudden halt in development work. Up to 80 percent of economic activity in Afghanistan is estimated to be in the informal sector which is heavily impacted by the liquidity crisis, drought conditions, and lack of access to basic services. Basic service delivery remains vitally needed during this time, with approximately 30-40 percent of rural populations still in need of clean water sources. Improved access to transport, roads and electricity remains essential for economic productivity, jobs, and connecting remote communities to schools and health facilities. In addition, many communities who currently do have access to these essential services may lose access without the necessary maintenance and repair work. Afghan women and girls were already vulnerable prior to the August 2021 political crisis and now face additional restrictions.

The Afghanistan Community Resilience and Livelihoods Project (P178760) ("CRLP") was approved and became effective in April 2022, with an original financing amount of US$265 million funded from the ARTF. This original funding and coverage are referred to as the "Parent Project" (PP). The first Additional Financing of the CRLP ("AF1") of $154 million consisted of a $70 million ARTF grant approved by Management in January 2024, and an IDA grant of SDR 63.3 million (US$84 million equivalent) approved by the Bank's Board of Executive Directors (Board) in April 2024. This updated version of the POM refers to the second IDA additional financing of US$95 million and the second ARTF additional financing of US$48 million, together referred to as the "Second Additional Financing" (AF2) totaling US$143 million. To reflect the transition from emergency response to a medium-term resilience-building approach that emphasizes private sector engagement, the PDO is revised to: "promote livelihood opportunities and improve access to essential services and productive assets for the target population, in particular women, in rural and urban areas." The AF2 will scale up the Project coverage geographically in rural and urban areas vulnerable to climate change and forced displacement and restructure it to: (i) modify activities under existing project components to pivot from emergency support to medium-term resilience building by prioritizing private sector engagement, building capacity for locally led climate adaptation, doubling down on women's inclusion, and supporting host communities to cope with influxes of Afghan returnees; (ii) extend the closing date of the original (Parent Project) grant agreement, the AF1 grant agreement, and the AF1 IDA financing agreement; (iii) amend the AF1 grant agreement and AF1 IDA financing agreement to align the expenditure categories with the expenditure categories in the AF2 grant agreement and AF2 IDA financing agreement; and (iv) update the results framework in line with the new scope of the project.

Actual ground-level Project support is provided by non-governmental organizations (national and international) grantees as Facilitating Partners (FPs) for three components (C1, C3, C4), and through private sector infrastructure contractors for the urban component (C2).

Note: The CRLP Components 1 to 4 engaged with Community Development Councils (CDCs) established under earlier projects and remobilized/reactivated by the CRLP, during the Parent Project. With the dissolution of the CDCs, under the Ministry Directive no (14869) dated 1445/11/14 (22 May 2024), the roles and responsibilities undertaken by the CDCs for the CRLP have been reassigned to Community Representative Groups (CRGs) for the AF1 and 2.

1.2 PDO and Key Objectives

Promote livelihood opportunities and improve access to essential services and productive assets for the targeted population, in particular women in rural and urban areas. A total of 1.8 million households (1 million parent, 0.5 million AF1 and 0.3 million AF2) are expected to be direct beneficiaries of Components 1 to 3, while a total population of around 18.2 million (9.3m parent, 5.2m AF1 and 3.7m AF2) are expected to benefit from the services of the rural and urban infrastructure subprojects financed under this Project.

Key PDO-level indicators include:

- Number of beneficiary households receiving livelihoods support/cash-for-work: Target 1.26 million
- Number of vulnerable households receiving social grants: Target 241,000
- Number of female-headed households receiving social grants: 100,000
- Number of people with improved access to basic services: Target 18.2 million

1.3 Project Components

Component 1: Livelihoods Support and Climate Resilient Productive Assets in Rural Areas. (US$ 250 million; AF2: US$ 56 million) This component will continue to provide livelihoods support and climate resilient productive assets in rural areas through rural cash-for-work activities. CRLP PP covered six regions, 26 provinces, 67 districts and 5,966 communities in rural areas Under the AF1, a total of six regions, 20 provinces (including 3 newly covered) and 27 districts with around 2,685 communities received assistance. The AF2 will cover around 2,153 rural communities in 38 districts in 23 provinces, including five new provinces (Badghis, Balkh, Daikundi, Ghor and Jawzjan). Coverage includes around 480 communities in 18 districts in six provinces in the CASA-1000 transmission line corridor of impact (CoI) within the country. This will bring the total rural coverage for the CRLP to around 10,785 communities in 132 districts in all 34 provinces of the country. The CASA coverage will be limited to communities within the CoI while all communities in rural districts outside of the CASA coverage area will be covered.

The Project will finance a menu of subprojects designed to strengthen the impacts of community-level assets on climate resilience and economic productivity. Target beneficiaries include households identified as poor by the Project's community Well Being Analysis with able-bodied adult members in the households willing to work for these subprojects. Component 1 (C1) will be facilitated by a selected group of five Facilitating Partners (FPs) and implemented with the support of identified Community Representative Groups (CRGs). Under the AF2, wages to the cash-for-work (CfW) laborers will be paid using a digital payment modality through the Afghanistan International Bank (AIB). Under the AF2, a minimum of 50 percent of the community's CfW grant will need to be utilized for paid labour.

Component 2: Livelihoods Support and Services in Urban Areas: (US$ 152.1million: AF2 US$ 38.8 million) This component is expected to cover a total of 1,178 subprojects (cumulative: PP+AF1+AF2) across 14 cities (namely Kabul, Herat, Mazar, Kandahar, Jalalabad, Kunduz, Bamyan and Khost Matun under PP, with Ghazni and Gardiz added under AF1 and Baghlan Jadid/Poli Khumri, Bazarak, Mahmood Raqi and Mehterlam added under AF2). The cities were chosen based on the following parameters: (i) lie along the CoI of the CASA transmission route in Afghanistan (Mahmud Raqi, Bazarak, Mehterlam, Jalalabad/Bihsud, Kunduz); (ii) have high population density and a significant presence of returnees and internally displaced persons (IDPs), which contributes to substantial infrastructure and service gaps; (iii) are highly impacted by climate change, especially flooding; (iv) have an adequate CRG/Gozar Assembly (GA) presence to support implementation and management; and (v) are

hubs of economic and private sector activity. The labor-intensive works (LIWs) under this component will provide livelihood opportunities and respond to urgent service delivery needs in urban areas. The LIWs will be selected based on local priorities identified through Urban CRGs, GAs or community consultative groups (CGs) in the target cities. The component will finance scoping, design, implementation (labor, material, machinery etc.) and construction supervision costs for the LIWs. Interventions will be prioritized in: (i) sectors in which access to urban services are lacking; (ii) neighborhoods in which work opportunities are scarce; and (iii) intervention types that maximize the use of unskilled and semi-skilled labor. The selection of subprojects will be guided by a positive list of eligible investments, and a negative list, outlining projects which are prohibited due to substantial social and/or environmental impacts.

The AF2 LIWs are expected to benefit approximately 41,500 households by creating 1.9 million labor days. Approximately 1.2 million urban residents will benefit from improved services under the LIWs. Component 2 implementation will be managed by UNOPS as the Implementing Partner (IP) and will be delivered through private sector contractors to help promote local civil works' implementation capacity. Under the AF2, wages to the laborers will be paid using a digital payment modality through AIB.

Social grants (Sub-Component 3a): Livelihoods Support for Women and the Most Vulnerable in Rural and Urban areas: (US$ 31 million: AF2 US$ 5.3 million) Social grants will continue to target the most vulnerable households in the community, especially those excluded from the paid labor components under Components 1 and 2. Households identified as very poor/most vulnerable through the well-being analysis will be targeted in rural areas, while de-facto women-headed households (defined as households headed by widows, physically/ mentally disabled, very elderly and/or drug addicted men, with no able bodied adult men to provide labor under component 2) will be targeted in the urban areas. It is expected that these households will comprise about 10 percent of the community's households with an estimated 36,000 households in rural communities and cities benefiting under AF2. Social grants will take the form of cash transfers delivered through the digital payments platform in both urban and rural communities under AF2. FPs, engaged by UNOPS through sub-grants, will facilitate the delivery of social grants.

Social grants are expected to cover an average of 15 households per rural community and an average of 70 households per urban community.

Sub-Component 3b: Rural Women's Economic Activities. (AF2: US$7.6 million). This sub-component was initiated as part of the AF1 to increase women's economic livelihood activities. The activities will continue in AF2 with an adjustment to increase the size of asset transfers and provide additional skills training and market linkages support. The activity will target the very poor and most vulnerable households identified as part of the well-being analysis in rural areas. It is estimated that an average of 15 de-facto female-headed households per rural community will be covered, with an estimated total target of 25,800 households.

This sub-component will include hands-on training sessions with asset-transfers in two core livelihood activities: poultry farming and kitchen gardens. Each eligible household will be provided with assets worth around US$230 depending on their choice of activity and the five FPs will cascade trainings to the beneficiary women.

Component 4: Strengthening Community Institutions for Resilient, Inclusive Service Delivery especially for Women: (US$ 60.6 million**:** AF2 US$ 20.6 million) This component builds the capacity of CRG members and CRG sub-group members in local communities for long-term sustainability and social resilience. It will continue to support FPs' costs for activities related to community mobilization and planning, implementation, monitoring, establishment of kitchen gardens and food/grain banks and provision of training on a variety of topics including women's and men's well-being, and women's health awareness. These activities will complement interventions by other agencies in health, education and agriculture by raising community awareness of available services, helping to identify vulnerable beneficiaries, and assisting with information and knowledge campaigns.

Strengthening CRGs will also build accountability mechanisms at the community level to monitor activities and resolve grievances.

Importantly, communities will continue to be trained and capacitated on community-based climate and disaster risk management, This Component will also support the enhancement and scale-up of the community-based climate and disaster risk management approach in selected areas, including the use of community-level two-dimensional (2D) hazard maps to promote risk-informed community development planning.

Component 5: Implementation Support: (US$ 56.1 million**:** AF2 US$ 15.3 million) This component will support: (i) UNOPS's indirect costs; (ii) direct project management and supervision costs required to support the implementation of the project; (iii) project monitoring, evaluation, and coordination at the national and regional levels; (iv) development of Project-tailored management information system and geographic information system to promote transparency and accountability; (v) implementation of a digital cash payment system for cash transfers and payment of wages supported under the Project in rural and urban areas and provision of the associated digital literacy training; (vi) implementation of pilot early warning system that combines the use of SMS and cell broadcasting technologies; and (vii) establishment of a grievance redress mechanism, including support for the Awaaz System through a US$1.5 million contribution under this component. This includes bank fees and the costs of importing cash into the country as applicable.

The Component will expand the engagement with private sector providers to promote financial inclusion and the expansion of the banking system in rural and urban areas by scaling up the digitalization of wage payments.

Component 6: Sexual Exploitation and Abuse/Sexual Harassment (SEA/SH) Risk Mitigation: (US$ 0.94 million: AF2 US$ 0.44 million) UNOPS will implement the SEA/SH Action Plan and associated Accountability Framework in communities falling within the CASA-1000 corridor of impact (CoI). This includes (i) initial assessment of SEA/SH risks under CASA-1000 and regular monitoring and adaptation of SEA/SH risk management plans; (ii) awareness raising of SEA/SH risk at the community level; (iii) regular training of project workers on prevention of SEA/SH and on the Code of Conduct (CoC); (iv) management of the SEA/SH grievance mechanism (GM) through the Awaaz hotline and associated systems; (v) intake, case management, and referrals to GBV services; and (vi) incident reporting to the Bank following Environmental and Social Incident Response Toolkit (ESIRT) procedures.

For additional information, see the full Project Appraisal Document:
The disclosed Project Appraisal Document (PAD) is publicly available here.
https://documents.worldbank.org/en/publication/documents-reports/documentdetail/099941005092220009/idu0ba95440800fb504e13083fc077d4132723aa
The disclosed version of the Restructuring Paper is available here:
https://documents.worldbank.org/en/publication/documents-reports/documentdetail/099051724075536434/p17876010bd8e10a31b08f1ca9b3ca70626.
The Project Paper related to the Additional Financing (AF) is available here:
https://documents.worldbank.org/en/publication/documents-reports/documentdetail/099052623082011789/p17876600eabdbf03b0a17e0d15bdd0a8d23.
The Project Paper related to the Additional Financing 2 (AF2) is available here:
https://documents.worldbank.org/en/publication/documents-reports/documentdetail/099111825143555060

Table 1.1: CRLP components and estimated beneficiaries

Component	Estimated Number of Direct Livelihood Support Beneficiary Households (HHs)			Estimated Direct Livelihood Support Beneficiary Population ($ Million)			Estimated Total Population Benefitting from Basic Services ($ Million)		
	PP + AF1 Full Target	AF 2 End Target	**Total**	PP + AF1 Full Target	AF 2 End Target	**Total**	PP + AF1 Full Target	AF 2 End Target	**Total**
Livelihoods Support and Services in Rural Areas	1,144,000	172,000	1,316,000	8.0	1.2	9.2	10	1.8	11.86
Livelihoods Support and Services in Urban Areas	177,000	40,400	217,400	1.24	0.283	1.52	4.4	1.1	5.54
Social Grants for Women and the Most Vulnerable in Rural and Urban Areas	195,300	36,000	231,300	1.37	0.252	1.62			
Total (rounded)	**1.52 m**	**0.25 m**	**1.76 m**	**10.6**	**1.74**	**12.3**	**14.4**	**2.9**	**17.4**

Note: For the purposes of the CRLP reporting, the following definitions are used for direct beneficiary and indirect beneficiary:

(a) Direct beneficiary: A laborer being paid for labor under Components 1 and 2, social grant beneficiaries under Component 3a and asset transfer beneficiaries under Component 3b, and their households are considered direct beneficiaries of the CRLP. For labor beneficiaries the following needs to especially be noted: If a given rural community has more than 1 subproject financed under Component 1/CfFW, the number of laborers/ laborer households used for a particular subproject should be stated as the direct beneficiaries for that sector of subprojects. But for the community-wide reporting, there should be no double counting of the same households providing labor to more than 1 subproject, i.e. each laborer or his/her household should only be counted once for the community-wide data, irrespective of the number of subprojects they worked for.[1] Similarly, beneficiaries and households benefitting from more than 1 component (eg. Components 3a and 3b) should not be double counted.

[1] The AF Results Framework includes indicators for IDP/ returnee beneficiaries, for labor, infrastructure and services. A member of an IDP/ returnee HH that benefits from the paid labor under Components 1 or 2 is counted as a single entity and counted as 1 for the indicator on displaced people provided with services. For the indicator on "displaced persons and people in host communities provided with services and livelihoods", the total number of households in the given community that includes an IDP/returnee household that benefited from the paid labor is taken and then multiplied by an average of 7 members/household to obtain the result for reporting. For example, in a given community with 250 HHs, 1 additional returnee HH is added, making 251 HHs. 1 member of this returnee HH participates in the paid labor under C1 or C2. The 1 member is counted as the number of returnee/ displaced HHs provided services. The number of displaced persons and people of the host community provided with services and livelihoods = 251 x 7 = 1,757. This needs to be noted when reporting for the RF. As in the definition above, the IDP/returnee and his/her household are considered direct beneficiaries, if any member of such households participates in the paid labor. The HH/ HH members are also counted as indirect beneficiaries if they benefit from the completed infrastructure. "Host community" in the RF is defined as only those communities which include IDPs/ returnees that benefit from the paid labor.

(b) Indirect beneficiary: The total population and/or the total number of households in a given community that has completed a subproject under Components 1 or 2 and is using the asset is considered the indirect beneficiaries of the CRLP. Again, it should be noted that where different subprojects of different sectors are financed from the Component 1/CfFW or Component 2/LIW, there should be separate reporting of the number of indirect beneficiaries for that given subproject or sector. In those communities with multiple subprojects financed under CRLP, the total population or the total number of households benefitted from the completed subprojects are shown as indirect beneficiaries, without double counting the households or the individuals benefited for each of the subprojects.

Chapter 2: Key Stakeholders and Community Typology

2A Types of Communities

2A.1 Rural Areas

Rural communities fall into three categories:

i. Communities previously covered under the Citizens' Charter Afghanistan Project (CCAP): Community Development Councils (CDCs) were established and received sustained capacity strengthening.
ii. Communities covered under earlier programs (National Solidarity Program (NSP) and (COVID-19) Relief Efforts for Afghan Communities and Households Project (REACH): CDCs were established with more limited capacity support.
iii. Communities with no prior CDC structures.

In all rural communities, Community Representative Groups (CRGs) are established as the primary community-level interface for the Project. CRGs include representation from across the community, including both men and women, and serve as the main platform for engagement with Facilitating Partners (FPs).

2A.2 Urban Areas

Urban communities fall into two categories:

In communities where CCAP established CDCs previously existed, CRGs are established and serve as the primary interface for the Project, following confirmation of the Entry Criteria for Access. While urban areas do not have clearly defined mahallas as exist in rural settings, the CRG formation approach follows a similar logic, with members selected from streets. These CRGs support community engagement across relevant project components, including beneficiary identification for social assistance activities and providing inputs into subproject prioritization. They also support implementation of activities under Component 4.

In communities where CCAP CDCs were not previously established, CRGs are not formed. Instead, the Project engages with existing Gozar Assemblies (GAs) as the primary consultation platform where they are present. Where GAs do not exist, Consultative Groups (CGs) may be formed to support structured community consultations. For social assistance activities, Mosque Committees (MCs) serve as the primary entry point for beneficiary identification, with support from local representatives as needed.

Irrespective of the type of community or institution engaged, project implementation follows principles of inclusion, with a focus on ensuring that vulnerable and underserved groups are identified and considered in project processes.

2B Key Stakeholders

Implementing Agency: United Nations Office for Project Services (UNOPS) serves as the Implementing Agency for the Project. UNOPS establishes a Project Implementation Unit (PIU) to oversee all project activities. UNOPS is responsible for overall project management, fiduciary oversight and funds flow, and contract management with Facilitating Partners (Components 1, 3, and 4) and private contractors (Component 2). UNOPS also serves as the

direct implementer for Components 2 and 6 and ensures compliance with environmental and social standards. UNOPS is responsible for the Management Information System (MIS), the Grievance Redress Mechanism (GRM), and project monitoring and reporting.

Facilitating Partners (FPs): Experienced non-governmental organizations (NGOs) will serve as FPs for the Project. FPs will be responsible for the implementation of activities under Components 1, 3 and 4. They serve as the primary interface with communities and are responsible for facilitating engagement with community structures. FPs are responsible for planning, delivery, and oversight of activities at the community level, including coordination with CRGs and other relevant community platforms. They ensure compliance with project requirements, including Entry Criteria for Access, environmental and social standards, and grievance redress. The detailed roles and responsibilities of FPs, including variations across components and between rural and urban areas, are set out in the Terms of Reference (ToR) agreed upon with the FPs.

Community Structures: Community Structures (CRGs, GAs, CGs, MCs) provide the primary interface between communities and the Project. In rural areas, and in urban areas where CDCs previously existed, CRGs represent community members and support engagement with the Project. In urban areas without CRGs, the Project engages with Gozar Assemblies (GAs), or where these are not present, Consultative Groups (CGs). Mosque Committees (MCs) may support specific functions, including beneficiary identification for social assistance activities. Community structures are responsible for representing community perspectives in project processes, supporting identification and prioritization of needs and beneficiaries, and facilitating communication between communities and project actors. They also contribute to transparency and local accountability.

Private Contractors: Private contractors are engaged by UNOPS to implement labor-intensive works under Component 2 in urban areas. They are responsible for delivering infrastructure activities in accordance with contractual requirements, including the engagement of local labor where feasible.

World Bank/IDA/ARTF: The Project is financed by the World Bank's International Development Association (IDA) and the Afghanistan Resilience Trust Fund (ARTF) managed by the World Bank. The World Bank supervises implementation, including fiduciary management, procurement, environmental and social compliance, and achievement of results. It conducts implementation support and performance reviews and contracts a Third Party Monitoring Agent to support independent verification of project activities.

Afghanistan International Bank (AIB) is contracted by UNOPS to provide payment services for labor and social grants under the Project. Under AF2, AIB serves as the primary provider for digital payments across Components 1, 2, and 3a, including beneficiary registration, issuance of biometric-linked e-cash cards, and transfer of payments. Further details are provided in Chapter 3 and Chapter 13: Finance.

Chapter 3: Community Mobilization, Planning, and Beneficiary Identification

This chapter provides procedural guidance for the community engagement and beneficiary identification activities that precede implementation of all CRLP AF2 components. It covers three distinct but sequential phases of work:

- Section 3A describes the social mobilisation and community analysis process for rural communities, including community entry, well-being analysis (WBA), Community Representative Groups (CRG) formation, and the preparation of **Form 2a (Full Community Household List)** and **Form 2b (List of Beneficiaries for C1 and C3a)** - the two primary documentary outputs of the mobilisation process.

- Section 3B covers the equivalent process for urban communities, including Gozar Assembly (GA) engagement, household assessment, and the preparation of the corresponding urban beneficiary documentation.

- Section 3C describes the digital payments orientation delivered to identified beneficiaries before Afghanistan International Bank (AIB) registration takes place. This orientation is included in this chapter because it is carried out by the same Facilitating Partner (FP) Social Organisers (SO) responsible for mobilisation, it targets the same beneficiaries identified through the WBA and household assessment processes, and it must be completed before the component implementation chapters (Chapters 5, 6, and 7) take effect.

The detailed onboarding and MIS workflows that follow the orientation are set out in Chapter 5 (Section 5.2.4.2 for C1 Rural), Chapter 6 (Section 6.2.4.2 for C2 Urban), and Chapter 7A (Section 7A.4 for C3a). A detailed step-by-step guideline concerning CASA 1000 communities, focusing on mobilization, orientation and management of grievances (GRM), will be provided separately to the communities under the CASA Corridor.

The timeline related to the social mobilization and community analysis includes preparatory work for Components 1, 3 and 4, and ascertaining the Entry Criteria for Access (ECA) for CRGs in all rural areas and in select Component 2/urban areas covered by the Project as part of the AF2. The duration of the FP contracts is limited to the period defined in the Terms of Reference (ToR) for the AF2 coverage.

3A Rural Communities

3A.1 Mobilization, Planning, Beneficiary Selection and Onboarding

The following section outlines the various processes and procedures required to prepare a rural community for the cash for work grants (CFWGs) under Component 1, the social grants under Component 3a, the women's economic activities under Component 3b, and the institutional strengthening under Component 4.

3A.1.1 Community Mobilization and Outreach

The initial visit by FPs to rural communities will focus on meeting with elders and local public authorities and to briefly introduce the program and its objectives. SOs will also ask to conduct a transect walk with locals from the community to note all neighborhoods (mahallas) and request that local public authorities organize a meeting

with men representing approximately 60 percent of households in each mahalla. The purpose of this meeting is to introduce the CRLP to male community members and explain the formation of CRGs. The detailed process for community mobilization and CRG formation is outlined in the step-by-step guidelines and must be followed by CRLP FPs. During the initial visits, FP SOs will inform communities of the following:

- CRLP Objective and Principles
- Components 1, 3 and 4 in rural areas
- Steps for beneficiary selection for Components 1 and 3
- Mechanism of subproject selection for Component 1
- Roles of the CRGs and their sub-groups for project purposes
- Importance of inclusion and participation of all the community, including and especially women, vulnerable groups, internally displaced persons (IDPs) and returnees.
- Key steps for the relevant components for the given community (other than beneficiary and subproject selection).

Note*:* CRGs will be formed in all rural communities in the districts to be covered by CRLP, with the exception of the CASA 1000 districts where the focus is only on communities in the CoI (i.e. not 100 percent coverage). In districts covered previously by CCAP or NSP, all communities covered by those programs should also be covered. Any communities in such districts not covered by either or both programs may be considered for CRLP coverage only under the following conditions:.

- There is no possibility for this community to be merged with another nearby community.
- The community should have a minimum of 50 Households to be eligible for CRG establishment (with any exceptions to be reviewed and confirmed by UNOPS on a case-by-case basis).
- If the community is already identified and registered in the CRLP MIS as a single community, then the community should not be divided into two parts/communities.
- In the non-CDC area, any new community should be introduced by Provincial Rural Rehabilitation and Development (PRRD) to CRLP.

3A.1.2 Establishing CRGs and CRG Sub-Groups

- CRGs and CRG Sub-Group formation will take place after the Public Resources Map has been created. This is to ensure that all neighborhoods have been publicly mapped and to ensure their representation in the CRG.
- The male CRG and CRG Sub-Group formation requires 60 percent of households from each neighborhood to be represented.
- SO should present the criteria/characteristics of members for the CRG and each sub-group (see list below).
- Use the Public Resource Map to determine the number of CRG members. The number of CRG members (male and female wings) should be based on the community population size (minimum 10 and maximum 20 members).
- The FP requests the community to select one male and one female representative from each neighborhood/mahalla. If the mahalla is large there will be additional members.

Note*:* The ratio of CRG members/community against total number of households in the community should be maintained (i.e. if every 30 households have one male and one female CRG, then a neighborhood with roughly 60 households would have two males and two females with each 30 households selecting one man and one woman from amongst them).

- Sub-Group Members will be determined by each mahalla-wise. The selected CRG members must select two male and two female focal points and one main focal point. If the CRG members have any disagreement on the selection of the focal points, they can conduct a simple election to elect the CRG focal points from among the selected CRG members.
- The CRG is deemed acceptable for registration only if it includes at least 40 percent women members.

The CRG members must meet the following criteria:

- A minimum of 18 years of age.
- Have maintained continuous residence in the target community for at least one year prior to the CRLP rollout. For returnees and IDPs, this requirement is reduced to a minimum of three months.
- Have sufficient time and willingness to work voluntarily as a CRG member.
- Be recognized within the community as someone with good judgment and to be honest, trustworthy, transparent, and accountable in his/her dealings.
- Be willing to work with all community people and all other CRG members in that given community.

CRG members and focal points will be registered using **Form 1: CRG Registration**. In both urban and rural communities, Form 1 will be completed only after the ECA conditions at the start of activities have been met.
In communities where the initial CRGs do not meet the ECA conditions, they will be given six weeks from the date they are formed to address any outstanding requirements (see Chapter 4 on ECAs for details). Only CRGs that meet the ECA criteria within this period will be registered using Form 1.

3A.1.3 Community Development Planning Process Including Tools and Subproject Selection

a) Public Resource Map

This mapping is a participatory exercise conducted within communities to create a visual representation of neighborhoods (mahallas), public resources, and CRG members. Public resource maps identify the number of neighborhoods/streets. Newly appointed CRG members should be clearly reflected on the map once CRGs are formed and before the **Form 19: Community Development Plan (CDP)** is created. Completed CRLP subprojects should also be incorporated into the map. For women, SOs will take appropriate measures to facilitate women's participation to review the Public Resources Map created by men and add their own perspective. This can be done in large meetings and, if not feasible, in small group sessions among women. Women's inputs are then shared with men.

In rural CCAP communities Public Resource Maps already exist, but these are likely outdated as they were created nearly 10 years ago. In CCAP communities, the Public Resources Maps will be updated. This involves SOs reviewing the maps and discussing them with elders from each neighborhood.

Note: During their first visit to the community, the male SOs will have conducted a simple transect walk to see for themselves all neighborhoods and noted down their names.

During the transect walk with elders and public authorities, (ordinary residents from each street can also be invited), the larger group will discuss:

a) Any newly formed neighborhoods, recorded by name and with an estimated number of households.

b) Existing neighborhoods, including households who have moved in, and those who have left (exact figures will be captured later in the community profile).

c) A review of existing community/public infrastructure, including infrastructure in new neighborhoods; identification of any new infrastructure added in older neighborhoods since the last resource map; and notation of any infrastructure that is dilapidated or requires maintenance or repair.

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In CCAP communities, the updated public resources map will be presented to the larger group (60 percent representation of households from each mahalla) to ensure that all resources have been captured.

In rural non-CCAP communities, at least 60 percent of households from each neighborhood will come together to create a Public Resources Map with the support of the SOs and the Engineer. The map will outline each neighborhood by name, noting for each, a rough number of households (to be confirmed later by the community profile) and all public resources, noting those that are dilapidated and in need of repair.

Following the mapping process and selection of CRG members, no CRLP-related community meeting (involving CRGs) may proceed unless all neighborhoods/streets are represented. This ensures that newcomers are included in the development process.

The finalized community resource map must be filed with community neighborhood representatives and CRG members, with a copy retained by the FP. The completed version should be photographed and uploaded into the MIS.

b) **Disaster Timeline, Transect Walk and Disaster Risk Mapping**

The Disaster Risk activities outlined here will be a key input for the Community Development Planning Process. Detailed session guidance notes included in the Step-by-Step Guidelines should be referenced for conducting the activities. The field engineers will receive training to identify climate risks and resilience needs.

The male SO and Engineer will work with the Disaster Risk Management (DRM) sub-group to create a disaster timeline. The timeline is followed by a transect walk through the community and the watershed in which the community is located to identify offsite (outside the community) pressures on land. This should include both man-made (e.g. erosion due to overgrazing) or natural (e.g. high rainfall that leads to flooding). The Engineers will lead the transect walk and use the 2D hazard maps to guide identification and confirmation of high-risk areas and then discuss these at the site with the participants. Where feasible, the women's group should conduct a transect walk. If this is not possible, the community will rely on the mapping completed by the men.

The timeline and transect walk findings will be mapped onto a Disaster Risk Management (DRM) Map developed by the community. The men will take the lead in creating this map using the Public Resources Map to orient themselves and use the timeline and 2D hazard maps and transect walk discussion. The Disaster Risk Map will first outline key pathways and markers (mosque, school, etc) and all mahallas. The larger group will then work mahalla-wise to identify key areas that face flooding, avalanches, areas that dry up during drought, etc. The map serves numerous purposes, including identifying vulnerable areas where infrastructure should not be built, where flood walls are needed, and where people can safely assemble during/after disasters. See the Step-by-Step Guidelines for instructions. During Community Development Planning, the Engineers may also discuss if impacts could be mitigated through any joint projects with other communities affected by the same disaster.

The DRM Maps prepared by the communities will also be cross checked with the CRLP Hazard Mapping Platform created by the WB and hosted on the ***WB's Geospatial Data Hub.*** The draft DRM map will be shared with the women's group who will add their own perspective and identify vulnerable areas and safe areas in or near the community in support of strengthening readiness for emergency preparedness and response.

c) Seasonal Calendar with a focus on Climate Change

The objective of the Seasonal Calendar with a focus on Climate Change is to identify long-term changes in weather patterns (20-30 years), including rainfall/snowfall and how these affect the communities' lives and livelihoods. The Seasonal Calendar will be used as an input during Community Development Planning. This activity requires group work by farmers and livestock herders first exploring how these changes have affected their livelihoods, their food security, the environment (increased use of pesticides, drawing water from ground wells to cultivate land, overgrazing, etc), and disputes (over water, pasture access) and how these changes can be mitigated. The Seasonal Calendar will be shared with CRG members and community women from all socio-economic groupings for their perspectives and inputs to capture impacts beyond farming and livestock (ie, overall water availability, health).

d) Community Development Planning and Subproject Prioritization

Community Development Planning will be based on the analysis that has been done: Public Resources Map, DRM timeline, DRM map, and the Seasonal Calendar with a focus on Climate Change. All the findings from these exercises will be reviewed and summarized on additional posters highlighting the five most important points. These summaries will provide the basis for discussions in terms of the communities' infrastructure needs. Following the summaries of the various analyses, the participants will be organized into mahalla groups to discuss which 2-3 changes they would like to see in their community. The SOs and Engineer will then organize the cards into themes: irrigation, roads, terracing, small check dams, etc and work with the participants to draft a 5-year vision for the community.

To achieve this vision, the participants should discuss what will be needed in terms of external support for infrastructure and what the community can do on their own. The external support for infrastructure can be further divided into what CRLP will fund and what other donors (NGOs, UN) will fund. In this way, potential CRLP subprojects will be identified and listed. For each potential subproject, the SO should ask the larger group to consider: who in the community will benefit and who will be left out?

The SOs will then ask the larger group to rank the potential infrastructure subprojects that will be funded from the CRLP to consider:

1. # of people who will benefit
2. Neighborhoods/areas of the village that have been left out in the past and are in need now
3. Infrastructure that protects people and assets from potential natural hazards in the area
4. Add subprojects that women have identified (**Note**: At least one subproject choice must be prioritized by women).

Once this process is completed, the larger group will prioritize five subprojects based on a show of hands. If there is considerable disagreement about which 2-3 projects should be priority 1, 2 and 3 the SOs can put the cards in a closed room and ask people to go in one by one and put blank cards to prioritize what they want. In this case, only the SO and Engineer will remain in the room, so that people have privacy when selecting their priorities.

The women CRG members will follow the same process, but instead of creating a vision, they will review the men's vision and add to it. Women will then follow the same process as men to select subprojects.

Once the prioritized subprojects have been reviewed and costed by the Engineer, the final subproject list will be shared with the CRG, and the Model Designs will be shared with the community for feedback.

3A.1.4 Well-Being Analysis and Beneficiary Selection

This section describes the process for preparing the household listing, conducting the Well-Being Analysis, identifying eligible households[2] for Components 1 and 3a, and generating the MIS-based beneficiary list for AIB onboarding. The process is based on **Form 2a** as the source household record and **Form 2b** as the MIS-generated list for C1 and C3a digital onboarding (further detailed in 3A.1.5).

Table 3.1: Well-Being Analysis and Beneficiary Selection Steps

Step	Output / Form	Responsible party	Purpose
1. Household listing	Form 2a Part A: Household Profile	FP SOs, community volunteers	Records all households, household profile, IDP/returnee status, and vulnerability categories (FHH/DH/ DA)
2. MIS entry of household profile	MIS record of Form 2a Part A *(physical copy retained by FP but not scanned)*	FP DBO	Creates the initial household database before the WBA
3. Printed WBA working list	Printed Form 2a with blank Part B columns	FP DBO/SO	Used by SOs to write one card for each household to use in the WBA; also use for corrections to household profile data
4. Well-Being Analysis and Beneficiary Selection	WBA poster and completed Form 2a Part B	FP SOs, community participants, women participants	Classifies households and records eligibility for C1 and C3a
5. C3b beneficiary confirmation	For UNOPS decision: Form 9b Part A	FP SOs/FP DBO	Records the selected woman beneficiary, activity choice, asset transfer, and C3b calculations
6. MIS update after WBA	Updated Form 2a in MIS and scanned completed Form 2a	FP DBO	Enters WBA classification, eligibility, and verified corrections
7. AIB onboarding list	Form 2b: MIS-generated list for C1 and C3a	MIS/FP/UNOPS Rural Team	Generates the list for UNOPS review and formal transmission to AIB
8. AIB onboarding update	Updated onboarding status in MIS	AIB / MIS	Records beneficiaries successfully onboarded, pending, or not onboarded
9. Final post-onboarding list	Final MIS-generated C1/C3a beneficiary list	MIS / UNOPS Rural Team	Serves as the reference list for payment processing, monitoring, and TPMA verification

[2] **Note:** A household is an economic unit and consists of all persons who generally eat from a common cooking pot/ hearth, and this could include one or more families. An urban household is defined as all persons living within one compound generally sharing a common hearth and / or common dining facility (Ashpaz Khana), and this could include one or more families. On average, a household in both rural and urban areas is estimated to include 7 persons. It is noted that learning from AF1 shows that multiple households living in the same compound may share a cooking pot in times of crisis, therefore this indicator cannot always be uniformly applied.

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Form 2a Part A: Household Profile

FP Social Organizers, with support from community volunteers, youth, teachers, or other community representatives, will prepare **Form 2a Part A: Household Profile** for all households in the community. Households should be listed by mahalla or neighborhood.

Form 2a Part A records household profile information, including household identification details, name of household head, father's name, household size, IDP/returnee/refugee/permanent household status, and relevant vulnerability categories (female-headed households, households headed by disabled or elderly persons, and households affected by drug addiction of the household head.) This version of Form 2a template will not include Part B.

The FP Data Entry Officer will enter Form 2a Part A directly into the MIS after completion and before the WBA. This version is not required to be scanned and uploaded into the MIS. However, the FP must retain the hard copy for verification, audit, monitoring, or TPMA review, if required.

After Form 2a Part A has been entered into the MIS, the FP will print the household list from the MIS. The printed version will include the household profile information from Part A and blank columns for Part B.

Well-Being Analysis

The beneficiary selection for C1 and C3 will be based on communities' Well-Being Analysis (WBA). The WBA will use common indicators across all communities, such as primary income source, landholding size, food security, etc. The indicators will enable the community participants to create well-being groupings (better off, middle, poor, and very poor) which will be used to determine eligibility for C1 and C3. The WBA exercise requires that 60 percent of each mahalla's households are represented in the meeting. This will ensure that there are a sufficient number of people from each mahalla who can assign households into well-being groupings.

The head of household names listed on the printed version Form 2a mahalla-wise, will be used to write the idea cards for the WBA exercise. Each idea card will have the name of the head of household and indicate the vulnerability status (if vulnerable). Female-headed will be indicated in the top right-hand corner, IDP/returnee in the top left-hand corner, and disabled, elderly, or drug-addicted heads of household will be noted in the bottom left corner. This will provide a check on the veracity of Form 2b, and households or households' vulnerability status that have been missed can be added as long as the larger mahalla group agrees.

The printed Form 2a will provide sufficient space for SOs to correct the MIS record in case any errors in data entry of household names are identified during the WBA (e.g. father's names, Tazkira numbers, phone numbers, etc.) or if the household status is missed or not captured correctly.

The men's WBA session will establish the indicators for each grouping and determine which household should be put into which grouping. For a household to be put into a well-being grouping, it must meet 6 of the 10 indicators outlined here.

In the women's WBA session, the women will review and make changes with a particular focus on women-headed households. The WBA can only be finalized once women have reviewed it and provided their

inputs and once the men have reviewed the poster version with women's inputs. The final WBA will then provide the basis for beneficiary selection.

After the WBA is completed, each beneficiary household name card will be marked in the bottom right corner with C1 or C3.

The household name cards will then be used to notate beneficiaries in the printed **Form 2a Part B** and make the final WBA poster.

Beneficiary Eligibility in Rural Communities:

Component 1:

All households identified under the 'poor' grouping in the WBA are to be considered 'eligible' for the paid labor under Component 1. Households in the 'very poor' grouping that have at least one physically capable male member (aged 18 or over) are also considered 'eligible' for the paid labor under Component 1.

Ideally, the CFWG budget will be sufficient for all households identified in the 'poor' grouping and those in the 'very poor' grouping with physically capable male members for each household to benefit from at least 15 days of paid unskilled labor. If the number of eligible households identified in the WBA and/or the type of subprojects selected by the community for the use of their CFWG will not allow at least 15 paid unskilled labor days per eligible household, the FP will work with the CRG and WBA participants (mahalla-wise) to prioritize households with higher rates of dependency, no agricultural land ownership, living in rented households, new IDPs/Returnees from among the households in this category (See Step-by-Step Guidelines for a detailed process).

It is estimated that around 65 percent of households in rural communities may benefit from the paid labor component under C1/CFWGs. On average about 90 households per rural community are expected to receive paid labor days (skilled/unskilled) under AF2.

Component 3a:

All households that fall into the very poor grouping in the WBA, and have no physically capable male wage earner, will qualify for C3a/SGs. Women from these households may opt to work in C1 and still qualify for C3b, but will be ineligible for 3a/ Social Grants.

It is estimated that around 10 percent of households in rural communities will benefit from Social Grants. On average, around 15 households per rural community are expected to receive social grants under the AF2. As such, the average social grants per rural community is estimated to be around US$ 1,500.

Component 3b:

All households who are eligible for Component 3a will also be eligible for Component 3b/WEA. This includes households that have opted to participate in C1 or are recipients of C3a. However, within these households, a woman from the household must be selected as the individual beneficiary.

Accordingly:

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- Only women in the eligible households may be designated as signatories for any asset transfers made under C3b.
- Attendance at the C3b training sessions must be exclusively by these women beneficiaries.

The FP Social Organizer, together with the woman CRG member from the relevant neighborhood, will consult with the women in these households and confirm their interest in these economic activities and their availability for the training to be conducted. The beneficiary households identified will be listed in the specific form established for C3b - **Form 9b List of Beneficiaries and Disbursement**.

It is estimated that around 10 percent of households in rural communities may benefit from the asset transfer under the women's economic activities. On average, around 15 households per rural community are expected to receive assets (equivalent to around US$ 230 per household) under the AF2. As such, the average asset transfer per rural community is estimated to be around US$ 3,450.

Beneficiary Listing: WBA Poster Notation and Form 2b

Following completion of the WBA, the Social Organizer will complete **Form 2a Part B** on the printed version. Part B records each household's eligibility for Component 1 and Component 3a.

The completed printed Form 2a, including any Part A corrections and Part B eligibility information, will be scanned and uploaded into the MIS. The FP Data Entry Officer will also enter the Part B data into the MIS and correct any verified Part A errors identified during the WBA process. The scanned version will serve as the documentary record of the WBA results and eligibility decisions.

Component 3b (Women's Economic Activities) beneficiary confirmation using Form 9b Part A

Following completion of the WBA and notation of household eligibility in Form 2a Part B, FPs will complete **Form 9b: Component 3b Beneficiary Confirmation** for households identified as potentially eligible for Component 3b. Later, during the C3b consultation session, shortly after the WBA, **Form 9b Part A** will be used to confirm the selected woman beneficiary within each eligible household and record her selected economic activity. This step is required because Form 2a records household-level information and the household head, while the Component 3b beneficiary is the individual woman selected from within the eligible household. Form 9b will provide the basis for Component 3b planning, training, asset transfer arrangements, and subsequent disbursement documentation under Form 9b. The completed Form 9a will be entered into the MIS and retained as the primary beneficiary confirmation record for Component 3b.

Actual Laborer Selection

As a norm, only one physically capable member per household is eligible for paid labor under the CFWG. However, this does not need to be the same person for all the paid labor days available for the given household. Each qualified and selected household can nominate up to three physically capable persons (from within their household only) that are aged 18 – 65 for the paid labor. This is then recorded in **Form 6b: CFW Paid Labor Attendance.** Any one of these persons can work for the given household for each of the workdays within the agreed number of paid labor days. However, the same labor-day cannot be divided into two or more laborers from the given household. It is also discouraged to have individuals still attending school to be employed during school days. A CRG member's household may qualify for the CFWG based on the Well-Being Analysis (WBA).

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Women Laborers for C1/CFWG:

It is important that women in need of assistance and eligible for inclusion can benefit from the project. CRLP therefore encourages giving poor women the opportunity to work in Component 1 activities. The following approaches can help to increase the number of female laborers in the project sites under C1 (without increasing additional costs). The suitability and applicability of these approaches depend on the community, and the FP should consider this carefully based on their knowledge, experience, and community relationships.

1. In the event that a male member of the household is not available to work (e.g. they are busy, absent, or have left the area), the women of the households should be encouraged to work in their place (only in those cases where the required work is interchangeable from the man to the woman).

In these cases, the overall number of households with working members may remain the same, but the number of female direct beneficiaries will increase.

2. FPs can allocate a small amount of funding (up to 5 percent of community C1 grants) for women-specific activities (that complement existing cash for work projects). In this case, FPs should particularly encourage women in households without participating male laborers.

The following are examples of C1 female laborers. The FPs should carefully consider the suitability and applicability of these for the women in the community. The list below is not exhaustive:

- Cleaning the project site
- Housekeeping of items (PPE, etc.) at the project site
- Cleaning the local neighborhood
- Fetching water
- Washing subproject related material, clothes, etc.
- Watering the project site
- Support during mealtimes
- Controlling the children not to enter the project sites, and
- Other appropriate activities that would be possible based on field realities as well as the willingness of women laborers.

Within the existing subproject guidelines and parameters (with an average of US$ 26,000 per community), FPs can allocate funding for these women-only activities in the subprojects. Further detail for FPs implementing this work is available in the Step-by-Step Guidelines.

3A.1.5 Onboarding for Digital Payments

Note: Prior to digital payment onboarding, FPs are responsible for orienting communities about the digital payment process. This is detailed in Chapter 3, Section 3C: Digital Payment Orientation (Rural and Urban) below.

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Form 2b: MIS-Generated AIB Onboarding List

Form 2b: List of Beneficiaries for C1 and C3a is generated automatically by the MIS from the approved Form 2a data.

Form 2b includes households recorded in **Form 2a** as eligible for Component 1 and/or Component 3a. It is used for AIB digital onboarding. All fields in Form 2b must be drawn from Form 2a or another approved MIS source.
The FP submits the MIS-generated Form 2b to the CRLP Rural Team through the MIS for review and approval. Once approved, UNOPS formally shares Form 2b with AIB for onboarding. Lists submitted directly by the FP, CRG, or community to AIB are not valid.

AIB Onboarding and MIS Updates

Following receipt of the approved Form 2b from UNOPS, AIB conducts digital onboarding in the community, including Know Your Customer verification, biometric registration, and issuance of e-cash cards.

AIB shall ensure that beneficiaries show valid ID for the issuance of e-cash cards. For beneficiaries without a NID or valid identification, the CRG is responsible for verifying identity at the community level (with the Facilitating Partner SOs supporting this process)."

After onboarding, AIB provides confirmed registration data to the MIS. The MIS updates the status of each household listed in Form 2b to show whether the household was successfully onboarded, not onboarded, or pending a second onboarding opportunity.

Skilled Laborer onboarding: Skilled laborers will be introduced for onboarding through the MIS if they reside in the community and their household is listed in Form 2a. If they are from outside the community, their details must be added through Table 2 of Form 2B.

A second onboarding round may be conducted before the first payment cycle for:

- Households already listed as eligible in approved Form 2a but absent during the first onboarding visit.
- Newly arrived IDPs or returnees identified before the first payment cycle and approved by the CRLP Rural Team.
- Any skilled laborers identified as needed after the first onboarding.

For any new household addition, the FP must first update Form 2a in the MIS, including household profile and eligibility information. The MIS will then generate an updated Form 2b for the CRLP Rural Team's review and formal transmission by UNOPS to AIB.

No additions to the beneficiary list may be made after the second onboarding update, unless approved by UNOPS.

Final Post-Onboarding List for Payment and Monitoring

After the final AIB onboarding update, the MIS will generate the final C1/C3a beneficiary list showing which households were successfully onboarded. This final post-onboarding list will serve as the reference list for payment processing, monitoring, and Third Party Monitoring Agent (TPMA) verification.

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The MIS must maintain version history for Form 2b, including the date of generation, approval status, onboarding status, and any updates before finalization. The CRLP Rural Team will ensure that TPMA uses the final post-onboarding list, rather than earlier Form 2b versions prepared before onboarding was completed.

Note: Households recorded as potential beneficiaries in Form 2b may not necessarily participate in project activities or receive labour days. This may occur due to factors such as temporary absence from the community or inability to work during the implementation period. As a result, some households listed in Form 2b may not engage in project activities and will not receive payment.

3A.2 Bilateral Sub-Grant Agreement Form (Rural)

Once the beneficiary household lists and the shortlist of subprojects proposed for Component 1 are finalized for a given community, the FP and the CRG (representing the given community under Project coverage) will sign a bilateral subgrant agreement form: **Form 4: Subgrant Agreement Form.** This form will lay out the following: key roles and responsibilities of the community; key roles and responsibilities of the CRG representing the community for this Component; key roles and responsibilities of the FP assigned; the total subgrant amounts allocated to the given community for C1 and C3, and the list of subprojects selected for C1. The form will especially emphasize that no subgrants will be issued directly to the CRG. Instead, the FP will be managing and expending the subgrants on behalf of the community against the approved proposals/plans for C1 and C3 (a & b).

3B Urban Communities

3B.1 Beneficiary Selection in Urban Communities:

(a) Component 2

In targeted urban project sites, the UNOPS procured contractors will work with the CRGs, local Gozar Assemblies (GAs), where present, or with ad-hoc Consultative Groups (CGs, where GAs are not present) to inform the community residing in the project area of the paid work opportunities under the Component 2's LIWs. All households considered 'poor' or 'very poor', with able bodied adults willing to participate in the paid labor, are deemed eligible. However, such households should self-identify themselves to the contractor. The contractor, in consultation with CRGs, GAs or CGs, will select the households for the labor. It should be noted that selection may be in cohorts as per the work requirement, and may not be available to all selected households simultaneously. The selected households for each cohort of labor provision will be advised of the same by the contractor through the GA/CG.

It is expected that an average of 15 to 25 percent of households will benefit from paid labor per project site, with at least 30 days of paid labor.

(b) Component 3a

In urban communities with CRGs, FPs will work with the CRGs to identify eligible households for the social grants. In urban communities without established CRGs, FPs will work with the mosque committees (MCs) in the project site for such identification.

Note: Ideally, the FP will work with the MC of the largest mosque in the project area, in consultation with any MCs of the smaller mosques within the same project coverage area.

In urban areas, the following will be deemed as eligible for the social grants, provided that they do not participate in the paid labor under Component 2/ LIWs:

- Households headed by widows/ single women
- Households headed by mentally/ physically challenged persons
- Households headed by the very elderly or comprised entirely of elderly members
- Households headed by drug-addicted persons.

It is estimated that, on average, each urban project site would benefit around 70 households with the social grants. As such, on average, each urban project site would benefit from around US$ 7,000 in social grants.

(c) **Components 3b:** This subcomponent is limited to rural communities and hence will not apply in urban project sites.

(d) **Component 4:** Only a few elements of capacity building (such as roles and responsibilities of CRGs and MCs, establishment of Grievance Redress / Community Participatory Monitoring Team (GR/CPMT) and Project GRM etc) will apply in urban areas. These will remain the responsibility of the FPs.

Note: Final lists of eligible households across C2 must be displayed in the project sites. De facto female-headed households that are eligible for C2 or C3a in urban areas will be identified in the project documents but may not be added to posters displayed in public.

3B.2 Bilateral Sub-Grant Agreement Form (C3a/Urban)

In urban communities with CRGs, once the urban Component 3a social grant beneficiary lists are finalized for a given community, the FP and the CRG (representing the given community under Project coverage) will sign a bilateral sub-grant agreement form: **Form 4: Sub-Grant Agreement Form.** This form will lay out the following: key roles and responsibilities of the community; key roles and responsibilities of the CRG representing the community; key roles and responsibilities of the FP assigned, and the total subgrant amount allocated to the given community for Component 3a.

In urban project areas where CRGs do not exist: once the beneficiary household lists for the urban C3 social grants are finalized for a given community, the FP and the mosque committee (representing the urban project site coverage area) will sign a bilateral subgrant agreement form: **Form 4: Subgrant Agreement Form.** This form will lay out the following: key roles and responsibilities of the mosque committee representing the project site for C3a; key roles and responsibilities of the FP assigned, and the total subgrant amount allocated to the given community for C3a.

3C Digital Payments Orientation (Rural and Urban)

Before AIB conducts biometric registration in a community, all identified C1 and C3a beneficiaries must be oriented on the digital payment system: what it is, what to expect on account opening day, and how to use the

e-cash card thereafter. This orientation is the responsibility of FP Social Organisers and applies in both rural communities (Components 1 and 3a) and urban communities (Component 3a). It is delivered at the community level, in the local language, before the AIB onboarding day. Detailed session guidance is provided in the Step-by-Step Guidelines shared by UNOPS with the FPs during the Training of Trainers orientation session.

The same orientation concerning the Digital Payment process will also be provided to C2 beneficiaries by the UNOPS team.

Content of the orientation session

The orientation session covers the following five activities/topics:

Activity 1: Explain the Bank Account Opening and Wage/Social Grant Payment System
Activity 2: On the Day of Bank Account Opening
Activity 3: On the day of Wage/ Social Grant Payment / 2nd Possibility for Account Opening
Activity 4: Explain Bank Accounts
Activity 5: Benefits of having the AIB Bank Account

Activity 1 - Explaining the Bank Account Opening and Wage / Social Grant Payment System

Beneficiaries are informed that under CRLP, wages (C1) and social grants (C3a) are paid directly into individual bank accounts held with Afghanistan International Bank (AIB). Each registered beneficiary receives an e-cash card linked to their biometric fingerprint. Money is deposited directly into the account; beneficiaries do not handle physical cash from UNOPS or the FP. They may withdraw funds on the AIB payout day via fingerprint authentication at the AIB POS device, or retain the balance on the card for later use.

Activity 2 - What happens on account opening day

All beneficiaries on the confirmed list must attend the scheduled AIB registration session in person. On that day, AIB agents will collect each person's fingerprint biometric and the information required for the Know Your Customer (KYC) process[3]. An e-cash card is issued at the end of the registration process. Beneficiaries who are absent will not be registered and will not receive payment. A second onboarding round is organised for newly arrived IDPs and returnees added to the list before the first payment cycle. Beneficiaries are also informed of the wait time.

Activity 3: On the day of Wage/ Social Grant Payment / 2nd Possibility for Account Opening

The beneficiaries will be told in advance when the AIB representative will return for wage/social grant payments. Laborers will be paid based on the labor attendance sheet and social grant beneficiaries will receive a one-time payment. The beneficiaries will be provided with a paper that shows how much they were paid, how much was taken out and how much is left. Laborers/social grant recipients who missed the first account opening and IPDs/returnees who came to the community after the initial account opening day and are in the updated beneficiary list can open a bank account.

Activity 4 - Understanding the bank account

A bank account is a secure place to store money, accessible only by the authorised holder through fingerprint verification. The account remains active even with a zero balance. A lost card can be replaced free of charge. Beneficiaries receive a transaction slip after each withdrawal showing their balance.

[3]KYC information collected by AIB includes: household identification number, name of household head, father's name, gender, Tazkira number, phone number, and biometric fingerprint. For urban C3a beneficiaries, household size and residency status are also captured. See Form 2b (rural) and Form 3a (urban). Full procedural arrangements are set out in the UNOPS-AIB Banking Agreement.

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Activity 5- Benefits of the account

The account allows beneficiaries to receive money securely, withdraw at any time, receive funds from other sources, and in some cities make card payments. Beneficiaries may register a secondary person from the same household to access funds where operationally agreed. Information on the above is reinforced through community posters displayed in mosques and community centres following the orientation session.

Role of Social Organisers on onboarding day

During the AIB biometric registration session, FP Social Organisers play an operational and supervisory role. They are responsible for: organising beneficiaries into their mahallas and determining time windows for each mahalla when the AIB representative will do their work; managing queues to prevent overcrowding; prioritising elderly persons and persons with disabilities in the queue; ensuring that male and female registration sessions are conducted separately; bringing vaseline in case rough or worn fingerprints present a problem during registration; serve as the primary point of contact between AIB agents and beneficiaries throughout the day; and resolving any issues arising on-site in coordination with the AIB field agent and UNOPS.

The step-by-step onboarding and disbursement process for each component is set out in Chapter 3, (3A.1.5 - Onboarding for Digital Payments) and Chapter 7A, Section 7A.4 (Component 3a, Rural and Urban).

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Chapter 4: Entry Criteria for Access

The CRLP applies two mandatory Entry Criteria for Access (ECAs) to confirm that minimum conditions for community operation and women's participation are in place at the time of Community Representative Groups (CRGs) registration. These criteria are prerequisites for the release of funds under Components 1, 2, and 3.

Entry Criterion	**ECA 1: Established CRGs are not prohibited from operating**	**ECA 2: Women's involvement continues in established CRGs**
Definition	CRGs in project areas are able to operate and carry out their functions as community representatives. At registration, a minimum of 70 percent of representatives must be in place.	Women are included in CRGs and are able to participate in CRG functions. At registration, women represent at least 40 percent of CRG membership.
Scope	Applies at the time of CRG registration and during project implementation. In urban areas, this criterion applies only in locations where Community Development Councils previously operated and where CRGs are set up.	

Continuity of compliance during implementation: The ECAs establish minimum access conditions at entry. Limited changes in CRG membership may occur during implementation due to normal turnover, however, women's participation and the ability of CRGs to operate must be sustained in practice. During implementation, CRGs are expected to:

- Coordinate assistance in their community, including distribution of assistance.
- Assist with beneficiary targeting, including identifying the most vulnerable households in their community for assistance.
- Help to identify cash-for-work (CfW) schemes in rural areas or labor intensive work (LIW) schemes in urban areas.
- Female CRG members review and provide inputs on the Vulnerable Group beneficiary list for the Social Grants.

The Step-by-Step Guidelines detail the process for setting up CRGs, membership requirements and explain the process for replacement of CRG members throughout the life of the project.

Process when ECAs are not met:

- Where one or both ECAs are not met, communities are provided six weeks from the date they are informed, to take actions needed to meet the criteria. During this period, the FP works with the community to regularize CRG membership and address barriers to compliance.
- Registration of the CRG using **Form 1: CRG Registration** must be completed within this six week period. Once adequate membership is confirmed, including at least 70 percent of all CRG members, and 40 percent female representation, the community is considered to have met the ECAs and project activities under C1, C2, C3, and C4 may proceed.
- Where a community is unable or unwilling to meet the ECAs within the specified timeframe, the FP will discontinue engagement in that location, and immediately inform UNOPS.

Verification: UNOPS and the Afghanistan Resilience Trust Fund (ARTF) Third Party Monitoring Agent (TPMA) conduct spot checks on a sample of project locations to verify ECA compliance. See Section 12.15 for additional details on monitoring of the ECA.

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Chapter 5: Component 1: Livelihoods Support and Climate Resilient Productive Assets in Rural Areas

5.1 Background

Building upon the successes and lessons learned from the Citizen's Charter Afghanistan Project's (CCAP) Maintenance and Construction Cash Grants (MCCG) subprogram and the National Solidarity Program-III's Maintenance Cash Grants (MCG) subprogram, this chapter provides procedural guidance for the implementation of Component 1 of the CRLP. Lessons learned during the CRLP's Parent Project (PP) and the First Additional Financing (AF1) implementation of this Component, and the revisions made to its design as part of the Second Additional Financing (AF2) have also been incorporated into this chapter.

Component 1 under CRLP's PP and AF1 was called 'Emergency Livelihoods Support and Services in Rural Areas'. It has been renamed for the AF2 as the 'Livelihoods Support and Climate Resilient Productive Assets in Rural Areas', primarily to reflect the emphasis on more sustainable subprojects that contribute to climate resilience, and related policy and procedural changes that enable this shift, as further detailed in this chapter.

This component under AF2 is expected to cover 2,153 rural communities in 38 districts in 23 provinces. Together with the PP, AF1 and AF2, this Component is expected to cover a total of 10,843 (i.e. 5,968 in the PP, 2,722 in the AF1 and 2,153 in the AF2 communities) in 132 districts in all 34 provinces of the country. The AF2 coverage will include the five remaining earlier uncovered provinces of Badghis, Balkh, Daikundi, Ghor and Jawzjan; and include around 480 communities in 18 districts in six provinces in the CASA-1000 transmission line Corridor of Impact (CoI) within the country.

5.2 Implementation mechanism

The implementation of Component 1 is delivered through the Cash-for-Work Grant (CFWG) modality. Facilitating Partners (FPs) work with Community Representative Groups (CRGs) in targeting rural communities to mobilise households, engage people in analysis and planning activities, identify priority subprojects, prepare proposals, manage labour, and execute community-level procurement. UNOPS provides technical oversight, approves subproject proposals through a risk-based categorisation framework, and disburses funds through escrow and operational accounts to FPs and ultimately beneficiaries. The detailed procedural sequence is set out in the sub-sections that follow.

5.2.1 Community targeting, subproject selection, and CFWG calculation

The rural livelihoods grant given to rural communities is referred to as Cash-for-Work Grant (CFWG) for ease of understanding, translation into local languages and reference.

The CFWG is calculated as follows for communities with up to 200 households:
A = labor costs = 65% of the total households rounded off x 25 labor days/household x AFN 350/day
B = non labor costs = same as A
Total CFWG for the given community = C = A+B

Example:

- Community A has 150 households
- 65% of 150 households entitled to labor = 97.5 households, rounded to 98 households
- Labor costs = 98 households x 25 days x AFN 350/day = AFN 857,500
- Non-labor costs = AFN 857,500
- Total CFWG for the given community = AFN 1,715,000

The exceptions to the above for larger communities are as follows:

a) Communities with over 200 households and up to 300 households: CFWG will be fixed at AFN 3 million, with a minimum of 50% (i.e. AFN 1.5 million) to be utilized as labor payments.
b) Communities with over 300 households: CFWG will be fixed at AFN 4 million, with a minimum of 50% (i.e. AFN 2 million) to be utilized as labor payments.

The Management Information System (MIS) is configured with an automated flag to prevent CFWG allocations from exceeding the applicable ceiling for communities with more than 200 households. Where the automated flag is triggered, the Rural Team must review and confirm the community's household count before the allocation is finalised. All communities with over 200 households will need to be carefully reviewed by the FPs, and a sample of the same is to be included in the random spot checks conducted by UNOPS.

Component Cost Ratio: Under the AF2, a minimum of 50 percent of the CFWG for a given community must be utilized for paid labor, and a maximum of 50 percent of the CFWG can be utilized for all non-labor costs (including administrative, transportation, materials, equipment, bank fees, etc) of the subprojects. This is referred to as the 50:50 component cost ratio. It should be emphasized that 50 to 100 percent of the CFWG may be utilized for labor costs, while only 0 to 50 percent of the CFWG for that given community may be used for non-labor costs. It should also be noted that this ratio only applies at the community level and not for individual subprojects for communities with more than one subproject financed by the CFWG.

Permissible Subprojects: The CFWG of a given community may be used for a maximum of two subprojects. The full list of eligible subproject types and the requirements for subproject selection are set out in Section 5.3 (Eligible projects) below.

Developing the CFWG Work Plan: The mobilisation, analysis and planning process in each rural community concludes with:

(a) The determination of the community's CFWG ceiling, based on the number of households, and
(b) The community's determination of its priority subproject(s) to be financed.

The Social Organiser (SO) and the Engineer will organise a Community Development Planning (CDP) meeting with around 60 percent of each neighbourhood's households represented. In this meeting, the participants will review the Resources Map, DRM map, DRM Timeline and Seasonal Calendar and create/update their CDP based on the priorities identified as possible subprojects for use of the community's CFWG. The CDP will be reviewed by women from all neighborhoods and they may add potential subprojects. Two subprojects identified as priorities under the CDP and feasible under the CFWG norms are then selected. It is recommended to include a minimum of 60 percent of households in the community in this planning exercise. However, in larger communities, 60 percent of households may not be feasible, and so the exceptional guidelines provided in the Step-by-Step Guidelines need to be followed for such cases. The timeline for developing the CFW plan is one day per community.

The **Form 4: Subgrant Agreement Form** finalisation is followed by the FP Engineers preparing a Cash for Work Plan (i.e. subproject proposals) using **Form 5a: CFW Plan.** There is only one Form 5a per community, but it is divided into separate repeated sections for each of the selected subprojects. The detailed proposal (Form 5a with its annexes) includes an engineering design, scope of work (SOW), and bill of quantities (BOQ) specific to the identified subproject site(s). It should be noted that subprojects proposed in two different locations must be included in two separate sections of the Form 5a, even when they are essentially the same kind (e.g. one tertiary road repair in one part of the community and another tertiary road repair in another part of the community). The environmental and social (E&S) safeguard screening checklists and other required E&S documentation (as required in the Environmental and Social Management Framework, ESMF) are also to be prepared per subproject site. Procurement and financial management related forms and documents may be prepared for one or both the subprojects, as convenient. GPS-tagged photographs of each proposed subproject location (showing the existing conditions prior to the start of the subproject) must also be attached to the proposal. The final complete Form 5a should clearly show the estimated start and end dates for each subproject, as well as the estimated labour days and labour costs (divided by skilled and unskilled) and non-labour costs.

The SO and Engineer supports the CRG in holding another community-wide meeting to inform the community of the final decisions on subproject selection and, if more than one subproject is selected, the division of the CFWG budget and the labour days among the subprojects. The expected dates for Form 5a submission and approval and subsequent disbursement and receipt of funds are announced. The tentative dates for the labour are also announced and publicly posted in mosques or community centres next to the criteria poster.

The completed Form 5a (with its accompanying annexes) will then be verified by the CRG officials by signature or thumbprint and submitted via the SO/Engineer for approval to the FP Provincial Office. The FP Provincial Manager will be required to carefully review all aspects of Form 5a and its annexes. The approval of the Provincial Manager on **Form 4: Subgrant Agreement Form and Form 5a: CFW Plan** indicates an approved CFWG agreement for the community.

FPs are responsible for ensuring that the subproject plan is acknowledged by the Ministry of Rural Rehabilitation & Development (MRRD). FPs must log all design packages in the MIS and classify them as Group 1, 2a, 2b, or 3, in accordance with the guidelines provided, which will guide the quality assurance workflow (see Section 5.2.3 Design).

As part of the oversight and implementation-monitoring arrangements, the approved **Form 5a: CFW Plan** will be entered into the MIS, including predefined ranges of data possible, to minimise inaccurate data being entered.

5.2.2 Environmental and social risks and impacts screening

All proposed CFWG subprojects must undergo environmental and social (E&S) screening prior to approval, in accordance with the Environmental and Social Management Framework (ESMF). The screening determines E&S risks and impacts and identifies whether the ESMF mitigation measures are sufficient or whether additional measures are required.

Subprojects with significant E&S risks or impacts will not be approved. The screening process applies the negative list **(Annex V ESMF Form 1)**, the E&S screening checklist (**Annex V ESMF Form 2**), and the Project Environment and Social Management Plan template (**Annex V ESMF Form 3**) where required. Site-specific ESMPs are not required for C1 subprojects; mitigation measures are proposed in the screening checklist itself, proportional to the level of risk identified.

Special attention must be paid in areas where natural disasters may occur (e.g. flash floods, avalanches) to ensure that communities are properly trained and risk mitigation measures are in place. Where the level of risk warrants, additional mitigation measures may be added and the frequency of monitoring increased. Detailed E&S management procedures, including the workflow and roles, are set out in Chapter 11 of this POM.

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5.2.3 Design - Risk-Based Subproject Categorisation

A strengthened and standardised quality management framework has been added under the AF2 using a risk-based approach whilst facilitating rapid implementation by introducing a categorisation system for subprojects.

All subproject proposals must be categorised into one of four groups - Group 1, Group 2A, Group 2B, or Group 3 - based on the nature, scale, and structural risk of the proposed activity. The group determines the applicable design review pathway, the level of UNOPS oversight, and the reviewer responsible for sign-off. A full list of activities and their applicable group is set out in the Subproject Output Matrix, which will be provided along with the detailed Technical Manual, and for all subproject categories, the FP Engineer prepares the subproject proposal and identifies the applicable group using this matrix. The FP Senior Engineer then reviews the proposal before submission and the FP Database Officer (DBO) uploads the proposal to the MIS. MRRD acknowledgement is required before works commence. The applicable design review pathway then depends on the group classification, as set out below.

Further details will be provided to FPs as part of a detailed Technical Manual, which will contain UNOPS-approved Model Design packages, applicability guidelines and review checklists, coordinated with MRRD in advance for alignment.

Group 1: Exempt Activities

Subproject proposals in this category cover specific low-risk activities, including walls under 2 meters, small drainage works, canals, paving, basic repairs, and similar small-scale interventions. Group 1 activities are exempt from external design review. The CRLP Rural Project Team (C1 Engineers) carries out spot checks of designs and site works on a sample basis. Works commence after MRRD acknowledgement.

Group 2A: Model Designs (CRLP Rural Project Team Review)

Group 2A applies to subprojects implemented under UNOPS-approved Model Designs for: walls between 2 and 4 metres in height, culverts with span under 5 metres, bridges with span under 5 metres, and micro-hydro power schemes. The Model Design package is accompanied by applicability guidelines and a review checklist, both pre-approved by UNOPS. Based on the Model Design, the FP prepares and submits a site-specific design package to the CRLP Rural Project Team via the MIS. The site-specific design is then subject to a design review carried out by reviewers within the CRLP Rural Project Team, using the approved review checklist.

Segregation of duty is assured: the FP/NGO is the designer and is responsible for utilising the Model Design and applying site-specific modifications within the allowable limits set out in the applicability guidelines; the UNOPS Project Engineer is the Reviewer, supported by the review checklist. The Reviewer must not be the same individual who provided design support to the FP. Site checks during implementation are carried out by the CRLP Rural Project Team. All design data, review checklists, and site check records are entered into the MIS.

The indicative review time is 1-3 working days. The review may require design adjustments and resubmission via the MIS prior to confirmation to proceed. UNOPS retains the right to access design records and conduct spot checks at any time.

Group 2B: Model Designs (Approved Reviewer outside the Rural Team)

Group 2B applies to subprojects implemented under UNOPS-approved Model Designs for check dams up to 3 metres in height and bridges with span up to 15 metres. As with Group 2A, the Model Design package is accompanied by applicability guidelines and a review checklist. Due to the higher level of structural risk associated with these activities, the site-specific design review is carried out by an Approved Reviewer outside the CRLP Rural Project Team. The Approved Reviewer may be national or international, based locally or elsewhere, provided they have appropriate skills and experience to carry out the review.

Segregation of duty is assured: the FP/NGO is the designer (utilising the Model Design and applying site-specific modifications within the allowable limits); the Approved Reviewer is outside the CRLP Rural Project Team and is supported by the review checklist. Site checks during implementation are carried out by the CRLP Rural Project Team. All design data, review checklists, and site check records are entered into the MIS. UNOPS retains the right to access design records and conduct spot checks at any time.

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Group 3: Full Technical Review

Group 3 covers activities which exceed the Model Design parameters (for example walls over 4 metres in height, check dams over 3 metres in height, bridges with span over 15 metres) and any other activities not included in the Exempt list or the Model Design library (e.g. latrines).

Group 3 activities are further classified as follows, which determines the applicable review pathway:

Group 3A - Low risk: Activities falling outside Groups 1 and 2 that are suitable for review by a local in-country peer reviewer. Indicative review time is 1-3 working days.**Group 3B - Medium risk:** Activities falling outside Groups 1 and 2 that require a retainer reviewer. This includes structures where model design applicability parameters are exceeded and any activities of higher structural consequence not covered by Groups 1 or 2. Indicative review time is 3-5 working days.

Works cannot commence until the UNOPS review is complete.

Cross-cutting requirements applicable to all groups

The following requirements apply across Groups 1, 2A, 2B, and 3:

- The MIS is the single repository for all design packages, review checklists, site check records, and supporting documentation.
- FPs are required to log all design packages into the MIS at the proposal stage, with the categorisation marked. FPs must reflect any changes to the subproject scope, design, or budget in updated submissions to the MIS, even where the original budget has been approved. Photographic site reporting (before, during, and after the works) is required for all subprojects through the MIS. CRLP Rural Project Team conducts spot checks of completed works on a sample basis, calibrated to the Group classification.
- Activities and Model Designs may be added to the Exempt group or the Model Design library by prior agreement with UNOPS. Any such additions are recorded in the Subproject Output Matrix and the Technical Manual, and communicated to all FPs through the MIS.
- FPs are required to prepare operation and maintenance plans for completed assets, calibrated to the Group classification, to promote longer-term sustainability. FP internal quality assurance is reinforced through Senior Engineers at the provincial level who approve designs before submission to UNOPS.
- The Model Designs will be coordinated with MRRD in advance for alignment, while all subprojects will be shared for their acknowledgement.
- The responsibility for the technical accuracy of any site-specific adaptation of Model Designs (Groups 2A and 2B) remains with the FP engineering team. The UNOPS Reviewer is responsible for verifying that the site-specific design conforms to the Model Design parameters and applicability guidelines, using the review checklist. FPs remain responsible for site-specific Health, Safety, Security and Environment (HSSE) planning and compliance, including mandatory PPE provision, with UNOPS providing monitoring and support.
- Once deemed satisfactory by the relevant UNOPS Reviewer, **Form 5a: CFW Plan** is marked as 'verified' in the MIS. Once verified, the CFWG for the given community is disbursed to the FP. See Sections 13.4 (pass-through funds) and 13.5.1 (digital payment for C1 and C3) of Chapter 13: Finance for the subgrant disbursement modalities and subgrant fund flow mechanisms.

5.2.3.A: Subproject Activity List

Type	Type	Group 1 (Exempt)	Group 2 (Model Designs)		Group 3 (Full Technical Review)
			G2A (CRL Rural Team Review)	G2B (Retainer Review)	
Irrigation	Aqueducts	Single span not more than 2m, water depth not more than 1m, width not more than 2m	Yes - up to 8m span		
	Canal	Max wall height 1.5m (typically <1m), width 5m			
	Canal Lining (PCC)	Max wall height 1.5m (typically <1m), width 5m			
	Canal lining (RCC)	Max wall height 1.5m (typically <1m), width 5m			
	Canal Lining (Stone Masonry)	Max wall height 1.5m (typically <1m), width 5m			
	Check Dam			Yes up to 3m high	>3m (none expected)
	Drainage and Water Canal/ Conduits	Max wall height 1.5m (typically <1m), width 5m			
	Protection Wall (Gabion)	Max wall height 2m	Yes - up to 4m see below		>4m (none expected)
	Intake	No structures more than 1.5m high	Yes (TBC)		
	Karez	Cleaning, clearing, and repairing only, no new construction			
	Pipe Scheme	No trenches deeper than 1.5m			
	Protection Wall (not retaining)	Up to 2m high, any higher must use model designs	Yes up to 4m		>4m (none expected)

	Spring box	Max depth 1.5m			
	Super Passage	This is a canal cover, spanning less than 1.5m width of canal.			
	Trench	No trenches deeper than 1.5m			
	Water Divider	No structures more than 1.5m high			
	Ground Water Reservoir	No structures more than 2m high / deep			
	Weir	No structures more than 1m high	Yes - up to 2m		>2m (none expected)

Type	Type	Group 1 (Exempt)	Group 2 (Model Designs)		Group 3 (Full Technical Review)
			G2A (CRL Rural Team Review)	G2B (Retainer Review)	
Transport	Bridge (RCC)	Max span 2m, max width 5m, otherwise must model designs	Yes - for 2m to 5m span	Yes - for 5m to 15m span	>15m span (none expected)
	Causeway / Wash	Road surfacing for flood protection - up to 5m wide			
	Culvert (Box)	No structure or excavation deeper than 1.5m, no slab spanning more than 2m	Yes, for slabs spanning 2-5m		
	Culvert (Pipe)	Maximum pipe diameter 1m, No excavation deeper than 1.5m			
	Culvert (Slab)	No structure or excavation deeper than 1.5m, no span more than 2m	Yes, for slabs spanning 2-5m		
	Concrete Street	Maximum width 4m, no excavation deeper than 1.5m			
	Pathway	Maximum width 4m, no excavation deeper than 1.5m			

	Pedestrian RCC Bridge	Max span 2m, max width 2m, otherwise must use model designs	Yes - for 2m to 5m span	Yes - for 5m to 15m span	>15m span (none expected)
	Retaining Wall (Gabion)	Max wall height 2m	Yes up to 4m height		>4m (none expected)
	Retaining Wall (Stone Masonry)	Max wall height 2m	Yes up to 3m height		>3m
	Secondary Roads	Maximum width 4m, no excavation deeper than 1.5m			
	Side Ditch (RCC)	No excavations deeper than 1.5m			
	Side Ditch (PCC)	No excavations deeper than 1.5m			
	Side Ditch (Stone Masonry)	No excavations deeper than 1.5m			
	Walking Steps (stairs in the hilly areas)	No excavations deeper than 1.5m			

Type	Type	Group 1 (Exempt)	Group 2 (Model Designs)		Group 3 (Full Technical Review)
			G2A (CRL Rural Team Review)	G2B (Retainer Review)	
Transport	Tertiary Roads	Maximum width 4m, no excavation deeper than 1.5m			
Rural Development	Boundary wall	Max wall height 1.5m	Yes up to 4m height		
	School	Cleaning and minor repairs only (no structural or electrical)			
	Clinic	Cleaning and minor repairs only (no structural or electrical)			
	Community Center	Cleaning and minor repairs only (no structural or electrical)			
	Grain Banks Building	Cleaning and minor repairs only (no structural or electrical)			
	Waste Management	Transportation of garbage only			
	Agroforestry	Planting Trees and agricultural crops only			
	Land leveling	No excavations deeper than 1.5m			
	Shelter for Animal	*Model designs only*	Yes		

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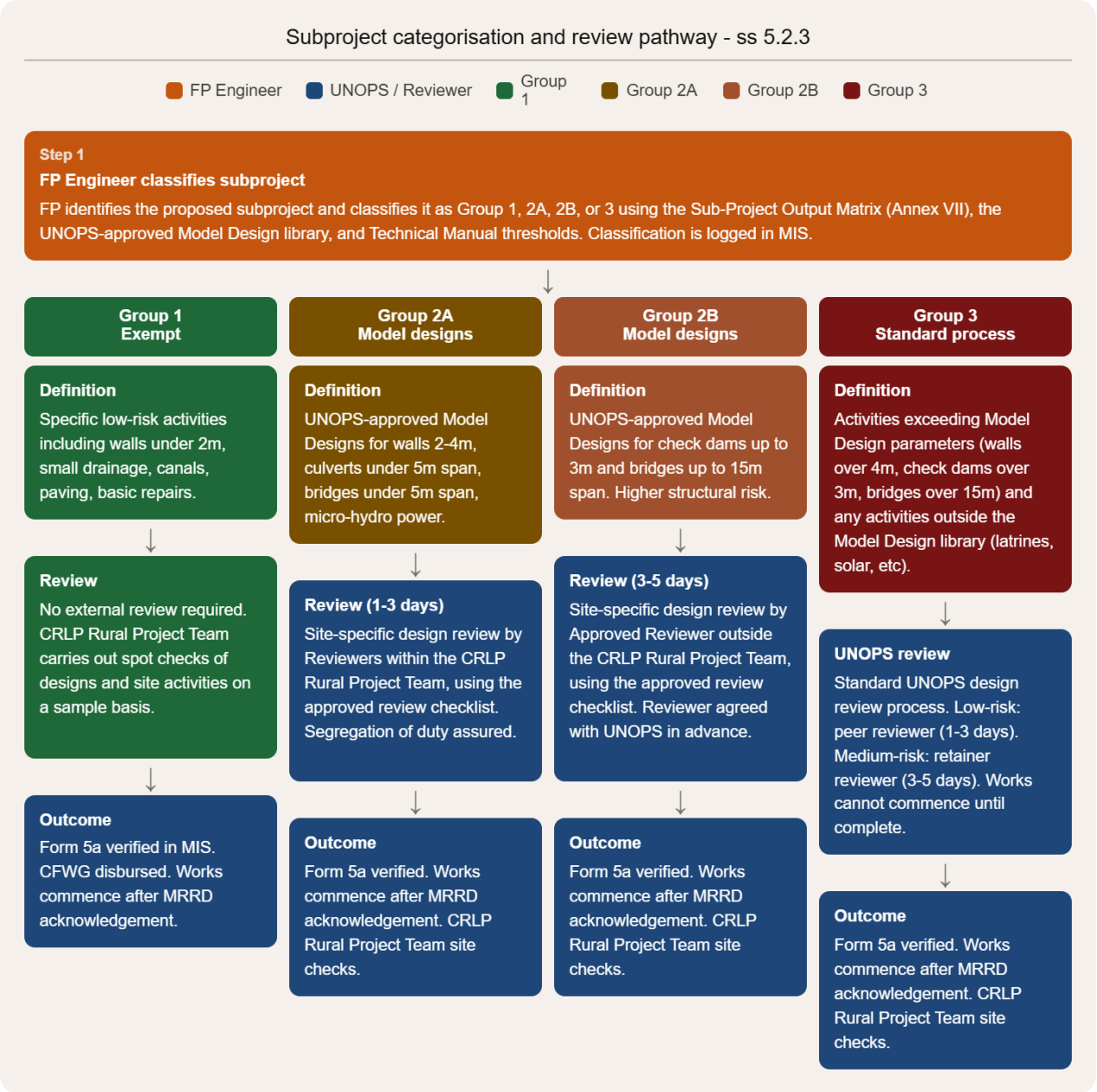
	Tent (For Human , Animal, Education)	Procurement and installation only			
	Mulching of degraded Areas	Ok			
Renewable Energy	Micro Hydro Power	Must use model designs	Yes		
	Solar Mini Grid System	Must use model designs	Yes		
Water Supply and Sanitation	Water Well	Boring maximum diameter 0.5m, maximum depth 180m			
	Hand Pump	Procurement and installation			
	Gravity Water Supply Network	Maximum number of stand taps 10, no excavation deeper than 1.5m			
	Elevated Water Towers				Yes
	Power pumping water supply network	Maximum number of stand taps 10, no excavation deeper than 1.5m			

Type	Type	Group 1 (Exempt)	Group 2 (Model Designs)		Group 3 (Full Technical Review)
			G2A (CRL Rural Team Review)	G2B (Retainer Review)	
Water Supply and Sanitation	Water Supply Reservoir	No excavation deeper than 1.5m, no structure higher than 1.5m, maximum water storage 3000m3			
	Spring Chamber	No excavation deeper than 1.5m, no structure higher than 1.5m			
	Water Filtration Chamber	No excavation deeper than 1.5m, no structure higher than 1.5m			

Further details on subproject activities will be provided to the Facilitating Partners in the Technical Manual, including HSSE requirements, guidance on excavations and working at height, and other technical information.

Figure 5.1: Subproject Categorisation and Review Pathway



All works must be shared with MRRD prior to commencement for acknowledgement. Full thresholds and activity lists in the Project Activity List (Annex --).

5.2.4 Labour Allocation, Budgeting and Wage Processing

The beneficiary selection, WBA-based eligibility, Form 2b preparation, and AIB digital payment onboarding processes, which are shared between C1 and C3a, are set out in full in Chapter 3, Sections 3A.1.4 and 3A.1.5. The following steps cover the C1-specific labour allocation, wage calculation, attendance tracking, and batch preparation that follow signing of **Form 4: Subgrant Agreement Form.**

Labor Days Allocation: The actual number of labour days generated by CFWG subprojects will be divided between skilled and unskilled labour. Given that skilled labour has a higher wage rate, the actual number of unskilled labour days per household in communities may be less than the 25 days used for calculations. FPs

should ensure that the actual number of unskilled labour days generated is equally divided (to the extent feasible) among the selected eligible labourer households. In communities with up to 200 households, each benefitting unskilled labourer household is expected to receive an average of 20 labour days. In communities with over 200 households, each benefitting unskilled labourer household is likely to receive a smaller number of days, but FPs are advised to attempt to provide at least 15 labour days even in larger communities. There is no equivalent minimum number of labour days defined for skilled labourers.

Paid Skilled and Unskilled Labour: For the purposes of this Component, skilled labour is defined as experienced and/or trained masons, electricians, plumbers and carpenters. All other paid manual labour associated with the subproject is considered unskilled labour. Not more than 15 percent of the total labour costs for a given community's CFWG should be skilled labour. For women labourers, engineers may exceptionally assign some types of labour (e.g. gabion wall preparation) as skilled labour. Where skilled labour exists within a given rural community, only such labour should be used for the paid skilled labour. Skilled labourers are not required to come from the 'poor' category. If the skilled labor does not fall under the 'poor' category but is still within the same community and is required to participate in the subproject activities, they shall be included in Form 2b as Skilled Labor. Where skilled labour does not exist within a community, paid skilled labour may be brought in from other communities. The CRG will have to introduce the selected laborer to the community by filling out the **Skilled Labor information (table 2) in Form 2b.** The number of days that skilled labour is provided will be based on the projections of the engineering team. The identification of skilled labourers will be the responsibility of the CRG.

CFWG Wage Rate: The wage rate for the CFWG Component 1 under the AF2 is fixed uniformly across the country at AFN 350 per person per day for unskilled labour, and AFN 650 per person per day for skilled labour. These defined daily wage rates apply across all labourers, both men and women, irrespective of the kind of unskilled or skilled labour provided.

Administrative costs for CFWG (inclusive but not limited to travel, transportation, accommodation, food during travel to district/provincial centres for CRG members) can be financed from the CFWG up to a maximum of AFN 10,000 per community, provided that this is included in the non-labour cost component, and the latter still does not exceed the maximum 50 percent of the CFWG for that community. All administrative costs are considered permissible, provided these are clearly indicated in the cash books to be maintained by the CRG and FP exclusively for this Component. FP field staff costs related to the subprojects are not to be covered under administrative costs.

5.2.4.1 Wage Calculation, Attendance and Batch Preparation

Upon completion of onboarding (described in Chapter 3, Section 3A.1.5), the FP generates **Form 6b: CFW Labor Attendance** from the MIS using the updated Form 2b data and records daily attendance in the MIS on an ongoing basis, ensuring that the MIS record and the physical attendance sheet match. Once the attendance period is complete, the FP locks the attendance and creates sequentially numbered batches per community. The MIS automatically enforces a control to ensure the batch amount does not exceed the approved labor budget in **Form 5a: CFW Plan.** The FP submits the batch to the Rural Team via the MIS, the MIS locks the transactions, and the Rural Team reviews the batches and shares them with Finance for payment in accordance with Section 5.2.5.

For the full funds flow and payment disbursement procedure, see Chapter 13, Section 13.5.

Form 5a updates between payment cycles. Where the actual ratio of labour to non-labour expenditure in a community diverges from the approved Form 5a plan between the first and second payment cycles, FPs are required to submit an updated Form 5a through the MIS before the second payment is processed. The MIS will generate an automatic notification to the UNOPS Rural Team and to AIB when an updated Form 5a is submitted. The MIS enforces a control to prevent updates to the labour/non-labour ratio once the non-labour budget for that community has been fully utilised. FPs must inform their field teams of this requirement during onboarding training.

5.2.4.2 Community Labour Supervision

A key role of the FP field personnel is managing the paid labor under the CFWGs. This is done in close coordination with the CRGs of the respective rural communities. Where agreeable with the CRG and FP, one literate person from a household deemed eligible (under the WBA) for the paid labor may be tasked with keeping the labor records on behalf of the CRG. This person is then deemed the Community Labor Supervisor. FPs (via the CRGs) are required to maintain attendance logs of all laborers to be paid under the CFWG.

Form 6b: CFW Paid Labor Attendance Sheet has been introduced for recording daily laborer attendance. The form then helps record the laborer's presence at the labor site. Each labourer should provide their fingerprints on the form as confirmation of attendance. All paid labor under the CFWG are to be recorded using Form 6b - CFW Paid Labor Attendance Sheet. Form 6b is to be assigned per selected community and will be used for all laborers and days wherein from the given households participated in the CFWG paid labor. One person per household will be eligible, with up to two alternates from the same household designated in case the primary person is absent. The attendance sheet will be filled with labourers' fingerprints by the FP SO/Engineer/CRG Focal Point/ Site Supervisor, on a daily basis for every day of labor provision in every two-week cycle of subproject implementation in the community.

The monitoring of the CFWG subproject-related labor and the payments for the same are the responsibility of the FP engineers and will be monitored on randomly selected days and on a sample basis by UNOPS during the implementation. When all paid labor under the CFWG for each community is completed, all the completed Form 6b needs to be submitted by the FP SO/Engineer to the FP data entry officers, for entering details and uploading the form into the MIS. There needs to be one signed Form 6b: CFW Paid Labor Attendance submitted for each period during which the paid labor part of the CFWG is implemented.

It is estimated that the labor provision per community for C1 will range between a minimum of 2 weeks and a maximum of 6 months. It is expected that there will be a minimum of one and a maximum of six payments.

Under the AF2, all payments for labour under the CFWGs are processed through the digital payment modality via AIB e-cash cards. The wage processing and distribution sequence is set out in Sections 5.2.5 and 5.2.6; for the full funds flow see Section 13.4 of Chapter 13.

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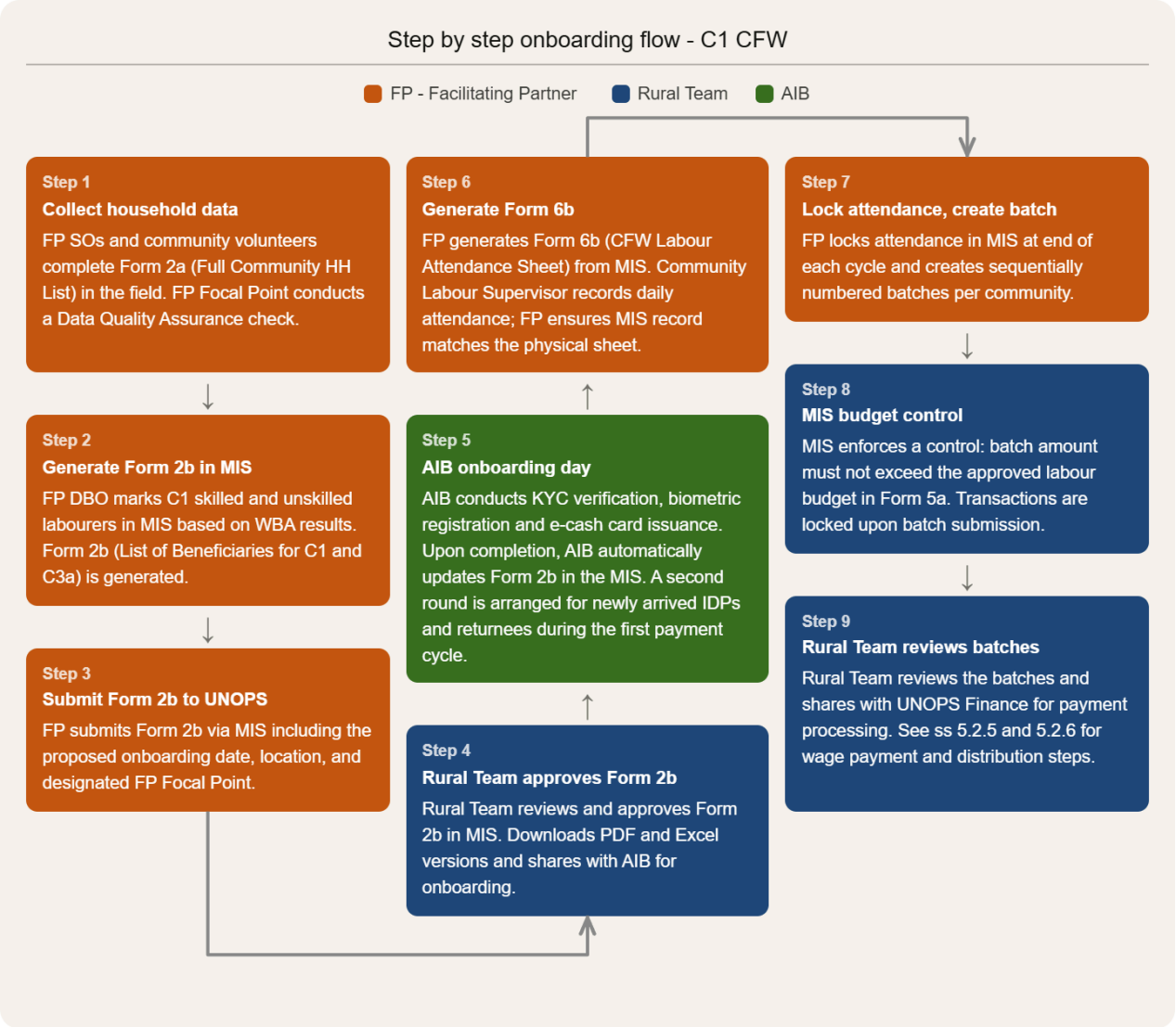
Figure 5.2: Step-by-Step Onboarding Flow - C1 CfW



5.2.5 Coordination for Labor Wage Payments

5.2.5.1 FP submission for wage processing

Following each two-week cycle of paid labour (or such other interval as may be specified in operational guidance), FPs prepare and upload to the MIS **Form 6b: CFW Paid Labour Attendance Sheet** for each community in which paid labour has been undertaken. Form 6b records daily labourer attendance, including fingerprint verification by each labourer.

5.2.5.2 Review and approval by Rural Team

The UNOPS Rural Team reviews the submitted Form 6b for accuracy, completeness, and consistency with the approved Form 2b Beneficiary List and the WBA-derived beneficiary list (Form 2b). Once verified, the Rural Team forwards Form 6b to the CRLP Finance team for payment processing.

5.2.5.3 Review and payment instruction by CRLP Finance team

CRLP Finance team verifies the submitted documentation and processes the drawdown request from the FP escrow account into the UNOPS operational account, in accordance with the procedure set out in Chapter 13, Section 13.3. Once funds are in the operational account, CRLP Finance team issues payment instructions to AIB. For the detailed step-by-step funds flow, refer to Section 13.5 (Summary of the Funds Flow - Digital Payment C1 and C3).

5.2.6 Labor Wage Distribution

5.2.6.1 Credit of wages

Following successful verification by the CRLP Finance team, AIB credits the approved wage amount to each beneficiary's e-cash account in accordance with Form 6b.

5.2.6.2 AIB deployment to site

AIB deploys field agents and Point of Sale (POS) devices to the agreed distribution location on the agreed payout date. On the payout day, AIB verifies each beneficiary listed in Form 6b through biometric fingerprint authentication on the POS device. This ensures that only verified beneficiaries receive payments. Beneficiaries may choose to withdraw the full amount, a partial amount, or no amount on the payout day; any unwithdrawn balance remains securely on the e-cash card and can be accessed at a later stage.

5.2.6.3 Payment records and MIS integration

AIB generates a Labour Wage Payment Report containing required data on each labourer, the wages paid, and the labour days, and uploads the report to the MIS for monitoring by authorised UNOPS personnel. CRLP Finance team updates the C1 Digital Payment Tracker accordingly.

5.2.6.4 Reconciliation of wage payments

CRLP Finance team reconciles the AIB Labour Wage Payment Report against Form 6b and the disbursement tracker, and follows up with FPs where discrepancies are identified. Detailed reconciliation procedures are set out in Section 13.5 of Chapter 13.

5.2.7 Digital Payment Process Workflow (Rural Component)

The five-step digital payment process for the Rural Component is as follows:

- Step 1. Beneficiary identification and AIB onboarding (per Chapter 3, Section 3C).
- Step 2. UNOPS coordination with AIB for labour wage payments (per Section 5.2.5 above).
- Step 3. Wage distribution to labourers and onboarding of any new labourers not yet registered.
- Step 4. AIB data integration with the CRLP MIS.
- Step 5. Payment statement processing and reconciliation phase.

The detailed workflow diagram for the Rural digital payment process is reproduced in Chapter 13, Figure 13.4.5.

5.2.8 Supervision

FP supervision. The FP field staff, especially the Engineers and SO, remain primarily responsible for the implementation of the CFWG-financed subprojects on the ground. The FP provincial and package management will ensure adequately equipped personnel for both the technical support and regular monitoring and quality control of the subprojects. FP personnel are also required to ensure that all E&S norms, including the

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distribution and use of the appropriate PPE (as mandated in the E&S CRLP AF2 frameworks), are adhered to. FP field staff are also responsible for all procurements related to the subprojects (under the non-labour costs, which could include materials, equipment, and exceptionally skilled labour required to manage machinery or equipment) and ensure adherence to the CRLP Community Procurement procedures and forms for the same. FP field staff are required to involve the CRGs, to the extent feasible, in the procurement exercises related to the CFWG. All procurement documentation is to be retained by the FP and uploaded into the MIS as required. See Chapter 14: Procurement Management for further details.

Engineer site visits. The actual maintenance/rehabilitation/extension/cleaning/renovation work is to be implemented with the technical assistance of the FP engineer. The engineer will only be able to visit occasionally, and the responsibility for direct supervision of grant utilisation and the actual repairs/maintenance remains that of the CRG. A minimum of six actual site visits by the FP engineer is required for each infrastructure subproject financed under the CFWG. Any on-site design changes must be reported by the FP, with details re-uploaded and adjusted to the MIS for recording, and any major site changes reviewed as needed in line with the Technical Manual guidance. The quality of the goods and materials used and the workmanship should be above satisfactory and such that the infrastructure being maintained is then both functional and in good condition.

UNOPS supervision and spot-checks. UNOPS designated Cash-for-Work (CfW) Engineers will undertake regular supervision and spot-check site visits, with frequency calibrated to subproject group classification and risk profile. Photographic site reporting (before, during, and after) is required through the MIS for all subprojects.

Operation and Maintenance. The communities covered by CRLP are obligated to maintain both the subprojects completed under this Project and those completed under previous projects. As such, FP engineers must work with the CRG Operations and Maintenance (O&M)/DRM sub-groups within these communities and provide them with basic training on the continued O&M of the subprojects completed within their communities. The O&M/DRM Sub-Group should also prepare an O&M plan to maintain the infrastructure repaired under the CFWG.

5.2.9 Verification of labour participation and outputs

Attendance recording. Attendance shall be recorded daily for all labourers engaged under Component 1 and should reflect actual participation in work activities to the extent possible. For each work site, a literate labourer shall be identified from among eligible Component 1 labourers (as a Site Supervisor) to support attendance recording at the community level. This individual shall maintain the attendance sheet on a daily basis, recording labourers present. The Facilitating Partner remains responsible for overall oversight and verification of attendance, including periodic checks by Social Organisers and Engineers, and review of attendance records prior to submission and payment processing, as well as training of the Site Supervisor on filling the attendance sheet.

Working hours. The Site Supervisor shall determine the working arrangements, including daily working hours, based on the nature of the activities, site conditions, and the categories of personnel engaged. Any exceptions, adjustments, or flexible arrangements shall be managed and documented by the Site Supervisor as appropriate. The detailed Terms of Reference for the Site Supervisor are comprehensively outlined in the Step-by-Step Guidelines.

Output verification. Output verification is undertaken at subproject completion through **Form 7a: Subproject Final Status Report,** whose process is described in Section 5.5 (Documentation and accountability) below.

5.3 Eligible projects

5.3.1 Permissible list of subprojects

The CFWG of a given community may be used for a maximum of two subprojects. The requirements for subproject selection are:

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- The activities can be completed within a maximum of six months from approval of the subproject proposals.
- The CFWG follows the minimum 50 percent labor costs: maximum 50 percent non-labor costs ("50:50") ratio per community in order to maximize livelihood benefits for beneficiaries.
- Technical complexity should be minimized to prioritize low-risk activities and where a design is required, adhere to the approval process outlined below.
- Assessment of environmental, social, and cultural risks and low-risk activities should be prioritized.
- No land acquisition should be required.
- Skilled labour in a subproject must not exceed 15 percent of the total paid labor.
- Ideally the subproject sites will be accessible on foot for the community laborers. Certain subproject types, such as check dams, may be located beyond walking distance for community laborers, but these are still allowed where prioritized in the CDP.

The following is an illustrative (but not exhaustive) list of possible subprojects that could be financed using the CFWGs, provided they meet the above-mentioned requirements:

- Clean water, sanitation - Rehabilitation/ Extension/ Cleaning/ Renovation of small storage structures for community grain/food banks - Maintenance of intra- and inter-community level streets and roads - Rehabilitation/ Extension/ Cleaning/ Renovation/ Maintenance of community drainages and small water canals/conduits - Repair/maintenance of schools, health facilities, grain/food bank storages that do not require structural design or inputs	- Tree planting, agroforestry - Terracing (create new or existing) - Improvement of grazing reserves through improved water harvesting and rainfall management - Mulching of degraded areas - Multi-purposes tree nurseries	- Climate-smart solutions to solid waste management - Vegetative fencing and fodder belts - Rehabilitation/Extension/ Cleaning/Renovation/Maintenance of retention/ storage ponds - Rehabilitation/Extension/ Cleaning/Renovation/Maintenance of infiltration pits - Tertiary road graveling and repairing - Rehabilitation/Extension/Cleaning/ Renovation/ Maintenance of small gabion/ retaining/protections walls - Rehabilitation/Extension/Cleaning/ Renovation/Maintenance of small check dams - Extension/Repair of small irrigation canals and karezes - Soil/stone bund construction - Micro Hydro Power (MHP)

Note: All subsequent sections, especially subproject proposal preparation, review and approvals, are linked closely to the later section on joint and/or coordinated subprojects using CFWGs (Section 5.4). FPs are

advised to review the entire chapter for full guidance prior to subproject-related decisions and proposal preparations.

5.4 Joint and Coordinated Subprojects

This section focuses on policy and procedural guidelines for rural Component 1/CFWG subprojects undertaken either jointly or in a coordinated manner by more than one community. While these were implicitly allowed under both the PP and the AF1, the following guidelines have been introduced to provide detailed guidance to FPs and communities during the AF2 phase. This section is an integral part of Chapter 5; where not explicitly mentioned otherwise in this section, all guidelines mentioned in the rest of the Chapter and the rest of the POM also apply for these types of subprojects and communities opting for them.

5.4.1 Definitions

a) **Participating Community:** For the purposes of this Section, any rural community covered by CRLP AF2 that opts to utilise part or all of its CFWG for a joint or coordinated subproject is called a participating community. All participating communities in a joint subproject or in coordinated subprojects must fall within the same CRLP AF2 covered district. Participating communities can opt to utilise part or all of their CFWGs for either a joint subproject, or part of a coordinated subproject, or both. All participating communities must identify the coordinated or joint subproject as one of the top five priorities in their CDPs.

b) **Coordinated Subprojects:** Coordinated subprojects are those where two or more communities coordinate the rehabilitation, renovation, extension or cleaning of a shared part of an existing piece of infrastructure or productive asset. These are most likely to be tertiary roads or irrigation canal subprojects, but not exclusively so. In these types of subprojects, each participating community addresses that part of the shared infrastructure or productive asset that is within or closest to their own community. The subprojects are individually designed per participating community. Here the important feature is that each participating community retains the decision-making and management of their CFWG, and the work proposed for the subproject is limited to their part of the shared productive asset or infrastructure. In most cases, the Project assumes that the portion of the shared asset that is being repaired, renovated or cleaned falls within the participating communities or within a distance of 3 kilometres from any participating community. There may be cases in which a community located more than 3km from the nearest portion of the coordinated subproject wishes to participate because its residents benefit from improved connectivity or reduced travel times. Such a scenario is permissible provided that the community prioritises the subproject through the CDP process, and a minimum of 50 percent of the total CFWG allocated to the community is used for labour. Each community that is part of a coordinated subproject can identify clearly their part of the coordinated subproject's outputs.

c) **Joint Subproject:** This is when two or more communities pool together part or all of their CFWGs to rehabilitate a productive asset. Here the important feature is that such subprojects are stand-alone and benefit multiple communities. Examples include certain types of check dams, bridges, road projects, water reservoirs, and micro-hydro power subprojects. In the case of some types of joint subprojects, the outputs are then assumed to be for all participating communities and may not be able to be distinguished per community.

5.4.2 Limitations

a) The maximum 50 percent non-labour cost and minimum 50 percent labour cost rule for the given community's CFWG remains applicable at individual community level, and not at subproject level, for both joint and coordinated subprojects, as with other community-specific individual subprojects. As such, when reviewing the total costs for a given joint subproject, the proportion of non-labour costs to labour costs may not fall within this ratio.

b) Participating communities may opt to contribute part or all of the non-labour cost portion of their CFWG to a joint subproject or coordinated subproject, provided that for each participating community, a minimum of 50 percent of the community's CFWG allocation is used for labour.

c) CFWG funds should not be pooled with other funds, except voluntary community contributions from the participating communities, if any, for these subprojects.

d) Only joint or coordinated subprojects that can be completed within a maximum of 6 months are eligible for CRLP financing. As such, no joint or coordinated subproject proposals can be considered to start beyond April 2027.

e) Where communities propose two subprojects for the use of the CFWG, with one being part of a joint or coordinated subproject, the initial design and cost estimates for both must be prepared by the FP to determine the feasibility for both. The implementation timelines, labour distribution, cost sharing and more need to be explained to the community, given that both subprojects may be implemented simultaneously. Joint or coordinated subproject proposal reviews and approvals must only be made together with that of the second subproject for the given community.

5.4.3 Guidelines for Coordinated Subprojects

a) Given that the CFWG is not being pooled into a single stand-alone subproject, and that coordinated subprojects often involve repairs, renovations or cleaning of roads and canals that are shared across multiple communities, and given that such repairs, renovations or cleaning are more impactful if the full length or width of the stated productive asset is addressed, there is no limit to the number of communities that can come together to implement coordinated subprojects. Each participating community will handle their own portion of the shared asset.

b) FP SOs and engineers will consult with CRGs across the length of such shared productive assets (such as a shared tertiary road or canal) and examine their CDPs to identify common interest in a potential coordinated subproject. Each FP SO pair and each FP engineer is assigned to a set of 10 communities. There are situations where some or all of the assigned communities facilitated by a given SO pair and engineer may opt for coordinated subprojects, but there may also be situations where communities facilitated by different SO pairs or engineers opt for coordinated subprojects. In such cases, close coordination is required among the FP personnel.

c) Subproject proposals, maps of the proposed subproject, engineering designs, environmental and social safeguard checklists etc. are all designed, prepared, reviewed and approved for each individual participating community. However, FPs need to ensure that all communities along the shared asset are informed of the coordinated subprojects' plan.

d) Each participating community must be clearly advised of which portion of the shared asset will be their responsibility for rehabilitation, renovation or cleaning. Larger communities with a larger CFWG allocation may carry out a larger share of the repair, renovation or cleaning relative to smaller communities.

e) All procurement, labour payments and overall management of the subproject implementation will remain with each participating community for their portion of the shared asset. Unskilled labourers paid by the CFWG (where present) must be sourced exclusively from the given community for their portion of the labour for their part of the shared asset.

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f) All communities accessing or utilising the shared productive asset or infrastructure (including ones that may not be participating in the coordinated subproject) should be kept informed of the progress and expected completion timelines of each community's part of the coordinated subproject, and final completion of the coordinated subproject.

g) The subproject final status report and financial reporting will remain exclusively by the community for that portion of their CFWG that they contributed towards the coordinated subproject.

h) The FPs will be responsible for identifying the coordinated subproject in the revised agreement between the FP and CRG, the subproject proposal form, and the subproject final status report.

i) The updated CRLP AF2 MIS will track all individual coordinated subprojects in sufficient detail as to also capture the combined outputs and GPS coordinates of all the coordinated subprojects. FPs are required to list all communities working together on any coordinated subproject in Form 5a of each community, as well as providing additional details of each subproject in **Form 7a: Subproject Final Status Report.**

5.4.4 Guidelines for Joint Subprojects

Joint subprojects are usually identified in the DRM-related watershed transect walks and/or through the climate-change-focused Seasonal Calendar exercise. Such projects, if the larger group in the CDP process agrees, are then put, along with other potential subprojects, into the CDP during the planning process.

Just as with other subprojects, potential joint projects that communities have put into the list of subprojects to be considered are ranked by the participants in terms of:

- The number of households that will benefit
- The inclusion of neighbourhoods (mahalla) that have been left out in earlier development infrastructure projects
- Protection of people and assets from disasters
- Prioritisation by women (**Note**: at least one subproject must be women's priority as well, either by agreeing with men's proposed choice, or by proposing their own subproject).

Once all proposed subprojects have been prioritised, the Engineer will explain that all prioritised subprojects will be assessed in terms of financial (sufficient funds), social (distance and accessibility) and technical (environmental safeguards, engineering, approval limits, etc.) feasibility. Further, proposed joint subprojects must also be prioritised in the neighbouring or nearby community CDPs before construction can be considered. The total cost of an individual joint subproject should not exceed AFN 10 million.

Where the FP SOs and Engineers find there is social and technical feasibility for such a subproject, they prepare the initial subproject proposal for the joint subproject, including initial cost estimates, and together with the CRGs propose the division of costs between the participating communities. The FP then prepares the individual CRG agreements and subproject proposals (Forms 4 and 5) for each of the participating communities in the joint or coordinated subproject and secures the agreement of their individual CRGs and community members.

The FPs then prepare the new **Form 5b: Summary of Joint Subprojects,** which describes the full joint subproject, clearly showing which communities participate, their location, the portion (percentage and amount) of CFWG to be contributed by each community, the percentage of the given community's CFWG being contributed to the joint subproject, whether the joint subproject is the only subproject for the given community, the number of labourers in each participating community that will benefit (divided between skilled and unskilled labourers), and total expected outputs. Mapping of the joint subproject and E&S forms are an integral part of the joint subproject proposal.

This form, together with the individual Forms 4 and 5, is reviewed and approved by the FP's Senior Engineers, followed by the Provincial Managers and the FP head of the CRLP, before submission to UNOPS's Regional Coordinators. FPs have a maximum of 20 working days from the time of completion of the CDP for submission of the **Form 5b: Summary of Joint Subprojects** to UNOPS.

UNOPS Cash for Work Engineers and Rural Team management need to review all joint subprojects, especially Form 5b. This review needs to examine aspects of possible elite capture, whether there will be equity in benefit distribution across participating communities (both for labour and for subproject outputs), technical and financial feasibility, and especially the FP engineering capacity to manage the stated proposal. Reviews (concluding with approvals, rejections, or requests for revisions) need to be shared back by UNOPS to the FP within four working days of receipt of the complete proposal. Approvals by UNOPS will also trigger the disbursements to the FP for the CFWG for all the participating communities.

FP Senior Engineers will be required to supervise the implementation of all joint subprojects, with a minimum of three visits during the actual construction period and in line with the revised C1 Approach for AF2 based on the project categorisation.

FPs will manage procurement of all materials and equipment for the joint subproject and will have to allocate the divided costs per participating community as in the approved individual subproject proposals. Where separated invoices per community are not feasible, the FP and UNOPS need to agree on how to relate the combined invoices, receipts and other supporting documentation to each participating community. All labour payments and other documentation will remain at the individual community level.

Form 7a: Subproject Final Status Report will need to be completed per participating community, followed by a combined **Form 7b: Community Final Status Report** for the whole joint subproject. The outputs for most joint subprojects cannot be divided up for assigning to individual participating communities. As such, the outputs of such joint subprojects will be jointly attributed across all participating communities.

All joint subprojects need to be clearly identified in the MIS, with triggers included in **Form 4: Subgrant Agreement, Form 5b: Summary of Joint Subproject, Form 7a: Subproject Final Status Report for the individual participating communities, and Form 7b: Community Final Status Report.**

5.5 Documentation and Accountability

5.5.1 Subproject approval documentation

Documentation for the approval of subprojects under Component 1 includes the following (templates listed in Annex IV):

- Form 1: CRG Registration
- Form 2a: Full Community Household List
- Form 2b: List of Beneficiaries for C1 / C3a
- Form 4: Subgrant Agreement
- Form 5a: CFW Plan (with engineering design, SOW, BOQ per subproject)
- Form 5b: Summary of Joint Subprojects (where applicable)
- Form 7a: Subproject Final Status Report

- Form 7b: Community Final Status Report
- E&S screening checklist (Annex VI ESMF Form 2) and accompanying ESMF documentation
- GPS-tagged photographs of each proposed subproject location (existing conditions)

5.5.2 Subproject field and completion documentation

FPs are responsible for preparing and maintaining all primary subproject records, including labour attendance records (Form 6b), procurement documentation (Forms P1 to P3 series), and Subproject (7a) and Community (7b) Final Status Reports. Labour expenditure summary data (previously captured in Form 6c) is now generated automatically by the MIS from the verified Form 6b records and the AIB Labour Wage Payment Report. FPs are not required to prepare a separate manual expenditure report; however, FPs remain responsible for ensuring that all Form 6b records are accurate, complete, and uploaded to the MIS in a timely manner to enable automatic generation and for acknowledging and confirming the expenditure. Scanned copies of duly completed and signed forms shall be uploaded to the MIS as supporting documents in line with the requirements of Chapter 12 (M&E and MIS).

Residual funds. The completion of the subprojects proposed in Form 5a should result in complete utilisation of the disbursed CFWG. In the event that there are residual CFWG funds not utilised in the subprojects below 5 percent of the disbursed CFWG for the given community, and the approved subprojects are completed, these residual funds need to be utilised exclusively for additional labour-intensive work, such as basic repair of the roads or drains in the community. There will be no need for separate proposals for these additional activities; however, the additional work-days should be shown in the attendance sheet (Form 6b). Any residual funds above the 5 percent mentioned above, or residual funds resulting from discontinued subproject implementation, should be retained by the FP in the account and accounted for in the collective reporting for the CFWG funds.

Photographic site reporting. The FP shall provide photographic reporting of site works, before, during and after the works through the MIS. UNOPS will carry out spot checks of these to ensure the completed works are aligned with the subproject proposals. These spot checks will be supplemented with a sample of physical site checks.

Form 7a: Subproject Final Status Report. On complete utilisation of the funds and/or completion of the CFW subprojects, the social organiser and/or engineer will help the CRG complete F**orm 7a: Subproject Final Status Report.** This form captures the actual labour generation and the amounts paid against the same, the functionality and condition of the infrastructure for which repairs or maintenance was done or the new infrastructure constructed, and the key variations between the actual work or budget and that stated in the approved CFW plans. The completed signed Form 7a must be submitted to the FP Manager within seven working days from the date of last paid labour for the selected subproject. Form 7a must be reviewed and approved by the FP Provincial Manager within two working days of receipt. The FP Manager's review must examine the data completeness, accuracy and adherence to policies. CFWG closure for a given community is indicated by entry of the community's Form 7a into the MIS. Scanned copies of Form 7a, together with the GPS-tagged photos of each individual subproject output taken during implementation and completion, will be uploaded to the MIS as part of the required documentation.

Form 7b: Community Final Status Report. On complete utilisation of the funds and/or completion of all the activities in a given community, the social organiser and/or engineer will help the CRG complete Form 7b: Community Final Status Report. This form captures the same information as Form 7a, but covering all the

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subprojects implemented within that community. Form 7b must be reviewed and approved by the FP Provincial Manager within 6 working days of receipt. The FP Manager's review must examine the data completeness, accuracy and adherence to policies.

UNOPS verification of Forms 7a and 7b. The designated CfW Engineers in UNOPS will review a sample of the Forms 7a and 7b entered in the MIS, covering approximately 10 percent of the CFWG communities in each province or district. The designated CfW Engineers will physically visit this sample of communities and cross check the data in the field with that in the submitted Forms 7a and 7b. Significant deviations from submitted Forms 7a and 7b, trends showing similar or significant errors in a given province etc., will be highlighted for follow-up.

Chapter 6: Component 2: Livelihoods Support and Services in Urban Areas

6.1 Introduction

For ease of reference and easy translation into local languages, this component will be referred to as urban labor intensive works (LIW). The geographic scope will initially be limited to selected cities and their peripheries which meet one or more of the following criteria:

- They lie within the CASA-1000 Corridor of Impact (CoI)
- They have high population density and significant presence of returnees and IDPs
- They are severely impacted by climate change
- They have an adequate Community Representative Group (CRG) or Gozar Assembly (GA) presence to support implementation and management.

The table below lists the proposed distribution of project sites but this is subject to change given various other factors during implementation. A proportion of the proposed project sites are expected to have had the now dissolved Community Development Councils (CDCs), where CRLP will need to establish Community Representative Groups (CRGs). **Table 6.1** shows the actual figures for the parent and additional financing 1 of CRLP, and the full coverage and minimum targets defined for the Additional Financing 2 (AF2). It should be noted that there will be variation in the size and the scope of subprojects across the cities and the financial allocations for each subproject may not always be uniform.

Table 6.1: Proposed number of project sites per location in PP, AF1 and AF2

City	PP (Full Target)	AF1 (Full Target)	AF1 (End Target)	AF2 (Full Target)	AF2 (End Target)	Total (Full Target)	Total (End Target)
Kabul	200	140	94	120	96	460	390
Herat	72	35	21			107	93
Mazar	46	36	21			82	67
Kandahar	77	49	32	40	32	166	141
Jalalabad	46	42	28	50	40	138	114
Kunduz	38			24	19	62	57
Bamyan	13					13	13
Khost	28					28	28

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Gardiz		28	19			28	19
Ghazni		28	19			28	19
Puli Khumri and Baghlan Jaded				30	24	30	24
Punjshir				6	5	6	5
Kapisa				10	8	10	8
Mihtarlam				20	16	20	16
Total	**520**	**358**	**234**	**300**	**240**	**1,178**	**994**

The management of Component 2 will rest largely with the Urban Team at UNOPS and with private contractors procured and contracted by UNOPS. For the purposes of Component 2 specifically, there needs to be a distinction made between the SOs from the FPs and the SOs from UNOPS. FP SOs have a significantly larger role in C1 (rural), while their role in urban areas is limited to the following:

- **Component 2:** Helping to constitute CRGs (in urban communities where CCAP CDCs existed prior to their dissolution) and, where needed, helping them to meet the ECAs 1 and 2, working closely with UNOPS.
- **Component 3:** Supporting CRGs (that meet the ECAs) and mosque committees in other urban project coverage areas, for the social grants.
- **Component 4:** Building the capacity of urban CRGs that meet the ECAs in project coverage areas.

All other community consultation work related to Component 2 will be handled by the UNOPS SOs.

6.2 Implementation mechanism

Table 6.2 summarizes the key activities across different types of coverage areas under this Component, and key community actors that will be engaged in the consultative processes:

Table 6.2: CRLP Urban Areas Key Activity Matrix

	CRG Area	GA Area (no CRG)	No CRG or GA (exceptional circumstances)
CRG Facilitation and Mobilization for ECA	UNOPS and FP SOs will work with the urban communities to establish the CRG as necessary	N/A	N/A
Subproject selection	UNOPS holds consultation with the CRG for identifying subprojects	UNOPS holds consultation with the GA and local women residents for identifying subprojects	UNOPS establishes and holds consultation with the ad hoc Consultation Group (CG), including women residents or a sub-group for women, for identifying subprojects
LIW beneficiary selection	The CRG provides their existing lists as guidance. Contractors benefit from the lists where required, announce public notice for beneficiary	The contractor announces public notice for beneficiary nomination and launches a self-identification	The contractor announces public notice for beneficiary nomination and launches a self-identification

	nomination and launch a self-identification process for beneficiaries within the CRG area. CRG Head verifies residence status of labourers. CRG would help in grievance redressal.	process for beneficiaries from within the GA area with the consultation of Gozar Assemblies (as needed). Wakil-i-Gozar verifies residence status of labourers. GA would help in grievance redressal.	process for beneficiaries from within the area with the consultation of CG (as needed). CG verifies residence status of labourers. CGs would help in grievance redressal.

Note: In Component 2 project areas, the primary implementation/management role will rest with UNOPS and the contractors. CRGs/GAs/CGs will play supporting roles as mentioned above. These processes are further elaborated below.

In urban communities where CCAP-established CDCs previously existed, CRGs must be established before Component 2 activities can proceed. FP Social Organisers (SO) lead the urban CRG formation process following the Entry Criteria for Access (ECA) conditions and criteria and working closely with the UNOPS Urban Team. Additional details will be provided through the Step-by-Step Guidelines.

6.2.1 Community targeting and subproject selection

LIWs will be selected based on community needs with the coordination of relevant municipalities to avoid overlap. UNOPS will undertake consultations with community members to understand local needs and priorities. Consultations will be structured as follows:

- In areas formerly covered by CDCs, the FP and UNOPS will work to establish new Community Representative Groups (CRGs) in place of CDCs.
- Areas not formerly covered by CDCs where no new CRGs will be established: UNOPS will consult GAs.
- Areas that did not have CDCs previously or GAs: UNOPS will facilitate the establishment of Consultative Groups (CGs), which will play the same role as CRGs/GAs but will be CRLP-specific (this is expected only in exceptional circumstances).

Subproject consultations will be carried out with CRGs (where they are established) by UNOPS with the help of the project's FPs. The consultations in CRG areas should therefore be conducted after the FPs have been hired. If the CRGs do not meet the ECA, FPs will help them to fulfill ECAs in six weeks from initial formation. If urban CRGs are not able to meet the ECAs in a six-week time frame, they will not receive any support from the project under Component 2.

Subproject consultations will be carried out in non-CRG areas by UNOPS (without the participation of the FPs). These consultations can therefore be conducted immediately upon project initiation. Before conducting community consultations, UNOPS will inform the community elders about the importance of the presence and participation of women during the consultation.

The available budget for the cities should be split in proportion between CRG and non-CRG areas. Consultations will include a broad set of stakeholders as identified in the annexes, including women. The procedural guidelines for community engagement are outlined in Annex IV.

6.2.1.1 Community targeting

The UNOPS' SOs will identify target communities in poor neighborhoods. Target communities for each single subproject will be constituted by CRG clusters or a GA/CG. CRG clusters consist of 2 to 5 urban communities with

CRGs. Target communities should consist of approximately 600 to 1,000 households. In exceptional cases, where the number of households exceeds 1,000 in a single community or GA/CG, more than one LIW can be considered. The communities that have already benefited from subprojects under the PP or AF1 initiative are eligible to be considered for a subsequent subproject to rehabilitate the remaining infrastructure particularly flood control canal and access roads in order to enhance service for surrounding communities.

The FP SOs will meet with the CRGs to verify whether the Entry Criteria for Access (ECA) are fulfilled.

Note: In each target community, subprojects should aim to provide labor for 15 to 25 percent of households. The CRG cluster can be reduced in size in order to provide labor for a higher percentage of community members in target communities in which the poverty incidence is disproportionately high.

6.2.1.2 Subproject selection

The SOs will meet once with the target communities consisting of CRGs or a GA/CG to identify subprojects. The following criteria apply:

- The meeting must include the target communities' main representatives. In case women are not or cannot be included in the meeting, efforts should be made to consult with them prior to the meeting so that their inputs can be reflected in the subproject selection.
- The session must cover the objectives of the project; permissible menu for LIW; beneficiary criteria for the LIW; roles and responsibilities of CRGs/GAs/CGs; and must have a Question and Answer (Q&A) period for communities.
- Votes will be tallied equally. The distribution of votes per identified priority does not need to be made public.

During community consultation, the communities will be asked to identify up to five priorities from the positive list of LIWs, while informing them of an incentive for climate resilience projects (if applicable). The five priorities will be held to a majority vote and one LIW will be selected. As part of the subproject selection process, the UNOPS Urban team will:

- Compile a list of the identified LIW subprojects
- Ensure they meet the subproject eligibility requirements (as outlined in section 6.3)
- Carry out environmental and social screening (as outlined in section 6.2.2). Subprojects with significant environmental and social risks will not be considered for approval.
- The identified subproject/s will be cross matched with the relevant municipality's infrastructure plan.
- Approve the eligible LIW subprojects identified by the communities.

In the LIWs, at least 50 percent of the subproject cost will be for labor wages (unskilled and skilled). Once a potential subproject is selected, the community consultations will also determine an estimated total number of households in the area that can benefit from the completed infrastructure. Ideally, all households in the project vicinity will have access to the infrastructure/services and hence may be considered indirect beneficiaries once the infrastructure subproject is completed.

6.2.2 Environmental and social risks and impacts screening

All potential LIWs will need to undergo screening to determine environmental and social risks and impacts. The screening will be based on the screening checklist and guidance provided in the Environmental and Social Management Framework (ESMF).

LIW which have significant social and environmental risks or impacts will not be selected because the overarching objective is to identify projects which involve low safeguard-related risks. The LIWs will follow mitigation measures outlined in the screening report and will draw guidance from the ESMF.

6.2.3 Design

LIWs are simple, small-scale infrastructure subprojects, requiring minimal preparatory work.

UNOPS is responsible for identifying the subprojects through community consultations as well as scoping, engineering designs, oversight of the safeguard requirements, procurement, finance, construction supervision, quality assurance, progress reporting, and certifying final completion/handover of the subprojects. It is also responsible for ensuring and reporting labor force participation in the subprojects.

6.2.4 Beneficiary Selection (LIW) and Labor Onboarding Process

6.2.4.1 Beneficiary Selection Process

The contractors will carry out the selection of unskilled labor from within the vicinity of the subproject area (i.e. within the boundaries of the urban community governed by a given CRG, GA, or CG). In exceptional cases, where the unskilled laborers cannot be found within the focused subproject site, they can be selected from the neighboring communities, with approval of UNOPS. Once the beneficiaries have been selected, the contractors will have to share the list with the FPs working in the project site. Both parties will have to ensure that the same beneficiary/household is not included in both C2 and C3a Beneficiary List. The labor selection process is detailed in **Annex V: Labor Management Procedure (LMP),** with the process summarised below:

CRG Areas:

- The contractor will call for an application process through a public notice
- Interested and eligible unskilled laborers will self-identify within the designated timeline
- CRG will advise on who may be included. CRG will provide an existing list of identified beneficiaries as guidance, where available.

GA and CG areas:

- The contractor will call for an application process through a public notice
- Interested and eligible unskilled laborers will self-identify within the designated timeline

Unskilled laborers will be hired based on the numbers required for construction activities with the consultation of CRG/GA/CG considering equitable distribution of laborers across the targeted communities. Priorities shall be given to the most vulnerable people, particularly IDPs, returnees and poor residents.

Unskilled labor will be hired from the selected CRG/GA/CG. In case of non-availability, the contractor needs to obtain the confirmation of Construction Management Engineers (CMEs) prior to assigning any unskilled labor hire from outside of the CRG/GA/CG area.

LIWs target poor and vulnerable households, including returnees and IDPs aged 18-65 years who are not candidates for C3a. These are self-identified but need to meet the geographic eligibility criteria and selection process. There should only be one participant per household.

The head of the CRG, GA, or CG will be responsible for verifying that laborers hired for the subproject are residents of the targeted communities.

6.2.4.2 Labor Onboarding Process

The Contractor is responsible for recruiting laborers in consultation with CRG/GA/CG and completing **CRLP Form 6a: Labor Profile Registration (Urban LIWs)** for each worker. This includes collecting a copy of each laborer's National ID (NID). For returnees who do not possess an NID, a refugee card or a confirmation letter from the community head may be accepted by the Contractor as supporting documentation.

The Contractor shall then prepare **CRLP Form 8a – Beneficiary List (Urban LIWs)** for eligible individuals and submit it to UNOPS along with CRLP **Form 6a** for onward submission to Afghanistan International Bank (AIB) for biometric registration.

UNOPS will coordinate with AIB Bank to deploy field agents to the project site for laborer onboarding. During this process, AIB agents will capture laborers' fingerprints and collect the required personal information, which will be recorded in the AIB MIS system in accordance with UNOPS requirements.

To ensure data consistency and eligibility, all information entered into the AIB digital system must exactly correspond to the details provided in CRLP **Form 6a: Labor Profile Registration (Urban LIWs)**. Accordingly, only laborers who have a duly completed CRLP Form 6a and whose names appear in the approved CRLP **Form 8a – Beneficiary List (Urban LIWs)** will be registered in the AIB digital system and will be issued an e-cash card to each beneficiary with a unique card number.

After completion of the laborers onboarding process, AIB will also submit **CRLP Form 8b – Labor Onboarding Report (Urban LIWs)** that is automatically generated through the AIB MIS to UNOPS. This report includes the list of laborers who have successfully completed the biometric registration and onboarding process.

If a second round of onboarding is required, AIB will, upon request from UNOPS, redeploy its field agent to the project site to complete the additional registration process.

UNOPS will then share **CRLP Form 8b – Labor Onboarding Report** with the Contractor. Based on this approved list and planned resources, the Contractor will deploy laborers to the site and maintain **CRLP Form 8c – Labor Attendance Sheet (Urban LIWs)** on a daily basis.

Only laborers who have successfully completed biometric registration and have been verified by AIB are eligible to work on-site and receive wage payments through the digital payment system. The contractor will maintain **Form 8c Labor Attendance Sheets** on a daily basis for all registered laborers on site and take the labor thumbprint on a daily basis.

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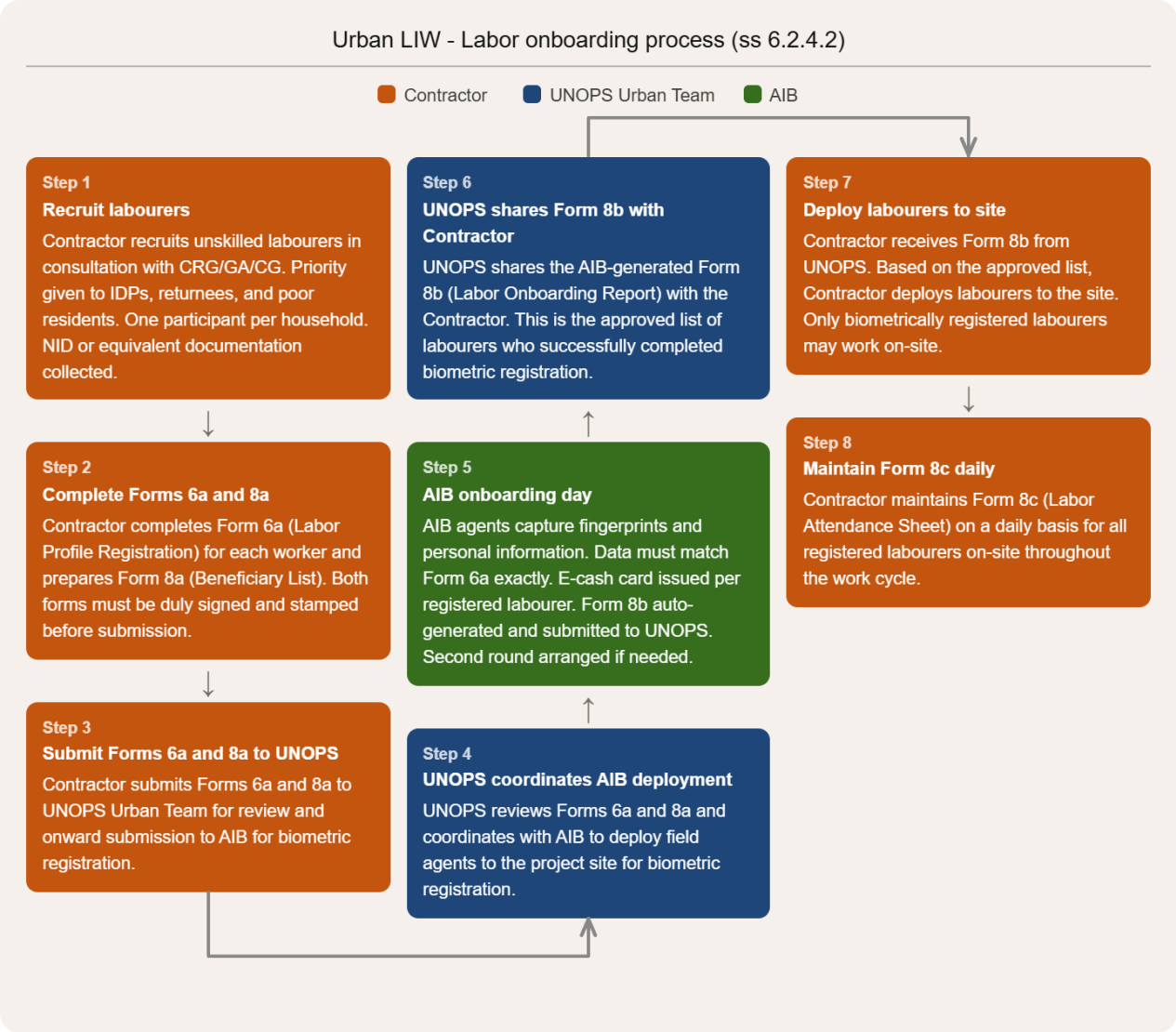
Figure 6.1: Urban LIW Labor Onboarding Process



6.2.5 UNOPS Coordination with AIB for Labor Wage Payments

6.2.5.1 Contractor Submission for Wage Processing

Once laborers have completed three calendar weeks of work (18 working days), the Contractor shall submit the following documents to the UNOPS for review:

- CRLP Form 6a – Labor Profile Registration (Urban LIWs)
- CRLP Form 8c – Labor Attendance Sheet (Urban LIWs)
- CRLP Form 8d – Labor Wage Request Sheet (Urban LIWs)

All documents must be duly completed, signed, and stamped by the Contractor prior to submission.

6.2.5.2 Review and Approval by Urban Team

UNOPS will review all submitted documents to ensure accuracy, completeness, and consistency across all forms.

Once verified, the approved documents will be stored in the designated shared folder. The UNOPS Urban Team will then submit the verified **CRLP Form 8d – Labor Wage Request Sheet** to the CRLP Finance team for payment processing.

6.2.5.3 Review and Payment Instruction by CRLP Finance team

Upon completion of the CRLP Finance team review, the AIB will be instructed for wages distribution in the targeted sites. For more details, refer to Section 13.5 Summary of Digital Funds Flow (Component 2 Labor).

6.2.6 Labor Wage Distribution

6.2.6.1 Credit of Wages

Following successful verification, the approved wage amount shall be credited to the beneficiary's e-cash account as per **CRLP Form 8d - Labor Wage Request Sheet (Urban LIWs).**

6.2.6.2 AIB Deployment to Site

AIB will prepare field agents and POS devices in advance of the payout date based on instructions received from the CRLP Finance team.

On the payout day, AIB shall verify each beneficiary listed in **CRLP Form 8d - Labor Wage Request Sheet (Urban LIWs)** through biometric fingerprint authentication on the POS device. This ensures that only verified beneficiaries receive payments. Beneficiaries may choose to withdraw full, partial, or no amount, as the money will be credited and left in their digital account. If the beneficiaries cannot be present on the payout day, they can visit any AIB branches (list to be provided by UNOPS/FPs) and withdraw the money at any time.

6.2.6.3 Payment Records and MIS Integration

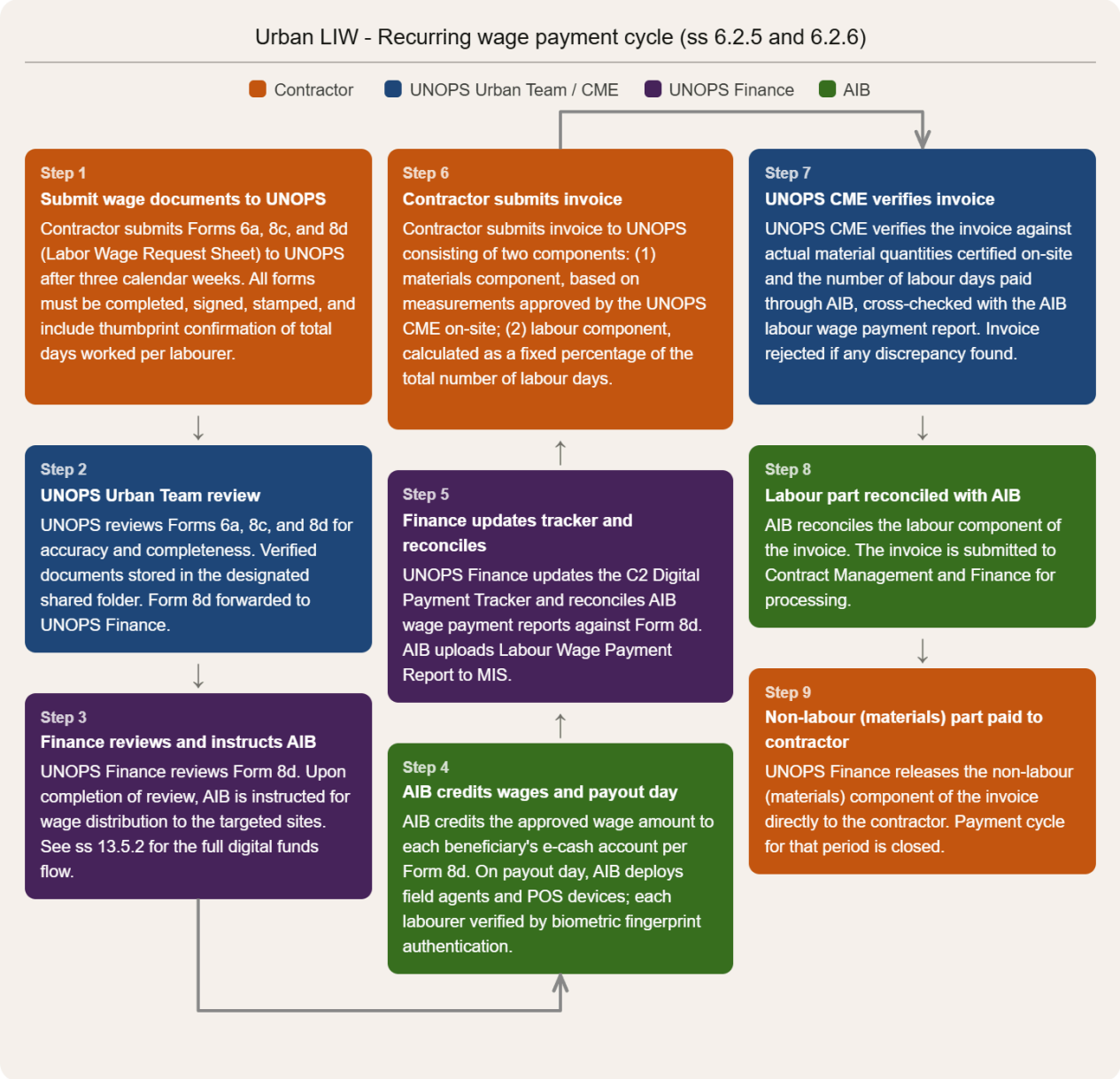
AIB will generate a **Labor Wage Payment Report**, which includes required data related to the laborers, wages, and labor days.

AIB will upload the **Labor Wage Payment Report** to the MIS system for monitoring by authorized UNOPS personnel. The CRLP Finance team will update the C2 Digital Payment Tracker accordingly .

6.2.6.4 Reconciliation of Wages Payment

CRLP Finance team will reconcile AIB wages payment reports. For details refer to the Section 13.5 Summary of Digital funds flow (Component 2 Labor).

Figure 6.2: Urban LIW Recurring Wage Payment Cycle



6.2.7 Supervision

UNOPS will be responsible for supervising the identification and implementation of all subprojects with regular, weekly supervision and monitoring reports.

6.2.8 Verification of labor participation and outputs

UNOPS is responsible for the verification of labor participation and outputs for all subprojects in this Component.

6.3 Eligible projects

The value of each LIW is expected to be on average US$ 112,000, including 10 percent contingency.

Moreover, for those projects that are specifically designed to strengthen resilience to climate and disasters, such as (i) the development of green spaces and parks to mitigate urban heat island effects and improve air quality; (ii) surface water management to conserve water resources and reduce flood risks; and (iii) the Rehabilitation/Extension/Cleaning/Renovation of protective and retaining infrastructure to reduce the impacts of climate-related hazards such as floods and landslides, each value on average can be increased by an additional 20 percent to act as an incentive for communities to prioritize such subprojects and to cover any additional material costs required.

In addition to this, the communities will also be motivated to prioritize subprojects for women's empowerment where possible such as enhancing women-oriented market infrastructure to create safer and more sustainable spaces for women's economic engagement.

Subprojects will be approved with due consideration for poverty levels across neighborhoods as well as the following permissible list.

6.3.1 Permissible list (indicative)

The menu of LIWs is not exhaustive but indicative; other subprojects that meet the requirements can be included:

- Rehabilitation/Extension/Cleaning/Renovationof gravel roads
- Paving or improvement of streets
- Street cleaning
- Snow clearing
- Upgrading sidewalk and pedestrian crossings
- Canal cleaning
- Canal upgrading (lining, etc)
- Cleaning or restoration of storm water drainages
- Rehabilitation or upgrading of parks
- Greening of open spaces
- Rehabilitation or improvement of boundary walls of public infrastructure
- Rehabilitation of public water supply and sanitation systems
- Improvements to markets, including improvements to women-oriented market infrastructure
- Provision or improvements of public spaces
- Watershed works

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- Protection and Retaining Structures
- Water Retention Ponds and Weirs
- Rainwater Harvesting
- Enhancing biodiversity works
- Other small-scale infrastructure labor-intensive activities.

6.4 Distribution of labor and labor logs

LIWs are expected to maximize labor force participation. At least 50 percent of the total contracted cost of subprojects will be allocated to wages.

Periodic wage payments should be made every 21 calendar days. A final payment should be made after completion of the works.

The wage rate is fixed uniformly across the targeted cities at AFN450/person/day for unskilled labor, and AFN700/person/day for skilled labor to be paid by AIB. LIWs should provide on average 45 days of work per beneficiary household, with 30 days per household as a minimum and in some exceptional cases up to 21 days.

The laborers wages will be paid through AIB digital payment modality outlined in the Finance Chapter of this document

6.5 Documentation and accountability

6.5.1 Subproject approval documentation

Documentation for the approval of subprojects includes the following (see templates listed in Annex V):

- Community Consultation
- Scoping Report

For the purposes of reporting, all persons getting paid for labor under this component are considered direct beneficiaries (when counting individual direct beneficiaries). When the indicator asks for household numbers, all households with at least one member benefitting from paid labor under this component are considered direct beneficiary households. All households in the urban project sites that the community states as using the completed infrastructure will be counted as indirect beneficiaries. This will include the direct beneficiary households as well[4]. UNOPS will re-confirm with the community, at the time of handover of the completed infrastructure subproject, on the total number of households benefited by the infrastructure.

6.5.2 Subproject field documentation

The relevant Standard Templates of UNOPS shall be used for the recording of physical and financial progress of the subprojects as linked in Annex IX: Construction Supervision Templates & Guidelines.

The Contractor is responsible for preparing and maintaining all primary labor records, including **CRLP Form 6a: Labor Profile Registration (Urban LIWs)**, copies of NIDs, **CRLP Form 8a – Beneficiary List (Urban LIWs)**, **CRLP Form 8c – Labor Attendance Sheet (Urban LIWs)** with fingerprint verification, and **Form 8d – Labor Wage Request Sheet (Urban LIWs)**, all duly completed, signed, and stamped prior to submission to UNOPS.

[4] It should be noted that in the RF, some indicators require population numbers and others require household numbers. Population numbers are usually estimated by multiplying the number of households by 7 (i.e. average number of members/household in Afghanistan), where exact numbers are not known for each household.

The Contractor shall collect household and labor working-day data, disaggregated by gender, IDPs, and returnees, from **CRLP Form 8c – Labor Attendance Sheet (Urban LIWs)** and compile it into **CRLP Form 8e: Labor Summary Report (Urban LIWs)** (see templates in Annex V).

Scanned copies of duly completed and signed forms shall be submitted by the Contractor to UNOPS as supporting documents with payment requests, while the original documents shall be submitted to UNOPS at project handover.

AIB Bank is responsible for conducting biometric registration for labor wage payments and for preparing and submitting **CRLP Form 8b – Labor Onboarding Report (Urban LIWs)** (automatically generated through the AIB MIS) and the **Labor Wage Payment Report**, which includes labor fingerprint verification. AIB also shares transaction data with UNOPS for monitoring and synchronization with the CRLP MIS system. All verified labor and payment records shall be securely stored in digital format to ensure full traceability and to support monitoring, audit, and verification throughout the project cycle.

The Contractor shall prepare and submit **Form 8F – Sub-Project Completion Report** upon completion of the works and activities for the relevant sub-project.

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Chapter 7A: Component 3a: Livelihoods Support for Women and the Most Vulnerable in Rural and Urban areas

7A.1 Background/ Rationale

The CRLP Component 3 focuses on women-headed households and other most vulnerable households in rural and urban communities targeted by the Project. The Component includes two main sub-components: sub-component 3a: 'Social Grants' and sub-component 3b: 'Women's Economic Activities'. This section of the POM relates to the sub-component 3a; sub-component 3b is covered in Chapter 7B.

In most Afghan communities, there are households who are vulnerable but do not have able-bodied male adult members who can benefit from the paid-labor under C1 (rural) or C2 (urban). The CRLP includes a sub-component 3a dedicated to such households, called the Social Grant (SG). The C3a sub-component of Social Grants will only be undertaken in urban and rural communities that are (a) targeted under Components 1 (rural) or 2 (urban), and (b) meet the Entry Criteria for Access (ECA) criteria.

Note: Under the AF2, it is expected that 2,153 rural and 300 urban communities will be covered with social grants.

7A.2 Key Responsible Entity

The Facilitating Partner (FP) will remain the key responsible entity for sub-component 3a. FP Social Organizers (SO) will work with Community Representative Groups (CRGs) in all rural target areas and in urban target areas where they are formed by the Project. In those urban areas without CRGs formed under the Project, the FP will work with Mosque Committees (MCs) for the C3a sub-component. The CRGs or the MCs (with the help of other community representatives, volunteers etc) will identify and prepare the list of eligible households for the C3a Social Grant in their given rural and urban communities. The full list of eligible households will be marked into the **Form 2b: List of Beneficiaries (rural) or Form 3A: Eligible Beneficiary HH list for C3a (urban).** The CRGs and the MCs will support the FPs and the bank agents in the social grant digital payments in rural and urban areas, primarily through ensuring that the finally selected eligible households are informed of the registration and payment process, dates and venues, and are present for the same.

7A.3 Social Grant Calculations and Ceilings Per Community

Note: Under the PP and AF1, social grants were distributed in kind in rural communities and in cash in urban areas. Under the PP, the amounts per household also varied between urban and rural. Under the PP and AF1, the rural social grants also included a sum for administrative costs involved with the food package procurements and transportation. It should be emphasized that under the AF2, the social grants for both urban and rural will follow the same digital payment modality, involve no added administrative costs for FPs, and will be the same amount per household.

SG under the CRLP AF2 are defined as a one-time payment of the Afghani equivalent of US$ 100 for each selected household from the list of eligible households in rural and urban communities.

FPs will work with CRGs in all rural communities, and where present in urban communities, and with MCs in those urban communities with no CRGs, to identify households eligible for the social grants. The process and criteria for beneficiary selection are as outlined in Chapter 3. It should be noted that the process varies in urban and rural areas.

Rural areas SG = Number of eligible households x US$ 100 (with an average of 15 beneficiary households per community).

Urban areas SG = Number of eligible households x US$ 100 (with an average of 70 beneficiary households per urban project site).

SG disbursements from UNOPS to the FP will be based on the above calculation and the actual numbers of selected beneficiaries shown in **Form 2b: List of Beneficiaries for C1/C3a in rural areas** and **Form 3A: Eligible Beneficiary Household List for C3a in urban areas.**

All SG payments will be made through a digital payment modality, with Afghanistan International Bank (AIB) agents distributing the SG through the biometric-linked e-cash cards to the selected eligible households. The actual transfers of the SG will be in Afghanis (AFN) and will be the equivalent of US$ 100. The exchange rate to be applied will be as agreed between UNOPS and AIB for each given drawdown of disbursements from the AIB to the beneficiary e-cash cards. The same exchange rate principle applies to the C3b asset transfer value (equivalent to US$ 230 per eligible household under sub-component 3b). In all cases, the AFN equivalent applied to any given disbursement will be the rate confirmed by the CRLP Finance team in writing to AIB at the time of each drawdown instruction. This rate will be documented and retained as part of the financial records for audit purposes. FPs should not apply their own exchange rate conversions; all conversions are managed centrally by the CRLP Finance team.

Once the final selection of the households to benefit from the C3a social grant sub-component is completed in **Form 2b or Form 3A: Eligible Beneficiary Household list for C3a,** the FP works with the CRG or Mosque Committee (MC) to complete **Form 9a: Social Grant Disbursement Request.** This form serves as a commitment by the CRG/MC on how the social grants for their given community will be utilized. The approval of Form 9a: Social Grant Disbursement Request and uploading into the Management Information System (MIS) will serve as the trigger for requesting disbursements.

FP SO (with the help of CRGs and MCs) are responsible for informing the selected households of their selection, of the mode of payment, and date and venues for the digital payment biometric registration process and for the actual social grant distribution.

All social grant distributions will be directly monitored by at least one FP staff on the ground in rural and urban communities. UNOPS will also monitor the distribution in a small sample of sites in both rural and urban communities.

7A.4 C3a Digital Payment Onboarding and Disbursement Process (Rural and Urban)

The household listing, MIS data entry, beneficiary identification, Form 2b submission and approval, and AIB biometric registration steps for C3a follow the same sequence as for C1, described in Chapter 3, Section 3A.1.5. The process below covers the C3a-specific steps from the point at which the C1 and C3a processes diverge: the disbursement batch preparation and payment trigger.

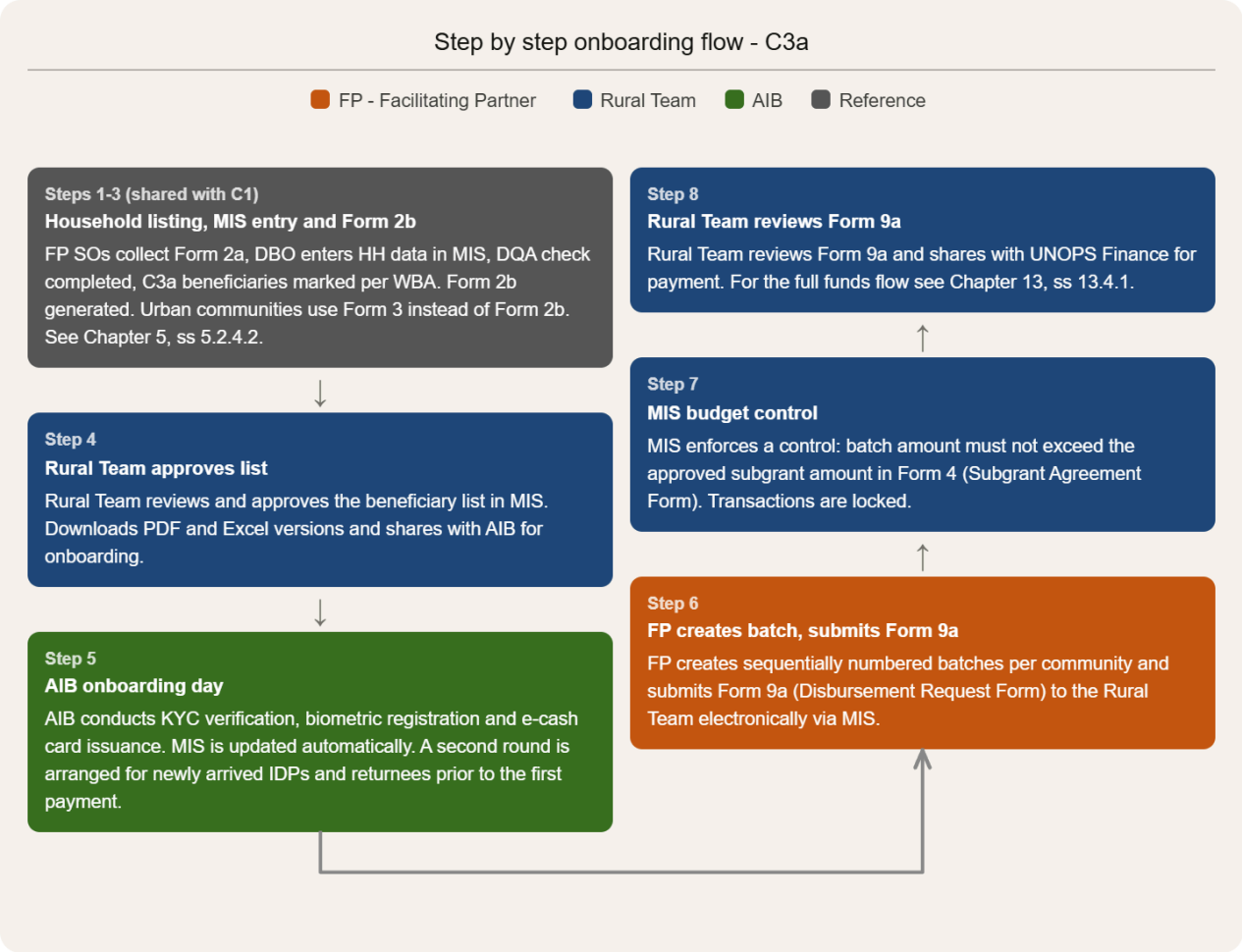
Note: In urban communities, Form 3A: Eligible Beneficiary HH List for C3a is used in place of Form 2b throughout the shared onboarding steps described in Section 5.2.4.2

Disbursement batch preparation (C3a)

Upon completion of AIB onboarding, AIB automatically updates the C3a beneficiary list in the MIS. The FP creates sequentially numbered batches per community and submits **Form 9a: Disbursement Request Form to the Rural Team (rural communities)** electronically via the MIS. The MIS enforces a control to ensure the batch amount does not exceed the approved subgrant amount in **Form 4: Subgrant Agreement Form.** The Rural Team reviews Form 9a and shares it with Finance for payment.

For the full funds flow and payment disbursement procedure, see Chapter 13, Sections 13.4.1 (pass-through advances) and 13.4.5 (digital payment to beneficiaries).

Figure 7.1: Step-by Step Onboarding Flow - C3a



Chapter 7B: Component 3b - Women's Economic Activities

7B.1 Introduction

The C3b sub-component was introduced as part of the AF1 under Component 3 with the objective of improving household nutrition/food security and supporting income generating opportunities among very vulnerable women-headed households in rural communities (this sub-component is not implemented in urban areas). It aims to enhance opportunities for rural women to be involved in economic activities that are permissible and feasible within existing and current limitations imposed on women's mobility and education. Following the successful pilot of C3b under AF1, it will be continued under AF2 with some modifications.

7B.2 Coverage

This sub-component will cover all rural communities in CRLP AF2 where Components C1 and C3a are implemented covering around 2,153 rural communities. With an estimated average of 15 households per community expected to be deemed eligible under this subcomponent, it is estimated that a total of around 25,800 de facto female-headed households or around 180,000 persons will benefit. For beneficiary identification see Chapter 3.

Once the final selection of the households to benefit from the C3b Women's Economic Activities sub-component is completed, the FP works with the CRG to complete **Form 9b: List of beneficiaries and Disbursement trigger for C3b.** Form 9b must identify the individual female direct beneficiary within each eligible household, who may or may not be the same person as the household head recorded in Form 2a. Where the household head is male, the form must record the name, age, and relationship to the household head of the woman who will be the direct C3b beneficiary. Eligible households are automatically pre-populated into Form 9b from the MIS based on the well-being analysis (WBA) groupings. The purpose of Form 9b is to identify the specific female individual who will receive the C3b benefit within each pre-selected household. FPs must ensure the MIS is updated accordingly. The FPs will provide technical training, asset transfer, and mentoring to C3b beneficiaries.

7B.3 Technical Training

The C3b Component has two options: poultry and kitchen gardens. The women SOs will conduct a consultation exercise with the C3a beneficiaries to establish which initiative is best suited in their community given the agro-ecology and space available in compounds for poultry or kitchen gardens. Depending on what women select, the women SOs will then use the training manual provided by UNOPS to train the women on the livelihood activity.

Note: There can be kitchen gardens and poultry in the same village, but there must be at least 5 women who selected an initiative for it to be applied.

FPs will provide at least 24 hours of **technical trainings** for the C3b subcomponent activities (poultry or kitchen gardens):

- FPs core trainers and livelihood experts will be responsible to train the women SOs.
- FP livelihood experts should support the trainings periodically and visit communities for follow up.
- Women SOs will provide at least a three-month engagement for training, with at least one 2-hour session every two weeks.
- Given low literacy and numeracy of the beneficiary group, FPs may include literate/numerate adolescent daughters (or sons) in the training to facilitate comprehension.
- In areas where large sessions with more than 15 members cannot be held, FPs should divide households into multiple sessions so that all women can be trained.

The women trainees who complete the initial three sessions of training successfully will be eligible for the asset transfer. The list of women trainees and their attendance will be captured in **Form 12 - C3b Technical Training Attendance Sheet.** This form will also list the women who have qualified for the asset transfer.

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Activities within the community's neighborhood outlined in the Table 7.1 below are permissible. The requirements for the activities are:

- Activities can be completed within a maximum of six months from receipt of the grants by the selected beneficiaries in the community.
- Environmental, social and cultural risks are assessed and low-risk activities are prioritized.
- No land acquisition should be required.[5]
- Activities should be amenable to home-based production.
- FP is able to demonstrate that it can provide market linkage support through ongoing complementary activities.

Table 7.1: Permissible List of Activities

Economic Activities	Requirements for Selection	Recommended Asset Package
Kitchen Gardening	• Water availability	Good local variety seeds (at least 5 vegetables/ pulses) - US$80 for seed packages; and plastic sheeting - US$150 for plastic sheeting and other assets
Food processing (jam and pickling)	• Water availability	Aluminum strainer, aluminum cooker, pulper machine, glass bottles and jars, raw materials
Poultry	• Space to keep the poultry	At least 10 vaccinated chicks and 1 Rooster, feed for 3-4 months, feeders/ drippers, etc

Note: The kitchen garden, pickling and jam making will be considered one activity; poultry will be another activity.

7B.4 Asset Transfer

FPs will conduct bulk procurement following the procurement process detailed in Chapter 14 to procure the assets required to support the relevant option(s) selected by the C3b sub-component beneficiaries. The assets will be equivalent to US$ 230 (equivalent of approximately AFN 17,000) per eligible household. The assets will be transferred when feasible given the local climate, keeping in mind that the objective is to provide the assets and subsequent income before the lean season. This means that in some areas (with warm winters), the distribution of poultry and/or kitchen garden assets will take place in early fall; whereas in areas with cold winters, the distribution of assets will take place in the spring. The receipt of the assets will be captured in **Form 10: 3b Production Assets Package Distribution Verification.**

7B.5 Monitoring and Mentoring

The FP will **monitor and mentor** the women who have received asset transfers and training for these activities for a minimum period of three months from provision of the assets.

[5] Refers to buying, renting, leasing, right; not using someone else's land without compensation.

7B.6 Financial Literacy Training

The C3b women beneficiaries will have the option to attend a course in Financial Literacy Training. Ideally, the sessions will be provided prior to the asset distribution. In areas where there are cold winters and the assets are distributed in the spring, the Financial Literacy Training can take place prior to asset distribution; in warm winter areas, it will take place following the asset distribution. The five financial literacy training sessions include training on income and expenditure tracking, calculating monthly and annual income, food needs and fulfilment, calculation of daily, monthly and annual expenditures, calculation of food baskets, and re-investing in economic activities.

The participation in the Financial Literacy Training will be captured in **Form 18- C3b Financial Literacy Course Attendance Sheet.**

7B.7 Monitoring and Reporting

The FPs will be primarily responsible for monitoring and reporting related to this sub-component. The informal reporting on the number of women trained and the number of women provided with the assets will be communicated to UNOPS on a weekly basis. The formal reporting will be as per the data available in the CRLP MIS, and reliant on the data entered by the FP into the database for this sub-component by community. At a minimum, the number of women trained in each training module, cumulative (non-duplicated) women trainees, number of women benefitting from the asset transfers (disaggregated by the type of assets), and the total value of the asset transfers (disaggregated by the type of assets) needs to be captured into the system and reported on in the quarterly progress reports. In addition, basic baseline and outcome measures on income should be taken during enrollment and several months after the asset has been transferred.

UNOPS and the Afghanistan Resilience Trust Fund (ARTF) Third Party Monitoring Agent (TPM) will monitor a sample of this sub-component.

Chapter 8: Component 4 - Strengthening Community Institutions for Resilient, Inclusive Service Delivery, Especially for Women

8.1 Objective and Definitions

Note: Component 4 is limited to project coverage areas with Community Representative Groups (CRGs) meeting the Entry Criteria for Access (ECAs).

This component finances all FPs' work across Components C1, C3a, C3b, and C4. This chapter of the POM specifically deals with various training sessions that include capacity building of CRGs and sub-groups in delivering inclusive aid, achieving the vision of the Development Plans of the communities, Disaster Risk Planning, and reducing seasonal hunger through Grain Banks. The well-being sessions for women and men are designed to improve leadership, networking, as well as self-care and resilience. The establishment of Kitchen Gardens (without external inputs, except training) and health and nutrition sessions are designed to build the capacity of women to cultivate nutritious food, care for infants and themselves, and raise awareness of the health services available to them. Finally, there is a training course consisting of four sessions on Financial Literacy for interested C1 participants.

The FPs should conduct the training sessions under this Component in each community, in such a manner that the C1 and C3 activities are not negatively impacted, the Social Organizers (SO) have sufficient time to cover all the ongoing activities, and the community members are not overwhelmed with multiple components. The actual spacing of the C4 activities in the communities can vary from community to community, as deemed best by the FP. However, all C4 activities need to be completed within a maximum of a 20-month facilitation period in each community. FP Social Organizers (SO) are expected to visit CRGs in rural areas every two weeks for a total of around six visits to complete all topics under C4. In urban areas with CRGs, the agreed training will be rolled out within the last 12 months of project implementation.

8.2 Grain/Food Banks and Kitchen Gardens

In non-CCAP communities, grain banks will be newly established with the support of the Vulnerable Groups' Development (VGD) sub-group and interested youth. The VGD sub-group will conduct a 'reduce hunger campaign' and learn how to safely store food and maintain logbooks for items in and out. In CCAP communities, where grain banks already exist or have existed, the Social Organizers (SOs) will assess the various protocols in place and the need for additional training and support before proceeding with capacity building.

Information on the kitchen gardens and grain banks established will be collected using **Form 11 - Kitchen Garden and Grain Bank Monitoring and Reporting Form.** The monitoring of grain banks will include the amount of non-perishable food and other items that have been collected for the grain bank initiative, and how many households have benefitted from the grain banks. The monitoring of kitchen gardens will include the number of kitchen gardens per community and the well-being grouping of participating households.

8.3 Capacity Building of CRGs (Rural/Urban) and Sub-Groups

In both rural and urban communities, FP SOs will work with CRGs and their sub-groups to build their capacity in terms of leadership skills, development planning, including inclusion and exclusion, as well as networking. Women's wings of the groups will have the same sessions as men, but they will be conducted separately.

The women's wings of the VGD and Community and Family Welfare Sub-groups should be considered platforms in which women can safely discuss their concerns, seek support from their peers, and strategize how to overcome adverse situations. The women and men attending the training sessions should share their knowledge with women and men in their neighborhoods.

UNOPS will monitor the training inputs and FPs will report on the training (i.e. gender disaggregated trainee numbers for each training type) under C4 using the **Form 13: C4 Training Tracking.** The following training sessions will be provided by the FP SOs or the nutrition counselors as part of the capacity building and institution-strengthening efforts:

Table 8.1: Training Session Topics, Trainers, and Session Participants

Session	Topic	Issues Covered	Who Conducts the Trainings/ Sessions	Who will be trained/ participate in the Sessions
Disaster Risk Mitigation (Rural Men and Women)				
1	**Disaster Risk Preparedness and Mitigation**	Prepare a Disaster Risk and Evacuation Plan	FP SOs (male and female)	All CRG, DRM Sub-Group, GR/CPMT Members, Elders, Farmers, Livestock Herders
Inclusive Aid Delivery and Community Vision/Planning and Mitigating Seasonal Hunger (Rural and Urban Men and Women)				
2	**A. How to Deliver Inclusive Aid**	• Consider the characteristics of the poorest, implications if they are left out from aid distribution, and steps needed to include the households in aid distribution lists • Receiving / interacting with outsiders who bring aid (initial meeting, update beneficiary lists, aid distribution)	FP SOs (male and female)	All CRG members, GR/CPMT members, all Sub-Groups and their members
3	**A. Sub-Group Planning and Mitigating Seasonal Hunger through Grain Banks** **B. Homestead/ Kitchen Gardening**	• Each Sub-Group makes an action plan for their respective CDP milestones • Discuss homestead gardening and its possibilities • Create Compound Maps and present these for discussion / visits		All VGD and Welfare Sub-Group members, GR/CPMT members, youth volunteers and others who are interested

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		• Planning for poor and very poor households to improve / establish gardens in private / public places • Identify male and female experts in the community		
Women's and Men's Well-Being (Rural and Urban Women and Men)				
4 and 5	**Self-Confidence, Self-Care and Resilience**	• Understand the importance of self-esteem and self-awareness and how to develop it • Feel more positive about self • Understand the importance of resilience and how to develop strategies for resilience • Understand networking and how to network for support • Respond to challenges and practice self-care	FP SOs (female and male)	All GRC and all sub-group members (to share with ordinary women)
Financial Literacy for C1 Beneficiaries (Rural Men only)				
6 – 10	**Financial Literacy**	• Income and Expenditures • Calculating Monthly Income • Calculating Daily, Monthly and Annual Expenditures • Reducing Expenditures, Increasing Income	FP SO (male)	C1 beneficiaries
Health Initiative (Rural and Urban Women only) Sessions designed by UNICEF and conducted by Nutrition Counselors (not included in CRLP Step-by-Step Guidelines)				
6	**Food and Nutrition**	• Understand the importance of the various food groups and nutrition for adults and children • Malnutrition and Stunting Amongst Children	UNICEF-supported Nutrition Counselors and others to be determined	All women CRG members and sub-group members (to share with ordinary women)
7	**Health**	• Breastfeeding • Hygiene and Hand Washing • Clean Water and How to Make Clean Water • How to keep food safe • Children's Vaccination		

Note: Urban communities will only receive C4 activities if they have CRGs.

Chapter 9: Component 5: Implementation Support

9.1 Introduction

This Component, extending across all phases of the CRLP, covers the oversight, management and implementation support of the primary Implementing Agency (IA), i.e. the United Nations Office for Project Services (UNOPS), Afghanistan.

9.2 Budget

A total of US$ 15.3 million has been assigned under the AF2 for this Component. It has been agreed between the World Bank (WB) and UNOPS that any savings/interest/exchange rate gains carried forward from the Parent project (PP) and AF1 (up to the shortfall agreed in October 2025) can be utilized under the AF2 Component 5. The budget under this Component covers all of UNOPS' roles and responsibilities for Components 1, 3 and 4, and the oversight, monitoring and reporting roles for Components 2 and 6. (As UNOPS directly implements Components 2 and 6, such costs are included under the respective components).

All common shared costs between UN agencies sharing the UNOCA compound in Kabul, and other UNOPS' specific indirect cost-sharing between its different projects within Afghanistan are included under this Component. This component also includes US$ 1.5 million towards the costs of AWAAZ, a UNOPS-run shared grievance portal for the country. All cash import fees and bank fees for the various components, including those for the digital payments outlined below, are included under this Component.

9.3 Structure/Organization

UNOPS fulfills its mandate under this Component primarily through a Project office established in Kabul, under its Afghanistan Country Office. The Project Team is led by an international Head and Deputy Head of Project. The team is broadly structured into programmatic rural and urban units, each led by the national Head of Unit and Deputy Head of Unit. CRLP Finance team, Procurement, Grants and Communications teams are led by internationals with a national head for the cross-cutting functions unit. Together, they form the Project management team, which liaises closely with the UNOPS Country Management Team and the World Bank's CRLP project-specific team.

The project team personnel perform a range of functions at different levels, and includes personnel contracted directly by UNOPS, and personnel recruited under a long-term agreement with the staffing agency Committed to Good (CTG'. Staff are based in the Project headquarters' office in Kabul and in the six UNOPS regional offices. The project team includes national and international staff providing technical and operational support in grant, financial and procurement management, M&E/MIS, communications, ESS, Gender, GRM, and includes male and female national staff.

It should be noted that the project staff structure and budget is approved by the World Bank for each phase of the Project. Any changes will require prior World Bank approval with any requests for approval highlighting the key changes and providing appropriate justification.

9.4 UNOPS Roles and Responsibilities

The key roles and responsibilities for UNOPS as the lead IA for the CRLP are outlined in the financing and grant agreements for the relevant phase. The AF2 financing and grant agreements, disbursement letters, and this POM, together outline UNOPS' various roles and responsibilities for the AF2. The key roles and responsibilities are outlined below. It should be noted that this is not an exhaustive list and there are other roles and responsibilities that may not be specified below.

Overall: Work closely with the WB in Project phase and design planning. Phase-wise rollout and key indicator target setting by coverage, phase, component, subcomponent and more.

Policy and Procedural Formulation: Prepare Project Operational Manual(s) updated per phase and incorporating lessons learned and best practices from previous projects/ phases. Prepare detailed step-by-step guidelines, training manuals, technical manuals and similar documents that guide all aspects of implementation.

Work Planning and Budgeting: Detailed work planning for the overall project and by phase (divided by week, month or quarter as required) combined with budget requirement/execution forecasts for the same periods.

MIS and M&E: Designing and upkeep of a functional management information system (MIS) and a monitoring and evaluation system that covers all core components, and allows for an accountable and transparent management and implementation of the Project. This includes close liaison, support and cooperation with the ARTF TPMA's monitoring of the CRLP. A key part of this role will include regular reporting requirements including weekly, monthly, quarterly, annual, pilot-specific, ISM-specific and implementation completion. Ad-hoc reporting requests from the WB (such as portfolio wide reviews, ISRs, etc) also need to be responded to.

E&S and GRM: Ensuring that the environmental and social safeguards required for Bank operations are maintained throughout the Project. This includes community engagement, awareness raising, funds and procurement for PPE, E&S commitment plans and their implementation, and reporting. A fully functional grievance redressal mechanism, across all components and at all levels of implementation, is required throughout the Project.

Financial Management (FM): All FM responsibilities for the Project, including fund-flow, budgeting, accounting, financial reporting/reconciliations, internal and external audits as may be required, responding to the TPMA financial monitoring findings.
The project will complement TPMA financial monitoring through a risk-based spot check approach, guided by the Financial Monitoring and Compliance Guidelines. These Guidelines establish UNOPS procedures to ensure compliance with CRLP requirements while strengthening accountability, accuracy, transparency, and the reliability of financial reporting. They further enhance FP internal control systems and support continuous capacity development throughout the project lifecycle.
Monitoring will cover all facilitating partners (FPs) receiving CRLP grant funding and span the full grant lifecycle, from planning through to closure and follow-up. Spot checks will be conducted by a team of qualified, field-based Finance and Grants Associates, enabling strengthened field-level monitoring, enhanced fiduciary assurance, and closer engagement with FP finance at the field level to mitigate implementation risks.

Procurement and Grants Management: Managing all procurements of goods, works, non-consultancy and consultancy services required for the project in accordance with policies and procurement arrangements outlined in the financing/grant agreements. This includes grant service agreements for the FPs for Components 1, 3 and 4 and contractors for Component 2.

Communications: Handling all external communications, including public events and social media coverage for the Project, in line with data privacy regulations, and transparency and accountability requirements of the Project.

ITA and Donor Liaison: Coordinate closely with relevant Municipalities, MRRD and other ITA Ministries to facilitate the Project's implementation, including agreements over project coverage, MoUs and access agreements for FPs/TPMA and others as may be needed, inaugurations, etc. Work closely with the WB and other ARTF donors as required to facilitate/coordinate/host field visits, project meetings, WB implementation support missions etc.

9.5 Innovative Roles under AF2

Two specific innovative approaches are being introduced into the AF2 implementation and will be covered by this Component:

Early Warning Systems (EWS): It is proposed to introduce an early warning system for natural and climate related disasters, as part of the disaster risk mitigation programming of AF2. This will include short-message-services (SMS) and other types of messaging to be passed on to potentially affected populations through telecom operators in the country and in liaison with the Afghanistan National Disaster Management Authority (ANDMA). UNOPS will work closely with the Bank, the stated authorities and telecom operator(s) in the country to implement the EWS.

Digital Payments: UNOPS will work closely to expand digital payments through the Afghanistan International Bank (AIB) utilizing the e-cash cards for labor payments under Components 1 and 2, and for social grant payments under Sub-Component 3a. While FPs and contractors will continue to be responsible for identification and selection of the beneficiary households for these components, UNOPS will advise AIB of eligible households to be registered into the system. The AIB will then issue the payments through biometric-linked e-cash cards to the actual beneficiary households, as advised by UNOPS.

Chapter 10: Component 6: Implementation of activities related to SEA/SH risk mitigation for CASA-1000 Project

This component supports the provision of Sexual Exploitation and Abuse/Sexual Harassment (SEA/SH)-related risk mitigation activities for the CASA-1000 project, including an initial assessment of SEA/SH risks and regular monitoring and adaptation of SEA/SH risk management plans, awareness raising activities at the community level, provision of training, and management of an SEA/SH grievance mechanism.

UNOPS will implement the SEA/SH Action Plan and associated Accountability Framework in communities falling within the CASA-1000 Corridor of Impact (CoI) in select provinces. This includes time bound and resourced actions with plans and indicators for monitoring covering the key areas of: (i) initial assessment of SEA/SH risks under CASA-1000 and regular monitoring and adaptation of SEA/SH risk management plans; (ii) awareness raising of SEA/SH risk at the community level; (iii) regular training of project workers on prevention of SEA/SH and on the Code of Conduct (CoC); (iv) management of the SEA/SH grievance mechanism (GM) through the Awaaz hotline and associated systems; (v) intake, case management, and referrals to GBV services following a survivor-centered approach of survivors reporting SEA/SH cases linked to the project; and (v) incident reporting to the World Bank following Environmental and Social Incident Response Toolkit (ESIRT) procedures.

UNOPS staff will continue to be assigned to the implementation and monitoring of the SEA/SH Action Plan, which includes a dedicated Prevention of Sexual Exploitation and Abuse (PSEA)/Gender-Based Violence (GBV) specialist. UNOPS will provide referrals to a minimum package of services (i.e. health and psychosocial support) for survivors utilizing the UN-managed referral pathway.

UNOPS will be responsible for reporting any incidents of SEA/SH related to CASA-1000 promptly (within 48 hours after learning of the incident) to the Bank per ESIRT procedures. De Afghanistan Brishna Sherkat (DABS) has amended their contracts with the CASA-1000 contractors to reflect additional responsibilities that were not part of the original core construction agreements. These additional responsibilities include the requirement to (i) roll out a Code of Conduct (CoC) to workers; (ii) mobilize workers for regular training carried out by UNOPS; and (iii) promote a respectful work environment among workers, and between workers and communities, including by establishing and promoting accountable leadership and training supervisory staff. UNOPS has reflected relevant obligations in an exchange of letters with the CASA-1000 contractors.

UNOPS coordinates regularly with the CASA-1000 civil works contractors on implementation timelines, and will provide this information to FPs and UNOPS field staff responsible for implementing Components 1-5 to facilitate awareness and coordination across the project components.

Note: It should be noted that this component will deal exclusively with SEA/SH risks or grievances arising during the CRLP AF2 project period in the AF2 coverage area for the CASA CoI.

Chapter 11: Environmental and Social Risk Management

11.1 Environmental and Social Management

The purpose of Environmental and Social (E&S) Management is to ensure that all CRLP subprojects executed under the CRLP identify and implement measures to avoid and minimize negative environmental and social impacts. When impacts cannot be avoided, they are adequately assessed and mitigation measures are designed and carried out in accordance with Afghanistan environmental and social legislation (where available) and the World Bank's Environmental and Social Standards (ESS).

These risks and impacts will be managed through the mitigation hierarchy approaches (avoid, minimize, mitigate and compensate) included in the Environmental and Social Management Framework (ESMF) and subsequently in all site-specific E&S risk mitigation measures to be developed during the implementation stage once the detailed characteristics of subproject sites are confirmed.

11.2 Key Principles of Implementation

Principle 1: The basic principles, laws, policies and prerogatives the project will be following during implementation and once the physical footprints are known, are set out in the ESMF.

Principle 2: Under the Environmental and Social Framework (ESF), the WB classifies all projects into one of four categories: high risk, substantial, moderate and low risk. The CRLP was classified by the WB as a substantial risk project, based on the expected potential environmental and social impacts and risks.

Principle 3: To comply with the prescriptions of the ESF and its relevant Environmental and Social Standards (ESSs), UNOPS and the WB have signed an Environmental and Social Commitment Plan (ESCP), and following that, UNOPS has prepared an ESMF, including labor management procedures (LMP), a Stakeholder Engagement Plan (SEP), and Sexual Exploitation and Abuse (SEA) and Sexual Harassment (SH) Action Plans. These plans were reviewed and revised based on the lessons learned during the implementation of the previous phases of the project.

Principle 4: All E&S instruments will be publicly disclosed both in-country and on the project website prior to the physical start of the project or activity implementation.

Principle 5: The Grievance Redress Mechanism (GRM) is managed and monitored by the UNOPS PIU, as part of its E&S responsibilities. UNOPS has developed a GRM tailored to the subproject needs. FPs and contractors are required to maintain a GRM aligned with the project GRM.

Principle 6: To guide the implementation of the E&S risk mitigation, the CRLP will apply the WBG General EHS Guidelines from 2007[6] particularly for OHS risk management. These guidelines contain the performance levels and measures that are acceptable to the WB. When the national regulation differs from the levels and measures presented in these guidelines, the NCRP will be required to achieve whichever is more stringent.

[6] chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://documents1.worldbank.org/curated/en/157871484635724258/pdf/112110-WP-Final-General-EHS-Guidelines.pdf

11.3 Standard Operation Procedure (SOP) – E&S Screening Process and Implementation of ESMF

Objective: To set out the implementation of E&S management measures to be implemented by UNOPS, Facilitating Partners (FPs) and contractors. These measures aim to achieve the avoidance, minimization or mitigation, including offset or compensation, of adverse E&S impacts of the project and to ensure compliance with the WB's ESS.

Key actors: E&S Team from UNOPS PIU; UNOPS Infrastructure Team; E&S Specialists of FPs; Environmental, Health and Safety (EHS) Specialists of Contractors.

Standard Procedures:

Step 1: Assessing Eligibility: Each subproject will first be evaluated against the eligibility criteria/negative list of the activities to be financed by the CRLP (see **Annex V ESMF Form 1 for negative list).** All subprojects that are not sustainable in the short-, medium- and long-term due to their risk location or because they represent risks and impacts that are neither avoidable, mitigable nor compensable will not be financed by CRLP.

Step 2: Assessing Risks and Impacts: An E&S screening process will be carried out for every site-specific activity or subproject, in order to identify its E&S risks and impacts, and to determine if the ESMF will be sufficient to mitigate them or if it is necessary to apply additional mitigation measures (for E&S Screening form see **Annex V ESMF Form 2)**. Based on the answers provided, the applicable mitigation measures can be determined.

Step 3: Preparation of E&S Mitigation Measures: Depending on the screening results and proportional to the level of risk, risk mitigation measures for the subproject will be determined by the implementer. The Project Environment and Social Management Plan (ESMP) (see **Annex V: ESMF Form 3)** will be used as a basis to develop appropriate risk mitigation measures. Additional measures may need to be applied where necessary. Special attention should be paid in areas where natural disasters may occur (e.g. flash floods, avalanches, etc) to ensure that communities are properly trained and risk mitigation measures are in place. Site-specific ESMPs are not required for C1 subprojects. Mitigation measures will be proposed in the screening checklist. Mitigation measures for C2 can be presented in the form of a simplified ESMP template, proportional to the size and risks identified for the subproject. Depending on the level of risk of the subproject, additional mitigation measures may be added and frequency of monitoring increased.

Step 4: Inclusion of mitigation measures in FP, contractors' and sub-contractors' bidding documents and contracts: The UNOPS Infrastructure Team, with assistance from the E&S Team, ensures all bidding documents and contracts contain E&S risks management provisions and references to the compliance requirements of all implementers with the E&S instruments, as well as specific E&S risk mitigation measures and budgets for implementation included in civil works contracts. FPs and contractors are obliged to cascade down any of these responsibilities to their respective sub-contractors and suppliers.

Step 5: Monitoring, Reporting and Supervision: The PIU E&S Team will be responsible for monitoring the implementation of E&S risk management instruments and mitigation measures. It will undertake field missions and review documentation to ensure compliance of all implementers with the E&S instruments and specific activity-related mitigation measures. FPs and contractors have to monitor and supervise their subcontractors and suppliers in view of E&S risk management instruments including ESCP and ESMF compliance. The team will further prepare E&S inputs into quarterly progress reports and include reporting based upon the negotiated Environmental and Social Commitment Plan (ESCP).

11.4 Standard Operation Procedure (SOP) – Labor Management

Objective: To mitigate potential key labor risks associated with the CRLP, i.e. occupational health and safety (OHS) issues, child and forced labor, and gender-based violence (GBV) related issues. The purpose is to establish clear labor procedures for all project workers, namely direct project workers, contracted workers, primary suppliers and community workers, in line with the requirements of the labor management procedures (LMP) as part of the ESMF, including the national labor legislation and the WB ESS 2.

Key actors: E&S Team from UNOPS PIU, UNOPS Infrastructure Team, FPs and Contractors.

This Standard Procedures consist of: Recruitment and Replacement Procedures; OHS Procedures; Contractor Management Procedures; Procedures for Primary Suppliers; Procedures for Community Workers; Procedures for Non-Discrimination and Equal Opportunity, and Grievance Redress Mechanism for all Workers. Please see Annex V Labor Management Procedures for details on each procedure, Annex XIV for the Process Workflow and Section 13 Finance for the detailed digital payment procedures.

To comply with the minimum requirements of using personal protective equipment (PPE) in C1, the permissible project list activities included in the POM are broken down into 13 key construction activities, each with its own specific set of PPE requirements. The rationale behind the PPE guidelines is driven by both cost implications and the large number of laborers involved in the project. Given the significant workforce, careful consideration has been given to balancing safety needs and budget constraints.

For each of the 13 construction activities, the minimum PPE requirements have been proposed to ensure worker safety while keeping costs manageable. This approach aims to standardize PPE usage across different project tasks, ensuring that workers are properly equipped without incurring unnecessary expenses.

The facilitating partners (FPs) ensure that the specified PPE, as detailed in the ESMF, is provided to laborers involved in the 13 main construction activities.

In addition to the PPE, it is essential for FPs to supply first aid kits at each of the project sites. The FP is responsible for ensuring that a first aid kit is available on the subproject sites and appointing a qualified person to manage it. The FP will either hire an experienced individual from the local community as a laborer who has prior knowledge of managing a first aid kit or if such an individual is not available, provide the necessary training to a laborer on site.

11.5 Standard Operating Procedure (SOP) - Sexual Exploitation and Abuse (SEA) and Sexual Harassment (SH) Prevention/Mitigation

Objectives: The objectives of this SOP are to strengthen institutional capacities for SEA/SH; the prevention, capacity building and communication on SEA/SH for contractors, supplier and communities; strengthening of GBV service provision and referral pathways, and the enabling of a sound reporting protocol and referral pathways of SEA/SH cases.

Principle 1: Confidentiality: All grievance recipients and anyone handling the SEA/SH must maintain absolute confidentiality in regards to the case. Maintaining confidentiality means not disclosing any information at any time to any party without the informed consent of the person concerned (See SEA/SH Action Plan for further guidance).

Principle 2: Informed Consent: The survivor can only give approval to the processing of a case when he or she has been fully informed about all relevant facts. The survivor must fully understand the consequences of actions when providing informed consent for a case to be taken up.

Principle 3: Empathetic and non-judgmental listening: All grievance recipients will further follow guidelines for empathetic, non-judgmental listening to a survivor when recording a complaint.

Principle 4: Survivor-Centered Approach: State explicitly that the survivor's safety, wishes, and well-being guide all decisions at every stage of the process.

Principle 5: Do No Harm: State that all actions taken in response to a complaint must avoid causing additional harm to the survivor, including through information sharing, referral, or investigation processes.

Key Actors: UNOPS GBV Specialist; UNOPS PIU Social Safeguards Specialist; FP GBV and Gender Equality Focal Persons.

11.5.1 Implementation of SEA/SH Action Plan

Step 1: UNOPS to conduct a project-level initial SEA/SH risk assessment and understand the ground realities, dynamics, trends and magnitude of SEA/SH in the project areas.

Step 2: Appointment of GBV focal points in all areas of operation under component 1 and component 2.

Step 3: UNOPS to explain all GBV requirements at bid conferences.

Step 4: Anonymous reporting mechanisms specifying that a confidential, anonymous channel exists for both workers and community members, and describing how anonymous complaints are logged and acted upon.

Step 5: FPs and contractors to ensure all Project staff and workers sign the Code of Conduct and all Project staff and workers receive an orientation on the Code of Conduct.

Step 6: UNOPS to ensure that psychological first aid and immediate survivor support is in place, describing what a focal point or first receiver must do at the moment of disclosure, including how to provide basic emotional support, safety planning, and emergency referral before any formal case processing begins.

Step 7: FPs and UNOPS to communicate information about the Project, including PSEA (New IEC Materials) and Code of Conduct to communities.

Step 8: UNOPS to ensure female GBV focal points are available, that female community members can report through female-only channels, and that reporting mechanisms are accessible to non-literate individuals.

Step 9: UNOPS to develop guidelines/checklists for contractors on the preparation of simple and implementable GBV/SEA Action Plans, which will be included as a tender requirement.

Step 10: UNOPS and FPs to ensure women's involvement in planning and design of community interventions.

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Step 11: UNOPS to conduct regular monitoring to assess the trends and magnitude of SEA/SH in relation to the project.

Step 12: UNOPS to strengthen coordination and collaboration with relevant GBV actors in Afghanistan, in particular organizations of the protection cluster, GBV Sub-Cluster, and continuously maintain a map of organizations providing GBV services.

Step 13: Assessment of availability and quality of GBV service provision in specific subproject regions, and classification of existing service providers according to their technical capacity on GBV.

Step 14: Implementation of Project GRM and referrals in all project areas for the workers and the community. See SEA/SH Action Plan for the SEA/SH Reporting Protocol.

Step 15: UNOPS to make sure perpetrators are sanctioned stating clearly that substantiated cases result in removal from the project, notification of the relevant contractor, and referral to appropriate authorities where applicable, and that all contractors are contractually required to act on findings.

Step 16: UNOPS to ensure case documentation and data security specifying how SEA/SH case records are stored, who has authorized access, and how data is protected in line with data protection and confidentiality obligations.

11.6 Land donation and acquisition or damage to private property

In accordance with the ESMF (Negative Project List), any activity that would cause land acquisition or voluntary land donation or any activity on land that has disputed ownership or tenure rights will not be financed by CRLP.

11.7 Standard Operating Procedures (SOP) - Stakeholder Engagement

Objectives*:* The five purposes of consultations and information dissemination in the CRLP are: (a) understanding the needs of the affected populations; (b) ensuring coordination between all implementers and informal community authority structures/CRGs; (c) reception of feedback and comments as well as grievances from all stakeholders on project design and implementation; (d) provision of transparent and accountable mechanisms on all aspects of project design and implementation; and (e) ensuring that members of vulnerable groups from project affected communities are able to participate fully in the consultation process and enjoy project benefits.

Key Actors: UNOPS PIU Social Safeguards Specialist; FP Social Specialists; UNOPS PIU Communication Officer

Step 1: Disclosure of Information: Disclose all necessary information about the project, including subproject plans, and environmental and social risk mitigation measures, to all stakeholders of the project.

Step 2: Apply the following key methods for information disclosure to the different project stakeholders: community meetings in coordination with local leaders and CRG members, phone communication (SMS), and notice boards. At the national level, information will be disclosed mainly by email and through social media. Information will be disclosed in Pashto/Dari, English or respective local languages. Local leaders and CRG members will be requested to inform communities in community meetings and through disclosure on social media – depending whether the target locations are rural or urban.

Step 3: Deploy community mobilizers to ensure the inclusion of those with special needs for participation or communication.

Step 4: Disclosure of Information. See Stakeholder Engagement Plan (SEP) for detailed steps of information disclosure.

Step 5: PIU and all FPs to follow their existing participatory engagement and consultation methods, especially with affected communities and beneficiaries. These will follow specific tools and methods of community consultations that partners have developed in their sectoral fields (e.g. in health, agriculture, cash for work, WASH etc.).

Step 6: Conduct stakeholder consultations. See SEP for detailed steps on consultations.

Step 7: Incorporation of Views of Vulnerable Groups: The PIU and FPs will ensure that women, persons with disabilities (PWDs), elderly, ethnic minorities and other members of vulnerable groups participate effectively and meaningfully in consultative processes and that their voices are not ignored. They will apply specific measures where appropriate and assistance to afford opportunities for meetings with vulnerable groups in addition to general community consultations. For example, hold different meetings with women groups, young people, people with disabilities or minority groups.

Step 8: In consulting vulnerable groups, rely on other consultation methods, which do not require physical participation in meetings, such as social media, email or SMS, to ensure that groups that cannot physically be present at meetings can participate.

Step 9: UNOPS and FPs to deploy community mobilizers, recruited from the target communities to provide special encouragement and assistance where necessary to vulnerable individuals and groups and ensure that information reaches them and that they can participate meaningfully in consultations. The Community Mobilizers will work closely with the CRG members in identifying vulnerable individuals and groups.

11.8 Standard Operating Procedure (SOP) - Grievance Redress

Objectives: The objective of the Grievance Redress Mechanism (GRM) is to facilitate the timely, effective, and efficient resolution of complaints. Project-level GRMs provide a structured platform for stakeholders to raise issues and concerns that affect them, ensuring transparency, credibility, and fair outcomes. By promoting corrective actions and community involvement, the GRM strengthens trust, cooperation, and ownership of the project among stakeholders.

This project's GRM is designed in accordance with the World Bank's ESS2 and ESS10 standards, benefiting all project-affected persons, including workers and other stakeholders. It also addresses grievances related to Sexual Exploitation and Abuse (SEA) and Sexual Harassment (SH). The GRM manual is attached to the POM as Annex VI.

Principle 1: The GRM will be well-publicized and known to all affected populations. The FPs and Contractors must ensure that the GRM is widely publicized and must also conduct awareness campaigns in this regard among the affected communities. The FPs and Contractors will inform target stakeholders about the scope of the mechanism, the safety of the complainant, time of response, the referral and appeal procedures.

Principle 2: Accessibility: The GRM will be clear, inclusive, and accessible to all segments of affected communities living near project and subproject sites. Multiple avenues and channels are available for registering grievances. The system is sensitive to the needs of women, men, boys, girls, and vulnerable populations, including persons with disabilities, the elderly, displaced persons, returnees, and other marginalized groups.

Principle 3: Confidentiality and Protection Against Retaliation: The GRM is designed to safeguard stakeholders' rights to provide feedback or raise complaints, including escalating grievances to higher management if necessary. Participants can share concerns freely, knowing that no retribution will occur. To ensure safety and encourage participation, anonymous complaints are also permitted.

Principle 4: Information and Feedback: The GRM will provide regular updates and feedback to the aggrieved parties regarding the status and resolution of their complaints.

Principle 5: Responsiveness: The mechanism ensures timely and effective resolution of grievances by facilitating engagement with the relevant actors in the implementation chain.

Principle 6: Transparency and Accountability: All complainants will be heard, treated fairly, and taken seriously. Communities and stakeholders will have a clear understanding of project expectations, GRM procedures, its purpose, and how to access it.

Principle 7: Appeal and Judicial Access: The GRM includes provisions for appeal if grievances are not resolved satisfactorily**.** *Participation in the GRM does not restrict access to judicial or administrative remedies.*

Principle 8: SEA/SH Cases: For SEA/SH cases, three guiding principles of confidentiality, survivor centricity and survivor safety are applied to specific cases of SEA/SH cases as per the World Bank's guidance. Reporting mechanisms will enable complainants to report SEA/SH cases without being publicly identified given the risk of stigma, reprisals, and rejection associated with SEA/SH.

Key Actors: UNOPS PIU Social Safeguards Specialist; FP Social Safeguards Specialists; UNOPS / FP GRM Focal Points; Grievance Redress Team/Community Participatory Monitoring Team (GRTs/CPMTs).

Note: In CRLP, the grievance redressal and community participatory monitoring teams are both handled by the same body, known as the Grievance Redress Team/Community Participatory Monitoring Team (GRTs/CPMTs). Membership of this body will be collected using Form 14 - CRG Sub-Groups Registration Form.

Grievance Process and Timeline: Multiple grievance uptake channels are available, including the Grievance Redress Team (GRT) at the community or subproject level, the Awaaz hotline, crl.shekayat@unops.org, the project email address, the project website, the Facebook page, and the FPs' GRM systems. Once a grievance is received through any of these channels, it must be processed, reviewed, investigated, and resolved within **10 to 30 days**, depending on the complexity and nature of the complaint/issue.

The GRTs will record all verbal and written grievances in the GRM logbook. Corresponding redress actions will also be documented to ensure that the complainant's concerns have been adequately addressed. Grievances registered at the community level will remain within the GRT files and will not be uploaded to the CRLP MIS. For details please refer to the **GRM Manual in Annex VI.**

Chapter 12: Monitoring and Evaluation (M&E), Management Information Systems (MIS) and Key Reporting

12.1 Overview

This chapter summarizes the project's Monitoring and Evaluation (M&E) system and the project Management Information System (MIS). It sets out the objectives of M&E, provides an overview of the key M&E stakeholders and their roles, outlines the key elements of the M&E system (including the project MIS), and describes how the M&E system will operate.

12.2 M&E Objectives

The primary objectives of M&E for CRLP are to:

1. Ensure accountability to donors
2. Ensure accountability to beneficiaries
3. Manage performance of the program, grants and contractors
4. Support learning and adaptation.

12.3 Stakeholder roles and responsibilities for M&E

While the majority of data collection is the responsibility of FP, urban contractors, and UNOPS, the Monitoring Agent (MA) will have responsibilities for independent verification. Responsibilities for key stakeholders related to project M&E are listed below in Table 12.1.

Table 12.1: Stakeholder roles and responsibilities for M&E

Stakeholder	M&E Responsibilities
UNOPS	• For AF2, UNOPS will develop a brief M&E Plan and Guidelines to monitor the project activities through spot-checks using data collection forms. • UNOPS aims to complete monitoring activities in approximately 2% of the rural CRGs and 5% of urban project sites. • Monitoring activities carried out during the quarter will be reported in the quarterly progress reports to the WB. • UNOPS will share findings with the FPs/Contractors and will agree on proposed corrective actions following the completion of spot-checks. • UNOPS will follow up to ensure that the FPs/Contractors take corrective actions in a timely and acceptable manner to UNOPS. Other key responsibilities in support of M&E: • Develop and maintain the project MIS. • Provide access and training to FPs on MIS and orient them on M&E requirements. • Conduct data QA checks in the MIS to ensure completeness and accuracy. • Review and report performance and compliance with ESMF, make adaptations/take corrective measures based on monitoring data.

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	• Provide quarterly reports to the WB highlighting progress, plan, updated results framework data and compliance with E&S Framework. • Act as a focal point and provide coordination with the MA. • Ensure the MA inquiries and feedback are addressed in accordance with the MA framework.
FPs	• FPs will develop a monitoring plan. The Monitoring plan should allow the FP and UNOPS to assess progress towards the achievement of the proposed results. FP will conduct regular monitoring visits and report the progress in their quarterly reports. • In addition to the regular monitoring, FPs conduct spot-checks (3/month) using the CRLP monitoring questionnaire tools, ensuring the performance and compliance with the POM. The FP quarterly reports will include findings, and corrective actions from the spot-check monitoring missions. • Respond to the MA and UNOPS findings in a timely manner.
Urban Contractors	• The Urban contractors monitor the quality, quantity and ESS related activities and report on a daily basis. The Contractors are also responsible to complete all the proposed corrective actions for the deviations reported in the TPMA and UNOPS monitoring reports.
CRGs/Gozar Assemblies/Citizen groups/Community Participatory Monitoring Committees	• Help with community monitoring, local accountability mechanisms and grievance redress • Appoint 6-8 monitoring and grievance focal persons to provide regular reports to FPs about progress and citizens' feedback • CPM teams monitor CRG's activity and subprojects at three stages using Forms 15a, 15b, and 15c: CPMT Reporting
Monitoring Agent	• Conduct periodic physical and financial monitoring of the project activities on a sample basis • Verify digital payments to the beneficiaries under social grants and cash-for-work schemes • Verify ECA and RF indicators. • Review the documentation of community grants on a sample basis to determine compliance • Conduct evaluative/learning studies on selected aspects of the CRLP

12.4 Project Theory of Change / Results Framework

The CRLP Theory of Change (TOC), included in Annex II, sets out the project's activities, outputs, project development objectives (PDO)/intermediate outcomes and the high-level outcomes across all four components of the project. It also lists the high-level assumptions underpinning the TOC.

The CRLP Results framework, included in Annex I, defines the specific indicators and associated results (targeted achievements) that the project will be accountable for at the PDO, intermediate outcome and output levels. High-level outcomes are not included in the results framework as they are beyond the scope of the project's monitoring and reporting system.

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12.5 Project Measurement Plan

The CRLP Measurement Plan is included in Annex III. The Measurement Plan includes targets, definitions, and details on the frequency, data source, methodology and responsible parties for each project indicator. Indicators are segmented by the overall project development objective and intermediate-level indicators that measure outputs and intermediate outcomes along the results chain for each of the project components. All indicators in the measurement plan are required to be reported to the World Bank as part of quarterly progress reports.

All measurement framework indicators are quantitative in nature and can be divided into the following categories based on the unit of measurement:

- Direct beneficiary households
- Direct individual beneficiaries
- Indirect individual beneficiaries
- Working days
- Communities/cities reached
- Subprojects
- CRGs
- Grievances.

Data on direct beneficiary households and individuals will need to be based on a verified listing that allows beneficiary individuals to be linked to a beneficiary household through unique household and beneficiary IDs. The lists will need to capture selected socio-demographic profile data at the household and individual levels. For direct beneficiary households this will include sex of the household head, IDP status and whether the household has a person with disabilities. For direct individual beneficiaries, this includes sex, age, disability and IDP/returnees status where applicable. While disaggregation is not required for all project indicators, the aforementioned data is necessary for ensuring compliance with standards for inclusion and meeting the Environmental and Social Framework.

Data on indirect beneficiaries will be extrapolated on the basis of the nature of subprojects undertaken and the population of their respective catchment areas.

Data on working days will be generated through standardized forms/templates used by urban and rural contractors that record the people working on each day that works are implemented. These forms/templates will include the unique IDs of beneficiary individuals and their households based on verified lists developed by the UNOPS urban teams (for urban areas) or FP NGOs (for rural areas) in consultation with community representatives.

12.6 Data flow

Almost all information for the MIS will be collected from the forms uploaded by the FPs for Components 1 ,3 and 4, and by UNOPS for Component 2. The remaining information will come from grant management of FPs and contract management of contractors.

12.7 Management Information System

UNOPS has developed a Management Information System (MIS) to manage project implementation data for Components 1, 2, 3 and 4 to feed result framework indicators, to monitor progress and document compliance

with relevant environmental and social instruments; and to automate progress reports for management and accountability purposes.

The public-facing MIS will have the geographic information systems (GIS) coordinates of all component activity along with basic information about the implemented activities, including details of subprojects.

The MIS is shared with all FPs for data entry purposes, along with the necessary templates/forms, guidance and training on the use of the system. FPs have restricted access based on their operational locations and activities. The data stored in the MIS is assured through standard data quality assurance mechanisms.

12.8 Roles and Responsibilities (MIS)

Stakeholder	Roles and Responsibilities
UNOPS	• Lead the design, development, configuration, and preparation of the MIS database. • Oversee testing, piloting, and rollout of MIS modules. • Ensure timely maintenance and technical support for all users. • Manage user accounts and permissions. • Monitor data security, system performance, and backup procedures. • Organize capacity-building and refresher training sessions. • Develop and disseminate user guides and helpdesk support materials. • Apply 100 percent validation and controls within the MIS system to ensure the accuracy and completeness of the data. • Conduct QA sample checks (covering up to 10 percent of Form 2a submissions) ensure accuracy and completeness of the data • C2: Enter data into the project MIS, reviewing for completeness and accuracy
FPs	• Enter data into the project MIS, reviewing for completeness and accuracy • Upload forms and relevant supporting documentation as needed • Quality Assurance and Verification and approval of GPS points and supporting documents.

12.9 User Access and Data Confidentiality

User access to the MIS is structured according to defined roles and responsibilities to ensure strict adherence to confidentiality and data protection norms. Access rights are role-based, and permissions are periodically reviewed to maintain compliance with organizational data governance standards.

Stakeholder	Access Rights
UNOPS MIS Administrator	• Full system access, including configuration, user management, and database maintenance.
UNOPS MIS Officer	• Rights to enter, upload, and view data specific to Component 2 (C2) projects. • Responsible for verifying submitted coordinates and ensuring data quality through system checks.
CRLP Finance team	• Read-only access to financial records and related documents for verification and quality review.

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FPs Database Officers	• Have access to enter, upload, and view data limited to his/her designated area of responsibility.
FPs Provincial Team	• Read-only access for verification and quality review, and able to generate comprehensive reports.
World Bank / ARTF-TPMA	• Limited read-only access to generate comprehensive reports.

12.10 Reporting Features of the MIS

The MIS integrates advanced reporting and visualization tools to support performance monitoring, transparency, and decision-making. Key reporting features include:

- **Automated Dashboards:** Real-time dashboards displaying implementation progress by facilitating partners, project components, region, province and district.
- **Dynamic Filtering:** Reports can be filtered by date, project components, locations.
- **Export and Integration:** Data can be exported in Excel format for further analysis.
- **Audit Trail Functionality:** Complete record of data entry, review, approval, and modification activities.
- **Custom Report Builder:** Authorized users can design ad hoc reports from existing datasets.

12.11 Forms Verification Process

All project data collected in the field must be recorded and uploaded to the MIS using standardized forms under each project component. Each form has a designated verification responsibility assigned to the appropriate level (FP Provincial Manager, Lead Engineer, and CRLP Finance Team and MIS Team). The verification process ensures accuracy, completeness, and consistency of all entries before final approval in the MIS.

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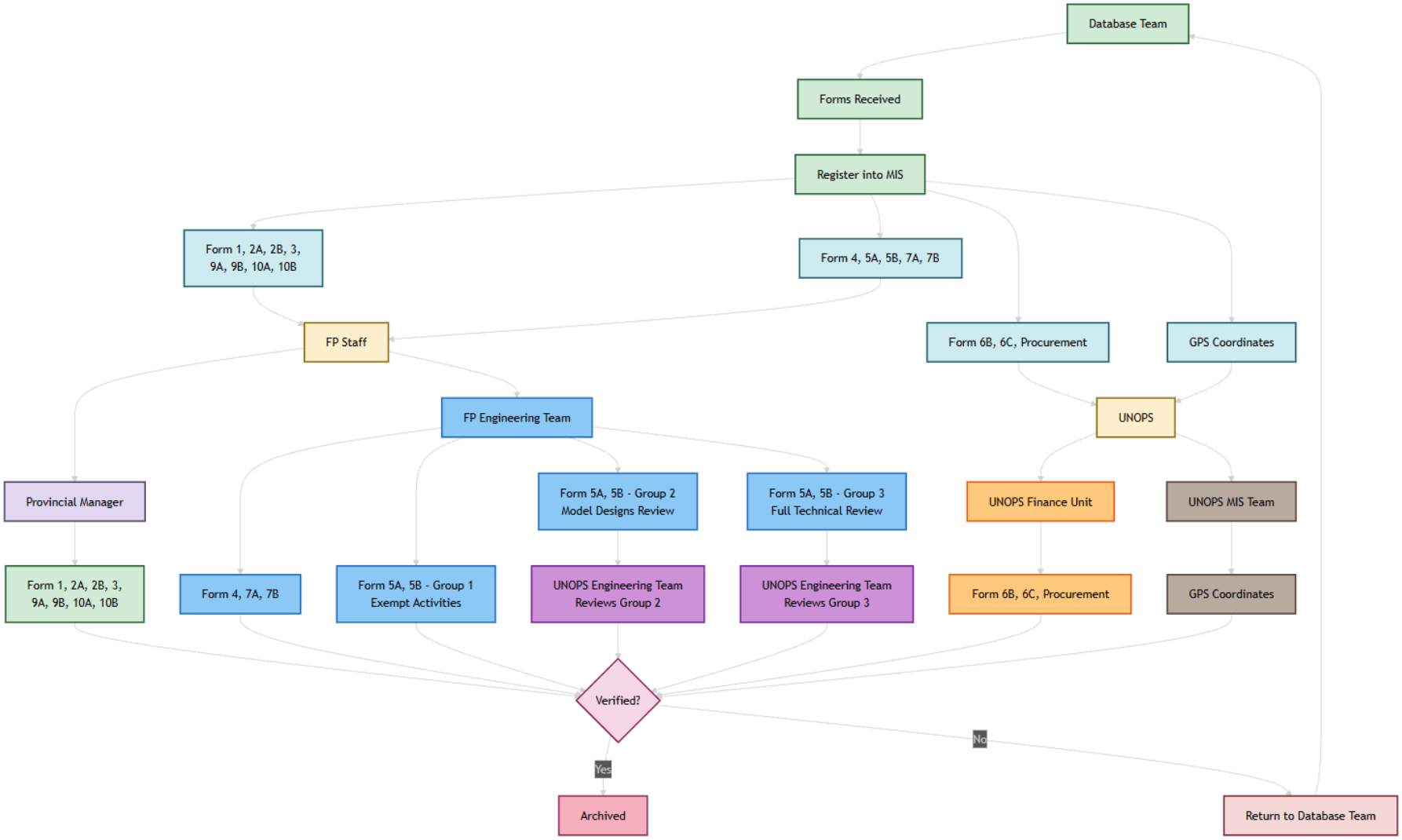
Figure 7.1: Form Verification Workflow Diagram



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12.12 Verification Rules and Post-Financing Return/Modification SOP

12.12.1 Verification Rules

1. Sequential Verification: All forms must be verified in strict order. A form cannot be submitted, entered, uploaded, or verified until the previous form in the workflow has been fully verified.

2. Return Access: The designated verification role can return any form in Submitted or Verified status, only if the CRG is not financed. Once financing begins, return access is restricted (see SOP section below).

3. Locking After Financing: Once any withdrawal or expenditure is recorded in the MIS, the CRG enters the Financing Stage. At this point:

- All previous forms become locked.
- Forms cannot be returned, edited, or re-uploaded.
- Verification workflows are disabled for all preceding forms.

4. Form 7a Verification Rule:
Form 7a: Subproject Final Status Report can be verified only after:

- All expenditures are fully verified.
- Resource map is verified.
- All related forms in the CRG workflow are verified.
- All subproject photos are uploaded.
- All subprojects linked to the CRG are marked as completed in the MIS.

5. Verification Rule:
The SG Distribution can be verified only after all sub-grant expenditures have been fully verified in the MIS.

12.12.2 SOP For Returning/Modifying Forms After The Financing Stage

1. Purpose: This SOP outlines the procedure, responsibilities, and approval requirements for returning or modifying any form after a CRG has reached the financing stage in the MIS system. Once financing begins, all related forms are automatically locked and cannot be altered without formal approval.

2. Definitions:

- **Financing Stage:** A CRG is considered financed once any withdrawal, expenditure, or financial transaction is recorded in the MIS.
- **Locked Form:** A form that cannot be returned, edited, or re-uploaded due to financing restrictions.
- **Unlocking:** Temporary MIS action allowing specific forms to be modified after full approval.

3. Policy Statement

- After financing begins, no form may be returned or modified through normal verification workflows.
- All changes require formal, written approval from FP Provincial Manager, FP Package Manager, and UNOPs Rural Team Lead.
- The MIS Administrator may unlock forms only after receiving all approvals.
- All actions must maintain audit integrity and system traceability.

4. Responsibilities

Responsibility / Step	Description
FP SOs / Engineers	• Identify errors. • Submit a correction request with justification and evidence.
FP Provincial Manager	Review SOs / Engineers requests and provide written approval if valid.
FP Package Manager (RM	Assesses risks and necessity. Provides written endorsement.
UNOPs Rural Team Lead	Reviews all documents and justifications. Final approval authority. Authorize MIS to unlock forms.
UNOPs MIS Team	Unlock specific forms based on approval for time limits (48–72 hours).
FP Correction & Re-verification	FP makes corrections within allowed time; verification users re-verify updated forms.

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Figure 12.1: MIS Verification and Post-Financing SOP

12.13 GPS and Photo Capture Guidelines

GPS coordinates and photographs must be captured for community locations and subproject outputs to support verification, monitoring, and audit. GPS and photo records must be uploaded into the MIS in the required format.

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1: Capture Community Location GPS Coordinates

FPs must capture the GPS coordinates of each community from a central and clearly identifiable location, such as a mosque, community center, school, or other known landmark. Coordinates must be recorded in decimal degrees format, for example: 34.5556, 69.2075.

2: Subproject site GPS coordinates and photographs FPs must capture GPS coordinates for each subproject site and for each distinct project output. For fixed-point outputs, such as a culvert, water point, retaining wall, or community facility, the GPS coordinates must be captured at the output location.

For subprojects that cover a distance, including roads, canals, drains, irrigation channels, flood protection works, or similar linear infrastructure, FPs should record both:

- The start point GPS coordinates; and
- The end point GPS coordinates.

The MIS will include an internal check to require mandatory entry of start and end points for all linear subprojects.

At site selection, FPs must capture photographs that clearly show the proposed subproject location and surrounding reference points. Photographs should include identifiable landmarks, boundaries, structures, or landscape features that allow the site to be verified during monitoring.

3: Implementation Photographs

Take implementation photographs at the exact location or angles of each subproject output (e.g., constructed facility, infrastructure).

4: Project Completion Photographs

Take completion photographs at the exact location or angles of each subproject output (e.g., constructed facility, infrastructure).

5: Coordinated Subprojects

For coordinated subprojects involving more than one community, each community's subproject segment must be recorded separately in the MIS. The GPS coordinates must clearly identify where **each** community's segment starts and ends, and where it connects with the next community's segment.

FPs must ensure that GPS coordinates and photographs make it possible to verify the physical location, scope, and boundaries of each community's contribution to the coordinated subproject.

FPs should confirm GPS coordinates match subproject location for each community's contribution to the coordinated SP.

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12.14 Data Quality Assurance

Data quality assurance (DQA) is an integral part of the overall monitoring and reporting system. DQA depends on a series of measures taken to minimize, identify and manage risks of inaccurate and/or incomplete data. Key elements of the DQA include:

- Training of FP NGOs and contractors in the use of standardized tools and procedures
- Randomized on-site spot-checks by UNOPS technical/implementation teams
- Rapid assessments of FP/contractor monitoring systems and practices
- Verification of FP/contractor submitted MIS data by urban and rural teams
- Citizen monitoring and oversight where feasible to validate FP/contractor reports
- Third party monitoring agent

Where feasible, immediate corrective action will be taken to correct data quality issues and ensure that the data in the MIS is up-to-date, accurate and complete. In cases where serious issues are identified, they will be flagged with the relevant managers for action with concerned FP NGOs and contractors.

12.15 Monitoring of the ECA

The Entry Criteria for Access (ECA) will be monitored throughout the Project duration by multiple stakeholders.

The first level of direct monitoring covering 100 percent of the project areas will be done by the FP SOs in rural areas, where the FP has the primary responsibility of ensuring the ECAs are met by each community prior to further work being undertaken, and especially prior to CFWGs and social grants being released.

UNOPS as the IP will monitor the ECAs and their conditionalities in a minimum sample of 2 percent of communities under the FPs/NGOs for each of the Components 1, 2 and 3, with CRG coverage, over the full duration of the Project.

In non-CRG areas where ECA do not apply, UNOPS and TPMA will monitor actions taken to ensure women's participation in CRLP activities.

The World Bank Monitoring Agent (MA) is also responsible for monitoring and reporting on the ECA, assessing whether the required conditions are in place for project implementation to proceed. Based on the agreed approach with UNOPS and the World Bank, the primary data collection method will be focus group discussions (FGDs) with available CRG members and CRG focal points at the time of the visit.

In all locations, separate FGDs will be conducted for women and men. In some areas, particularly where mobility restrictions apply, multiple FGDs may be required for women CRG members.

FGD tools are designed separately for rural and urban contexts, as well as for male and female CRG members. If at least 70 percent of CRG members participate in the FGDs, ECA 1 is considered verified. If this threshold is not met, the MA will conduct follow-up visits to the relevant mahallas to meet with CRG members who were unable to attend the FGDs.

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12.16 Citizen monitoring and oversight

Citizen monitoring and oversight play an important role in the overall project M&E system. Different approaches will be required in urban and rural contexts and will depend on the existence and status of community-level organizations such as CRG and Gozar committees. In urban contexts, the identification, establishment and orientation of appropriate citizen monitoring and oversight mechanisms will be carried out by UNOPS' urban teams. In rural areas, FP NGOs will be responsible for engaging with CRG and Community Participatory Monitoring Representatives, defining their role in monitoring and oversight and orienting them. In rural areas, Community Representatives for Monitoring will monitor that CRGs are meeting regularly; women continue to participate in CRG meetings and activities; CFWGs are selected by the community; the poorest villagers are chosen to work; laborers are paid the correct amounts; social grants cash packages are going to women heads of household, persons with disabilities and the most vulnerable; community mobilization and training activities are happening; and grievances are received and resolved in a timely manner. In urban areas, citizen groups will take responsibility for monitoring and reporting on the implementation of subprojects based on their agreed specifications. This will include details such as the selection and deployment of laborers, compliance with the relevant E&S Framework and the satisfactory completion of the work. Citizen monitoring and oversight groups will report to urban teams in urban areas.

12.17 Third Party Monitoring Agent

As outlined in the Project Appraisal Document (PAD), the World Bank/ARTF will engage a Monitoring Agent (MA) to support the supervision of physical performance and financial monitoring. The MA will conduct field site visits across 10 percent of CRLP intervention sites across the additional financing period using a random sampling approach. The monitoring will be on a monthly basis. The MA will verify that the ECA conditions are met and in place during the life of the project; CRGs and activities remain independent of interim Taliban administration (ITA) control and interference, CRGs are functioning and receiving training, women's participation continues in project activities, labor-intensive infrastructure works are of satisfactory quality, beneficiary lists are accurate (without systemic exclusion or inclusion errors), targeted eligible beneficiaries are receiving the proper amount of assistance, workers are receiving the proper wages, and environmental and social risks are properly addressed. Verification reports will be provided to UNOPS and the Bank.

MA will produce the following reports:

REPORTING ELEMENT	DESCRIPTION	TIMELINE
Significant/Other Negative Findings	The MA reports on non-infrastructure and non-financial monitoring findings as 'significant negative finding' or 'other negative finding' with actionable and non-actionable findings.	Every two weeks
Quarterly Project Reports	A detailed narrative report that provides a review of monitoring activities and key findings, incorporating both financial and physical monitoring findings aggregated for the quarter. It includes a detailed annex disaggregating information on subproject/activity level along with scoring. This report is a contractual milestone deliverable for the World Bank MA. Quarterly Project Reports are uploaded and shared via the	Quarterly

REPORTING ELEMENT	DESCRIPTION	TIMELINE
	Digital Platform Document Library with designated World Bank MA, World Bank, and UNOPS users only.	
Financial Monitoring Reports	Expenditure review report detailing any financial findings and internal control weaknesses identified during the reviews.	Quarterly
Annual ARTF Portfolio Report	Written narrative report that provides a review of all physical and financial monitoring activities and key findings, aggregated for the year, across the ARTF portfolio.	Annually

12.18 Evaluation

The ARTF MA will also be responsible for ad hoc studies/evaluations of the Project. The MA will collect survey data to measure whether beneficiaries improve their income through the livelihood opportunities generated through the program and the use of the assistance received, e.g. cash availability, medical expenses, education, working capital, etc. The MA will also collect data on beneficiary satisfaction with project activities. In addition, the MA will also be collecting information on the quality of the basic infrastructure provided, e.g. water and sanitation services, road rehabilitation, neighborhood improvements, and flood control measures. The MA will gather quantitative data through surveys and qualitative data through interviews of beneficiaries and key informants, with all data being gender-disaggregated where possible. This information will allow the Project to better understand household and community coping mechanisms and how to strengthen resilience at the local level for future programming. In addition, the use of the CRG s as a non-governmental, service delivery platform and as an entry point for assisting women in Afghanistan will be a separate thematic evaluation. This evaluation will explore how CRGs operate in different areas of the country, the role of women in the CRGs and how the program has assisted women in terms of livelihoods assistance and access to services. Information related to reaching poor rural women as well as vulnerable households such as persons with disabilities and IDPs will be particularly valuable for the delivery of other services such as health and nutrition awareness or future livelihood opportunities.

12.19 Key Reports

UNOPS is required to submit[7] quarterly reports (one report for every three months) for the CRLP within 45 days from the end of each quarterly period/every three months, throughout the project duration. Ideally, these reports will be submitted together with the Unaudited Financial Reports (IUFRs), as shown in the table below, and will be uploaded into the Project website after review:

Quarterly Calendar	Reporting Period	Report Due
First	1st January to 31st March	15th May
Second	1st April to 30th June	14th August
Third	1st July to 30th September	15th November
Fourth	1st October to 31st December	14th February

[7] It should be noted that the AF1 reporting period was tri-annual

Weekly quantitative progress reports are also submitted by UNOPS to the WB's task team, and these reports are strictly internal.

Annual reports may be produced by UNOPS, if required by its own policies, but is not a requirement for the project.However, annual audit reports and annual unaudited financial statements are due for submission by UNOPS to the WB, within six months from the end of each fiscal year, i.e. by 30 June, for the previous calendar-cum-fiscal year.

12.20 Post-Completion Protocols

The Project/Loan closure date as given in the project documents/Financing Agreement needs to be strictly adhered to, unless an extension of the closing date has been approved through the regular procedure, or there is a short-closure or cancellation of the project due to unavoidable circumstances. The preparatory work for CRLP closure should start four months before the project ending date. The following are the main activities for project closing:

Closure procedure for subprojects: UNOPS shall issue Completion Certificates for all completed subprojects. UNOPS will maintain records of completed works until all subprojects are completed as per the requirements of the grant agreements. The subprojects, upon completion, will be handed over to the CRG or GA or CG (as applicable) for operation and maintenance (O&M). Under Component 1, FPs will prepare a post-completion operation and maintenance plan to support communities to manage and provide minor repairs.

Closure procedure for settlement of accounts: It is important to close the relevant accounts as soon as possible after the activities are completed. If the whole or any part of the expenditure of the work is recoverable from a contractor, CRG, individual or other institution, action should be taken to effect or complete the necessary recovery before the accounts of the work are closed.

Closing entries and review of expenditure: The UNOPS representative's signature will authorize the closing of an account, and work should not be reported as completed without this authorization.

Correction of errors after closing of accounts: Should someone notice an error or omission in a recorded work expenditure after a relevant account has been closed, UNOPS may reopen the account in order to rectify the error or omission.

12.21 Data Protection Insert

12.21.1 Defined Terms

Capitalized terms used in this section have the meanings as outlined below:

Personal Data means any information relating to an identified or identifiable individual. An identifiable individual is a natural person who can be identified by reasonable means, directly or indirectly, by reference to an attribute or combination of attributes within the data, or combination of the data with other information. Attributes that can be used to identify an identifiable individual include, but are not limited to, name, identification number, location data, online identifier, or metadata; factors specific to the physical, physiological, genetic, mental, economic, cultural, or social identity of an individual; or assessments of the status and/or specific needs, such as in the context of assistance programs.

Process or **Processing** means any operation or set of operations performed on Personal Data, whether by automated means or manually, such as collecting, recording, structuring, consulting, retrieving, using, transferring, disclosing, sharing or otherwise making available, or deleting.

Third Party means contractors, vendors of goods and services (including cloud service providers), other UN system agencies, implementing partners and collaborating institutions.

Sensitive Personal Data means a subcategory of Personal Data relating to the core of a beneficiary's private sphere such as Personal Data concerning health, sexual orientation, political orientation, biometrics, and fiscal identity, which in case of unauthorized processing or accidental loss, destruction or damage, would reasonably be expected to result in a high risk of harm to the beneficiary's rights.

12.21.2 Introduction

Protecting personal data (defined as information relating to an identified or identifiable natural person) is foundational to establishing a digital payment system. A safe and secure electronic cash payment system strengthens trust among UNOPS, AIB, and beneficiaries, and safeguards digital rights. Operational, contractual, and technical controls should be applied across the entire data processing lifecycle to protect and secure Personal Data.

A comprehensive approach to data protection and security ensures that beneficiaries' Personal Data is collected, accessed, shared, processed, and stored solely for specific, legitimate purposes, and only by authorized users for those agreed purposes.

12.21.3 Data Protection and Security Risks

A well-designed digital payment system supports accurate data registration and identity verification at the point of service, prevents data tampering, and enhances user control over personal information. Despite these benefits, electronic cash transfers also introduce privacy and security risks, including:

Security breaches
Data may be exposed through large-scale physical or cyberattacks, leading to misuse and eroding trust among beneficiaries, UNOPS, AIB, and other contractors.

Surveillance
Unauthorized monitoring or tracking of beneficiaries' activities may occur, further compromising privacy and security.

Data breaches
Data may be leaked and transferred to third parties without authorization. This not only violates beneficiaries' data rights including, as applicable, the right to privacy, but can also expose beneficiaries to risks such as profiling, discrimination, and persecution. The severity of data breaches increases with regard to Sensitive Personal Data, such as in the case of biometrics.

Identity theft
Malicious actors may obtain digital identifiers and impersonate beneficiaries, disrupting access to services and causing financial loss.

12.21.4 Principles of Personal Data Protection

Objectives: The protection of personal data aims to promote lawful, transparent, and accountable data practices; minimize data collection and retention; ensure data accuracy and integrity; and provide secure processing and clear mechanisms for consent, access, and redress.

These personal data protection principles supplement the provisions of Section V.A of Schedule 2 to the Legal Agreement and form the overarching framework for safeguarding beneficiary data. Aligned with internationally recognized good standards, and recognizing that UNOPS has adopted the UN Principles on Protection and

Privacy, these principles are incorporated into this Project and govern all collection and processing of Personal Data carried out under it.

UNOPS shall include adequate provisions in the contracts with any Contractor collecting or processing Personal Data; both satisfactory to the Bank.

Lawful processing of Personal Data
UNOPS may process Personal Data to enroll eligible beneficiaries, issue program credentials, and provide identity verification and payment authentication services.

Fair and legitimate processing
UNOPS shall process Personal Data in a fair and legitimate manner, on the basis of the following: (i) the consent of the individual concerned; (ii) the vital or best interests of the individual; or (iii) the need to perform a legal agreement.

Purpose specification
Personal Data will only be processed for purposes specified in the Project, and shall not be processed in ways that are incompatible with such purposes. Sensitive Personal Data will be processed only when necessary to achieve the Project's purposes and will be subject to heightened safeguards. The processing of children's Personal Data will be conducted in a manner that protects their rights and best interests.

Retention
The beneficiaries' Personal Data shall only be retained for the time that is necessary for the specific purpose of the project and shall be deleted within 10 years of the date of completion of the Project.

Proportionality and necessity
The processing of Personal Data should be relevant, limited, and adequate to what is necessary in relation to the specified purposes of personal data processing.

Accuracy
Personal Data should be accurate and, where necessary, up to date to fulfill the specified purposes.

Confidentiality
Personal Data should be processed with due regard to confidentiality.

Security
UNOPS shall implement appropriate organizational, administrative, physical, and technical safeguards and procedures in order to protect the security of Personal Data, including against or from misuse, unauthorized or accidental access, damage, loss, or other risks presented by the processing of Personal Data. In assessing the appropriate level of security, UNOPS should demonstrate that they have taken into account: (i) the nature of the Personal Data concerned, (ii) the nature, scope, context, and purpose of processing, (iii) the risks that are presented by processing, in particular from a Personal Data breach, and (iv) the potential impact on beneficiaries' rights.

Transparency
UNOPS shall process Personal Data with transparency to beneficiaries, as appropriate and whenever possible, including, for example, provision of information about the processing of their Personal Data as well as information on how to request access, verification, rectification, and/or deletion of that Personal Data.

Personal data breach
UNOPS shall notify the relevant beneficiaries without undue delay of any unauthorized or unlawful modification, copying, destruction, accidental loss, improper disclosure or undue transfer of, or tampering with, Personal Data.

Data Protection Impact Assessment
UNOPS shall conduct a data protection impact assessment prior to processing of Personal Data where processing of such data is likely to result in a high risk for the beneficiaries, such as in the collection and processing of biometric data.

Data transfer
UNOPS may only transfer Personal Data to a Third Party if, under the circumstances: (a) there is a legitimate basis for such transfer; and (b) UNOPS is satisfied that such Third Party affords protection for the Personal Data on terms no less favorable than provided under Section V.A of Schedule 2 to the Financing Agreement and this Project Operations Manual.

Beneficiaries' rights
The beneficiaries shall have the right (a) to access their Personal Data, (b) to object to their Personal Data being processed, (c) to withdraw consent for their Personal Data being processed, (d) to have inaccurate Personal Data updated or rectified, or (e) to have Personal Data erased. UNOPS have an obligation to ensure that beneficiaries are duly informed about these factors using various communication channels.

Withdrawal of consent
The beneficiaries shall have the right to withdraw their consent for processing of Personal Data at any time.

Sensitive Data
UNOPS shall ensure that Sensitive Personal Data will be given an additional level of protection. In particular, Sensitive Personal Data should only be processed when absolutely necessary, with the explicit consent of the beneficiaries; Sensitive Personal Data should be kept separate from other types of Personal Data whenever possible and practicable and access to such data should be controlled and limited.

Personnel
UNOPS shall take all necessary steps to ensure the reliability of any employee, agent or contractor who may have access to Personal Data, ensuring in each case that access is strictly limited to those individuals who need to know or need to access the relevant personal data, as strictly necessary for the purposes of the performance of the Project.

Accountability
UNOPS shall establish adequate mechanisms in place to adhere to these Principles, including through contractual arrangements where necessary.

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Chapter 13: Finance

Note: There will be zero-tolerance of any potential corruption, collusion, untoward influence and the like in all aspects of the Project management and implementation, but especially with regard to financial, procurement and human resource management. Where the FP and/or UNOPS is made aware of the same, it is their responsibility to immediately report the same to the World Bank and follow-up with a full investigation, recommendations for resolution and remedial actions. Where the World Bank is informed of the same by a third party, it holds the right to investigate the issue independently as well, depending on the gravity of the complaint raised. Any such allegation, received by any party but that is then deemed as actual by the FP, UNOPS and/or the World Bank, may result in related funding being deemed as ineligible expenditures by the World Bank. Please see the World Bank guidelines on ineligible expenditures for further details.

13.1 Financial Management Overview

UNOPS is responsible for ensuring financial management procedures and systems are established and used to ensure that the CRLP funds are held, disbursed and accounted for in a timely, transparent and efficient manner. As per the Fiduciary Principles Accord (FPA) and the Financial Management Framework Agreement (FMFA) between the UN and WB, the financial management arrangements at UNOPS are acceptable to the Bank. The Afghanistan Country Office (AFCO) of UNOPS based in Kabul will lead the day-to-day financial management of the project.

UNOPS will: a) maintain a financial management system, including records and accounts, that is adequate to reflect the transactions related to the project activities, in accordance with the requirements of UNOPS' financial regulations; b) maintain a separate ledger account to record the financial transactions of this project; and c) prepare, on a quarterly basis, unaudited interim financial reports (IFRs), in accordance with accounting standards established pursuant to UNOPS' financial regulations and in the format agreed upon with the World Bank.

UNOPS will ensure that the audit of project activities is governed by their financial regulations and the FMFA. Furthermore, UNOPS will retain, until at least one year after the World Bank has received the final financial report in which the last withdrawal from the Grant Account was made, all records (contracts, orders, invoices, bills, receipts, and other documents) evidencing expenditures in respect of which withdrawals from the Grant Account were made. The Grant Control Account will be subject exclusively to the internal and external audit arrangements applicable to UNOPS as set out in their financial regulations.

To provide reasonable assurance that project funds are spent for the intended purposes, the following arrangements will be in place:

- Reliance on UNOPS' internal control mechanisms and internal oversight functions throughout the financial management and disbursement arrangements, documentation of expenditures, and detailed reporting.
- Direct payments to contractors as well as controls around advances to Facilitating Partners.
- Contracting technical experts to supervise the implementation of activities.
- Use of the TPM agent to verify the physical and financial implementation of activities.
- Preparation of financial and progress reports submitted on a quarterly basis.
- The project will conduct regular spot checks with the FPs. These reviews will include an assessment of expenses and supporting documentation, verification of the effectiveness of internal control systems,

compliance and on-site monitoring visits. FPs will be required to implement all corrective actions and recommendations arising from these reviews within the agreed timelines.

- CRLP will provide ongoing capacity-building support to FPs to strengthen their financial management systems and enhance overall compliance with project requirements.
- The fiduciary capacity and experience of the FP (NGOs) would be pre-qualification criteria. The FPs will be required to submit the community-level accounting and document management plan in their proposals.

13.2 Financial Management System

UNOPS is International Public Sector Accounting Standards (IPSAS) compliant and ensures that due diligence and oversight functions are embedded in its processes while at the same time ensuring that the World Bank requirements are met. UNOPS internal controls and the World Bank financial reporting requirements are the basis on which the project is set up in the OneUNOPS Enterprise Resource Planning (ERP) System in accordance with UNOPS Financial Regulations and Rules.

The UNOPS ERP system is the basis for all financial transactions within UNOPS, and has an established track record as a system of reliably and accurately delivering reports for financial management, auditing and accounting purposes. In addition, UNOPS uses its ERP to effectively report, manage and monitor the project.

The use of General Ledger Accounts (GLA) facilitates the setup of reporting requirements and payment controls. As a result, UNOPS financial organization and management ensures that it is possible to have multiple activities under a single project, and to use the donor code and project number for recording, tracking and reporting the project transactions.

13.3 Project Financial Management Cycle

The project financial management cycle encompasses the following processes:

1) **Project budget setup:** The Programme Director, supported by the Project Finance Unit, will create work packages that include various budget categories and further provide more details and customize as per the budget lines agreed with the World Bank, for the purposes of more effective budget tracking and reporting. The budget setup is reviewed by the CRLP Finance team in Kabul and sent to the IPAS Finance Unit in UNOPS' headquarters for approval. The latter will conduct a budget review and verify the setup against the signed agreement, financial reporting, UNOPS costs, etc. The IPAS Finance, after verification, approves the budget on the UNOPS ERP System.
2) **Cash forecast:** To better guarantee an adequate level of cash, the Project is required to submit the cash forecast on a monthly basis to the Country Office Finance in Kabul. Based on the cash forecast, the Finance Office in Kabul will coordinate with UNOPS Treasury for disbursements to the local bank account in order to ensure that the Project has sufficient cash available. The Finance Office in Kabul will also follow up and coordinate that the funds are received in a timely manner and monitor the cash in and out on a weekly basis.
3) **Cash received:** Based on the grant agreement, WB will transfer funds to UNOPS to the designated corporate bank account. Once the cash is received, the Finance Office in Kabul will request UNOPS HQ to apply it to the Project ledger. CRLP Finance Team Group at headquarters will apply it to the project ledger on OneUNOPS ERP system by creating an account receivable entry. The entry will be recorded in UNOPS books in USD as received (as per market rate if in a different currency). The Project Team will then be able to obligate the funds received against the project cash by raising Purchase Orders (POs) and disburse the funds through Request for Payment (RFP).

4) **Supplier management:** The suppliers and the related payments will be managed through the vendor management process in the OneUNOPS ERP System. All suppliers will be requested to complete the Vendor Request Form, based on which the procurement official will create the vendor profile on the OneUNOPS ERP system. The profile will then be forwarded to a Vendor Approver – a function held in UNOPS Global Shared Services Center in Bangkok. The vendor approver will verify the vendor data by checking the supporting documents to ensure that beneficiary banking details are correct.
5) **Processing non-labor and supplier payments (Components 2 & 5):** The CRLP team will create RFPs to pay suppliers and contractors on the OneUNOPS ERP system. The RFP is sent by the requester to the Finance Delegation of Authority (DOA) Level 1 first reviewer in the Finance Office in Kabul. The reviewer will conduct the first check from Finance on the RFP on the system, verifying all needed supporting documents. As per UNOPS Financial Rules and Regulations (FRRs), payment will be processed as per the following checklist:
    a) The payment is due and had not previously been made.
    b) It is supported by documents which indicate that the goods, works and services for which the payment is claimed have been received or rendered in accordance with the terms of the contract and related commitment.
    c) The payment is made against a recorded commitment.
    d) No other information is available which would bar the payment.

    In addition to creating RFPs, the project team will need to provide the following supporting documents:

    For Suppliers:
    a) Confirmation on receipts of goods & services
    b) Invoice/delivery order
    c) Copy of the contract
    d) Receipt and Inspection Report (if applicable)
    e) Copy of purchase order
    f) Copy of requisition.

    For payments to Personnel:
    a) Certified payroll
    b) Travel authorizations signed by authorized personnel
    c) Travel and expenses claims signed by authorized personnel along with any supporting documents for expenses to be claimed.

    For Contractors (Component 2):
    d) Certified contractor invoice
    e) Interim Payment Certificate issued by UNOPS Engineer
    f) Works contract
    g) Purchase order
    h) Receipt number
    i) Contract copy
    j) Performance security
    k) Bank details.

    In order to complete the payment, Finance Level 1 DOA will then send the RFP to Finance Level 2 DOA to the Kabul Finance as Verifying Officer. Once the verifying officer approves the RFPs, the payment is then ready to be released after the authorisation of the Programme Director (for all payments)/Head of

Support Services (HoSS)/Regional Director (RD)/Deputy Chief Finance Officer (DCFO) or Chief Finance Officer (CFO) based on the following thresholds:

a) HoSS: 100k - 500K (backup Country Director)
b) RD : $500K - $2M
c) DCFO: $2M- $10M
d) CFO: Above $10M

6) **Financial Reporting:** UNOPS will maintain project accounting and reporting in accordance with its Financial Regulations and the FMFA. The UNOPS AFCO will be responsible for preparing and submitting quarterly IFRs to the World Bank (see paragraph below). In addition, per Fiduciary Principles Accord (FPA), UNOPS will submit the grant's annual financial statement of account within six months of the close of its financial year. UNOPS' financial year closes on 31 December, and the annual financial statement of account will be due on 30 June of the following year.

As part of the restructuring, the following requirement has been added to the reporting requirements related to FM:

- UNOPS will submit quarterly IFR within 45 days of the end of each calendar quarter to liquidate the last advance and request additional advance. Each quarter, the Bank and UNOPS will jointly review the quarterly progress report, and IFRs. Based on acceptable IFRs, the Bank will liquidate the previous advance and disburse additional advances.
- The WB task team will review the advance request submitted by UNOPS along with the quarterly report which will include reporting on ECA achievement as well as the two United Nations – Harmonized Monitoring, Reporting, and Information and Accountability Requirements (UN HMRIAR) indicators (which are already included in the CRLP Results Framework):
  (i) number of female-headed households and female beneficiaries reached with basic human needs assistance disaggregated by type of service/sector, and women-headed households. For this indicator, CRLP will report upon beneficiaries from Components 1, 2 and 3; and,
  (ii) number of women who received jobs/livelihood/income-generating support. For this second indicator, CRLP will report upon the number of women who work in Components 1 and 2, i.e. cash-for-work in rural areas, and labor-intensive works in cities.
- The WB will approve the request if all documentation is satisfactory including the quarterly progress report, information pertaining to the ECA achievement and the UN HMRIAR indicators as well as the reasonableness of the budget forecast, and level of expenditures to date.
- For any request for an advance outside of the quarterly reporting cycle mentioned above, UNOPS will submit an IFR and updated brief report explaining the current expenditure status and forecast, rationale for the advance request, and status of ECA achievement and UN HMRIAR indicator reporting.

13.4 Digital Payment (Overview and Considerations)

Digital payments have been adopted under the CRLP to ensure secure, transparent, and efficient disbursement of wages to beneficiaries across both rural and urban components. The digital payment modality is implemented in partnership with Afghan International Bank (AIB) and is designed to strengthen fiduciary controls, enhance traceability of funds, and mitigate risks associated with cash handling.

Prior to payment, all beneficiaries are required to undergo a formal onboarding process conducted by AIB. This process includes the collection and verification of beneficiary information in accordance with Know Your Customer (KYC) requirements, as well as the capture of biometric data using secure, tablet-based technology. AIB establishes a unique beneficiary profile within its system, assigns an individual number, and issues an e-cash card linked to the beneficiary. Completion of onboarding and successful verification of beneficiary data are mandatory conditions for eligibility to receive payments under the project.

Payments are processed based on approved beneficiary lists digitally generated through MIS (for rural) and through excel data sheets (for urban) and verified by the UNOPS Programme and CRLP Finance team. Upon receipt of duly authorized payment instructions and confirmation of available funds, AIB debits the UNOPS designated account and credits the allocated amounts to beneficiaries' e-cash cards at the point of payment. When paying out, AIB agents utilize biometric point of sale (POS) devices to authenticate beneficiaries. This additional layer of verification ensures that payments are made exclusively to the intended recipients, thereby strengthening internal controls and reducing the risk of fraud or duplication. AIB's POS devices are capable of operating in low or no connectivity environments and support offline transaction processing. Transaction data is stored locally and synchronized with the central system once connectivity is available, with a minimum requirement for data upload within 24 hours. This ensures continuity of operations in remote areas while maintaining data integrity and auditability. Beneficiaries may withdraw their wages in full or in part at the time of payment. Any unwithdrawn balance remains securely stored on the e-cash card and can be accessed at a later stage. This flexibility enhances beneficiary convenience and encourages beneficiaries to save. AIB maintains an online system that records all onboarding and payment transactions. The system provides daily updates on disbursements, cash withdrawals, and outstanding balances, and can be customized to meet project-specific reporting requirements. Authorized UNOPS personnel are granted access to the AIB system and dashboard to facilitate real-time monitoring and oversight. CRLP Finance team performs regular reconciliations between AIB transaction reports, project MIS data, and accounting records to ensure completeness and accuracy of financial reporting. Payments are recognized as expenditures only upon confirmation of successful disbursement to beneficiaries, in line with applicable accounting standards.

Under the digital payment modality, the responsibility for wage disbursement is transferred from the FP to AIB, which acts as the designated financial service provider. AIB is responsible for the direct disbursement of wages to registered laborers and social grant beneficiaries through secure, biometric authentication mechanisms. UNOPS and the FP jointly undertake the verification of labor records, beneficiary eligibility, and supporting documentation prior to payment authorization. The FP retains responsibility for labor recruitment, maintenance of beneficiary records, attendance tracking, preparation of wage documentation, on-site facilitation during onboarding, payment activities and financial reporting. The FP supports beneficiary mobilization, verifying identities at the community level, and coordinating with AIB agents to ensure orderly and transparent payment processes. AIB is responsible for executing payments in accordance with the authorized instructions, maintaining transaction records, and providing system-generated reports to support reconciliation and financial oversight. This segregation of duties strengthens internal controls by separating beneficiary identification and verification (FP and UNOPS) from payment execution (AIB), thereby reducing fiduciary risk and enhancing accountability.

Follow-up for Timely Clearance and Settlement: UNOPS conducts follow-up activities to ensure timely reconciliations of funds distributed to the end beneficiaries, ensuring compliance with UNOPS' internal regulations. The follow-up process is designed to track if the funds have been properly disbursed and accounted for. This step ensures that any discrepancies or delays in the funds' use are identified and resolved quickly. It also helps maintain compliance with audit and financial regulations.

The digital payment workflow incorporates multiple levels of review, approval, biometric verification and reconciliation. This structured process significantly reduces fiduciary risks associated with cash handling, fraud, and payment errors, while enhancing transparency.

As an additional control measure, regular reconciliations will be performed to ensure that all funds disbursed through AIB are accurately reflected in the project records and have been paid to the correct beneficiaries and in the approved amounts. The reconciliation process will include a comparison of AIB system-generated transaction reports, project MIS data, and UNOPS financial records. Any discrepancies identified during the reconciliation process will be promptly investigated, documented, and resolved in accordance with established financial management procedures. Corrective actions will be implemented in a timely manner, with appropriate escalation where required, to ensure the integrity of financial reporting and to safeguard project funds. Overall, the digital payment workflow establishes strong internal controls, including clear segregation of duties, systematic verification processes, and a comprehensive audit trail from beneficiary identification through to final payment and reconciliation. These measures collectively enhance compliance with applicable financial management standards.

13.5 Disbursement and funds flow

Disbursement to UNOPS will be report-based. The World Bank will transfer an initial advance to UNOPS upon approval of the project, based on UNOPS' expenditure forecast approved by the World Bank. Advances will be made based on a 9-month expenditure forecast, including any advances to be disbursed by UNOPS to FPs. UNOPS can overdraw up to 15 percent of a category amount up to the overall grant amount with the prior approval of the World Bank.

Note: It has been mutually agreed between UNOPS and the World Bank that, in line with UNOPS' FM requirements, UNOPS will also include firm commitments (eg: signed contracts with pending payments) in the forecast and expenditure categories, when requesting advances for additional funds.

UNOPS will be responsible for transferring funds to Afghanistan via UNOPS' pooled bank account in the Afghanistan International Bank (AIB), a commercial bank, for payments within Afghanistan. In this regard, recognizing the high costs associated with the bank fees because of the prevailing banking situation in Afghanistan, UNOPS is expected to use the interest earned from the project funds to partially or fully cover the bank fees. UNOPS, through AIB, will be responsible for transferring funds to legitimate and vetted end beneficiaries. Payments to project beneficiaries will be made through digital payment modality , which will be the primary mode of disbursement (refer to the Digital Payment section 13.6). Where digital payments cannot be made or fail due to technical challenges, AIB will transfer funds directly to beneficiaries through its agents.

All payments to private suppliers and vendors will be made through bank transfers. The private contractors will choose commercial bank accounts to receive the payment. In rare cases, payment by cheque *may be permitted,* subject to UNOPS thorough review of the justification and urgency. Payments to FPs (NGOs) for their services related to the implementation of the rural component will be made through bank transfers.
In addition, each FP will open a separate designated account in AIB to manage pass-through funds for cash-for-work and social grant activities. UNOPS will support the FPs to open these accounts with AIB. The accounts will be in the nature of an escrow account. The agreement with AIB would allow UNOPS the right to

advise AIB to: i) stop payments from any account, and ii) withdraw the funds in the account at any time. Liquidation of the pass-through advances will be equal to the amount expensed by the FPs.

The FP is required to set-up a stand-alone bank account in a commercial bank for non-labor subproject funds managed by the FP. It should be noted that this bank account is solely for the purposes of the CRLP and must be distinct from the FP's existing bank accounts. Components 1 and 3 will have a dedicated UNOPS pooled account to facilitate pass through funds from the FP's escrow account to CRLP operational account and ultimately to FPs for non-labor funds. It should be noted that this pooled account for pass through funds and drawdown requests will be managed and coordinated by UNOPS.

13.5.1 Financial management of pass-through funds (C1 and C3)

a. **Grant Advances to FPs**

The payments for Component 1 and Component 3 will flow through the Escrow and CRLP Operational Account in the form of advances. FPs will be responsible for settlements and documentation of the transaction(s). The funds will be recognised as income by the FP when the settlements are completed.

i Payment of pass-through funds is detailed in the payment schedule of the escrow agreement, with a request to the CRLP Finance Team through the Rural Team. Payment is made upon submission by the FP of a Request for Payment and a Cash Flow Forecast. The amount shall be based on the approved Cash Flow Forecast for the subsequent period, subject to the total budget availability.
ii CRLP Finance Team reviews the documents and processes the advance in the OneUNOPS ERP system.
iii The advance is reviewed by the AFCO Senior Finance Officer and is processed for further approval in the OneUNOPS ERP system.
iv The advance is further approved by the Authorized DoA in the ERP system.
v After receiving the Request for Advance Approval, advance report, purchase order, GSA and details of the escrow account, funds are transferred into the FP Escrow Account within five days using the cash in transit process.
vi Another cash in transit is raised from escrow account to UNOPS operational account.
vii Advance is initiated from the UNOPS operational account.

b. **Escrow Account Management & Drawdown of Funds Process**

The escrow account for the FP is opened with AIB based on the escrow agreement signed between the three parties: Donor (UNOPS), Implementer (FP) and Agent (AIB). The escrow account is a pass-through account that is opened for the grant based on the design of the project to mitigate financial risks. Fees are borne by the Donor (UNOPS) and UNOPS will reconcile the escrow account periodically. Transactions made into the escrow account shall be recorded in the FP's books of accounts as a liability. Facilitating partners are liable for each drawdown that is made from escrow account to the UNOPS operational account upon receipt of the funds by the beneficiaries in the distribution sites.

The following drawdown process shall be observed:

i. Funds shall be transferred into an escrow account in the form of cash in transit based on section (v) above. A drawdown letter shall be submitted by the FP to UNOPS through the project MIS based on the disbursement plan, which will be shared by UNOPS with AIB.
ii. The initial drawdown letter to move cash from escrow accounts into the UNOPS operational account shall be signed by both parties, UNOPS and FP representatives based on the signed tripartite agreement that is in place.
iii. Once the drawdown request is acknowledged by UNOPS, funds will be transferred from the escrow account into the UNOPS operational account and from UNOPS operational account funds will be further disbursed to end beneficiaries or FPs.
iv. The letter shall bear the information about the distribution amount. Please refer to the FP Drawdown Request Letter. FPs should share the disbursement plan with UNOPS at least five days prior to the

planned date for distribution through the rural team in the MIS. This will enable AIB to make arrangements in a timely manner; delays must be avoided.

v. In case of any additions, deletions, suspensions, or amendments to the beneficiary list, UNOPS shall notify AIB through email by authorized personnel at least one (1) day prior to the scheduled activities.

vi. UNOPS will share the beneficiary list with AIB along with the drawdown letter.

vii. The drawdown letter should have a unique reference number generated from the MIS by the CRLP Finance Team for the convenient tracking of the requests by UNOPS in case of any requirement. Furthermore, it will help the project in the reconciliation phase.

viii. As a normal practice of the drawdown process, based on the drawdown letter the funds from the escrow account will be transferred into the UNOPS Operational Account with AIB, considering the actual disbursement plan of the FP. UNOPS will facilitate the communication with the AIB agent regarding the crediting of the beneficiary e-cash cards with wages, and for delivery of cash into the distribution point by giving the information to AIB for availing the cash at least five working days prior to distribution.

ix. AIB will cover its delivery and fixed fee charges from the escrow account. UNOPS will manage the replenishment of the charges back into the escrow account on a regular basis.

x. A trigger for drawdown request from FP is based on the number of communities expected to reach the subproject approval phase within three weeks from the request date. Each request should be based on the actual disbursement on the sites and may increase during surge situations.

xi. To facilitate the transfer of funds from FP escrow account to UNOPS operational account, at least one day's notice should be provided to the bank.

c. **Pass-through funds distribution Process by AIB**

i FP will prepare a list of transfers to be made by AIB to beneficiaries. The list will be shared through MIS to the Rural Team for acknowledgment and subsequently forwarded to the CRLP Finance Team for verification and submission to AIB. Upon receipt, AIB will credit the beneficiary e-cash cards and proceed with the cash distribution at the project sites.

ii AIB will share the Labor Wage Payment report with UNOPS through MIS integration.

iii Once the C1 labor payments are distributed by an AIB agent at the distribution point, the FP must ensure that distributions to end beneficiaries are based on a list of identified and approved beneficiaries, the FP will also ensure to report the expenses in MIS by uploading the necessary documents.

iv In the case of C3a social grant distribution by an AIB agent, the FPs are responsible for completing the necessary documentation and reporting of expenses in MIS.

v After receiving complete documents from the FP, UNOPS will begin the settlement process on a regular basis and as soon as the documents are uploaded. Either full or partial liquidation can be submitted.

vi UNOPS will carry out the follow-up for timely clearance and settlement of the funds that are already distributed to the end beneficiaries with the FP. This will allow UNOPS to be in compliance with its own rules and regulations.

vii To provide flexibility in managing the labour/non-labour ratio during implementation, UNOPS can retain, upon request from the FP, an installment of 10 percent of the total CFWG at the point of initial disbursement to the FP. This reserve allows for reallocation between the labour and non-labour categories based on actual implementation needs as the subproject progresses. FPs may request release of the contingency reserve through the MIS once the initial labour days and non-labour expenditure patterns are confirmed, subject to submission of a revised Form 5a. The contingency reserve should be requested by the FP no later than two weeks after the end of the related subproject. The 50:50 ratio applies to the total CFWG including this last late installment.

viii Any unspent balance left from CRGs will be refunded to the CRLP operational account after the completion of activities on the ground at FP level and year end reconciliations. Reconciliation is captured at CRG level in the MIS, and refunds are done at FP level, considering the disbursement being executed at FP level.

d. **Advance Clearance**

FPs must follow their own internal SOPs that delegate duties and responsibilities to the implementation team. Once the funds are distributed to the end beneficiaries by AIB agents, the clearance documents should be prepared by the FPs to reconcile/settle the advance in consideration to the project operational manual. The required forms and documents shall be uploaded in the MIS followed by an expenditure report. The CRLP Finance Team will receive those documents through MIS and complete the clearance process after reviewing the documents. The expenditure will contribute to the actual disbursement of the project after the clearance process is completed. UNOPS will monitor to ensure that the SOPs align with the grant support agreement (GSA) , the FPs' own DoA, donor requirements etc.

- The documents are submitted by the FP, and verified by the CRLP Finance Team in the MIS.
- RFP is created by the CRLP finance team in the OneUNOPS ERP system.
- RFP is further reviewed and approved by the AFCO Finance team in the ERP system.
- This process will take approximately 10 days to complete.

The current requirement to initiate the advance process is for FPs to continuously clear previous advances in MIS. Once UNOPS receives the previous advance report, it will process additional drawdown notice letters.

e. **FP Financial Reconciliation of Accounts**

The project maintains a comprehensive disbursement tracker that records all funds disbursed to, and paid from, the CRLP operational account, including transfers to the FPs' pooled accounts and disbursements through digital payments. It should be noted that the OneUNOPS ERP system also tracks the disbursements at advance level and the same applies when the advances are cleared out. The disbursement tracker is reconciled on a daily basis and serves as a key financial management tool to support account reconciliation at the FP level as part of continuous monitoring, and as a reference point during the refund process. It captures every transaction processed under the project.

For final reconciliation at the FP level, the tracker provides detailed records of all disbursements and compares them against the expenditures reported by the FPs through the project MIS. Any variances identified after the submission of financial reports are communicated with FPs and the refund of unutilized balances by the FPs at the conclusion of their field activities and year-end reconciliation are clearly highlighted and followed up for the refund to the UNOPS account accordingly by the project CRLP Finance team.

Processing of the advances through MIS will allow tracking of disbursements through the system. This control will monitor CRG-level disbursements to ensure that they are kept within the CRG-level budget.

f. Required Documents

Component 1 & Component 3

a. Relevant supporting documents by FP for advance reconciliation/settlement:
   i. Procurement forms for purchasing items
   ii. Payment receipts for any procurement (scanned only)
   iii. Form 6b (CFW Paid Labor Attendance Sheet) for C1 and Form 9a (Disbursement Request) for C3a generated from MIS system
   iv. AIB generated Labor Wage Payment Report
   v. Stamped drawdown letters or copy of bank slips
   vi. Proof of exchange rate used
   vii. Other supporting documents which might be required during the reconciliation.

13.5.2 Important Notes

a) **Exchange Rate**
The funds will flow into the escrow account in USD whereas the disbursement will be made in AFN (local currency) to the end beneficiaries. As per the World Bank Financial Manual (WB FM), the exchange rate gain and loss should not affect the Project. The FP will use the exchange rates provided by the CRLP Finance Team relevant to the specific cash receipt in preparing the advance settlement document. In this way the project will not be affected by exchange rate fluctuations.

b) **Reporting**
Refer to Section 13.5.4 Summary of the Fundsflow (Digital Payment C1 and C3) with regards to FP reporting.

c) **Other**
AIB agents shall be responsible for the disbursement of cash to identified social grant/cash-for-work beneficiaries through digital payment, as the primary mode of payment. UNOPS will be responsible for transferring funds to the operations account to facilitate digital payments. The bank charges associated with these digital payments, as well as the cost of issuing the initial card to each beneficiary, will be covered by UNOPS.

13.5.3 Summary of the Funds Flow - Digital Payment for C1 (Non-Labor)

Below is a summary of the overall funds flow for C1 (non-labour) payments:

1. **Advance Acquisition from World Bank:** Advance is received from WB upon signing of the agreement and is documented and replenished through the submission of IUFRs.
2. **Fund Transfer to UNOPS Corporate Account:** Upon the submission of the request to WB, WB transfers funds to UNOPS corporate account.
3. **Fund Transfer to UNOPS Imprest Account:** Upon the submission of quarterly cash flows, UNOPS receives funds into the UNOPS Imprest Account.
4. **Fund Transfer to Escrow Account:** Transfer of funds from UNOPS Imprest account to CRLP escrow account through cash-in-transit process.
5. **Fund Transfer to CRLP Operational Account:** Transfer of funds from CRLP escrow accounts to CRLP operational account through cash-in-transit process.
6. **Drawdown Process:** The FP submits the drawdown request along with necessary documents like a disbursement plan to the Rural Team. After checking, the Rural Team submits to CRLP finance. CRLP finance reviews, validates the request and prepares the draw notice letter which instructs AIB to transfer funds to FPs' dedicated accounts.
7. **Bank Debit Transaction:** AIB debits the CRLP Operations account based on the instructions from CRLP Finance.
8. **Bank Credit Transaction:** AIB credits the FPs' dedicated accounts.
9. **FP Withdrawal:** The FP withdraws the funds according to the project's implementation plan.
10. **Execution**: The FP executes the funds according to the project's implementation plan.
11. **Documentation and Reporting:** FP focal point completes the required documentation and reports in MIS to clear the drawdown. The documents are submitted to UNOPS CRLP Finance for the verification and reconciliation of accounts. The required documents include, procurement forms, invoice, cash receipt acknowledgement, goods received note and proof of exchange rate used.

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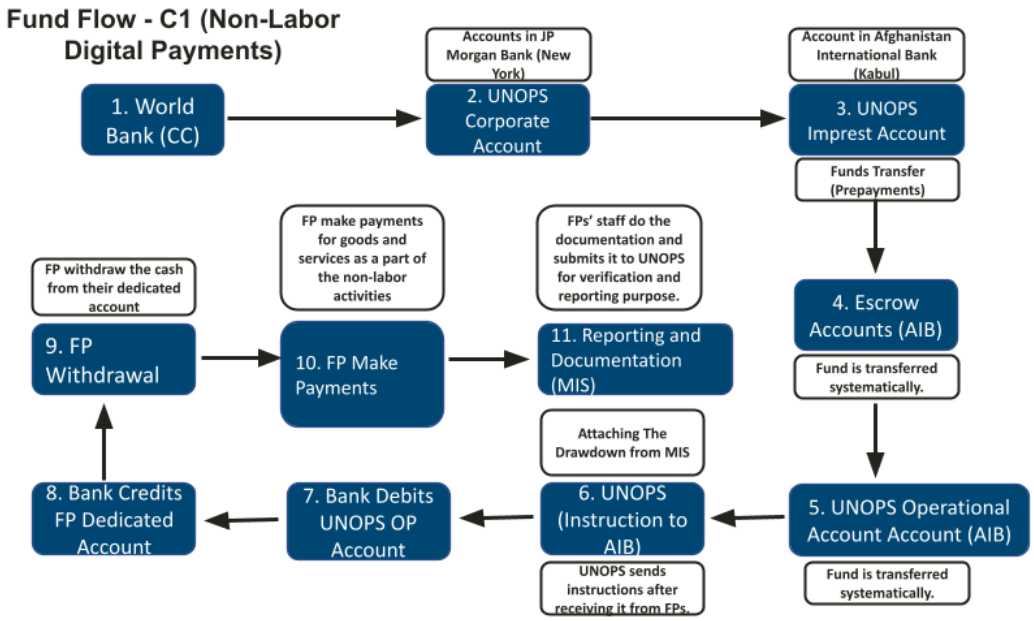
Figure 13.5.4: Snapshot of the digital payment funds flow for C1 (Non-Labor) in consideration of the UNOPS operational and escrow accounts



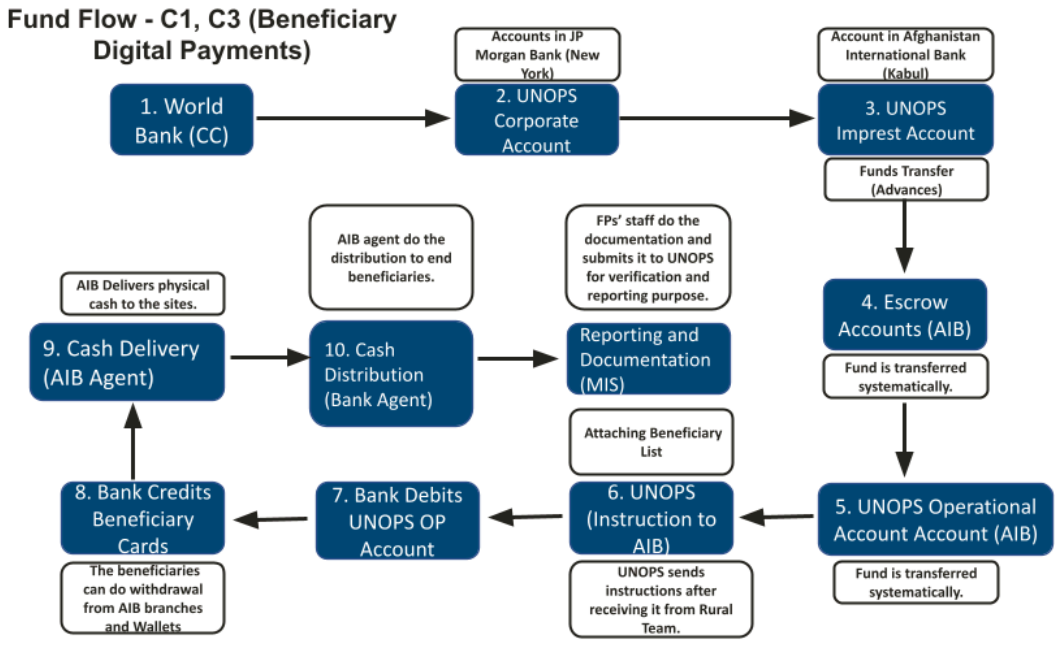
13.5.4 Summary of the Funds Flow - Digital Payment for C1 and C3a (Labor)

Below is a summary of the overall funds flow for C1 and C3a (labour) payments:

1. **Advance Acquisition from World Bank:** Advance is received from WB upon signing of the agreement and is documented and replenished through the submission of IUFRs.
2. **Fund Transfer to UNOPS Corporate Account:** Upon the submission of the request to WB, WB transfers funds to UNOPS corporate account.
3. **Fund Transfer to UNOPS Imprest Account:** Upon the submission of quarterly cash flows, UNOPS receives funds into the UNOPS Imprest Account.
4. **Fund Transfer to Escrow Account:** Transfer of funds from UNOPS Imprest account to CRLP escrow account through cash-in-transit process.
5. **Fund Transfer to CRLP Operational Account:** Transfer of funds from CRLP escrow accounts to CRLP Operational account through cash-in-transit process.
6. **Drawdown Process through MIS:** The FP submits the drawdown request along with necessary documents like a disbursement plan to the Rural Team. After checking, the Rural Team submits to CRLP finance.
7. **Verification and Processing of Drawdown Request:** CRLP finance reviews, validates the request and prepares the draw notice letter which instructs AIB to distribute cash to designated project sites on specified days. The documents below shall be submitted with the draw notice letter:
    a. C1: Form 6b (CFW Labor Attendance Sheet) and a copy in excel sheet format
    b. C3a: Form 9a (Disbursement Request) and a copy excel sheet format.

8. **AIB Review and Validation Process:** AIB reviews the request, confirms the exchange rate with CRLP Finance and then debits CRLP Operational account and credits the beneficiary e-cash cards based on the list in Form 6b for C1 and Form 9a for C3a. AIB, through its agents, provides cash payout facilities on the distribution sites with the option for the beneficiaries to cash out or leave the wages on the e-card for future use.
9. **Reporting and Documentation:** CRLP Finance receives the Labor Wage Payment report from AIB through the MIS and updates the exchange rate of the relevant drawdown in MIS. CRLP Finance notifies the FP focal point to complete the required documentation by reporting the expenses in MIS for liquidation purposes.
10. **C1 and C3a payment reconciliation:** The documents are then submitted to UNOPS CRLP Finance for the verification and reconciliation of accounts. The required documents are Form 6b for C1 and Form 9a for C3a generated from MIS, Labor Wage Payment, proof of exchange rate

Figure 13.4.5: Snapshot of the digital payment funds flow for C1 and C3a (Labor) in consideration of the UNOPS Escrow and operational accounts



13.5.5 Important Notes on FPs' Budget Reallocation, Documentation of Expenditure and Reporting

The facilitating partners (FPs) are responsible for maintaining expenditure accounts and documents for each community and the details of individual beneficiaries. Therefore, the fiduciary capacity and experience of the FP (NGOs) would be pre-qualification criteria. The FPs will be required to submit the community-level accounting and document management plan in their proposals. Moreover, the responsibilities for reporting and managing documents of the communities' expenditure will be a part of the FP Grant Support Agreements.

FPs will have the flexibility to reallocate non-labor budget to labor budget up to 100 percent of the total allocated per CRG upon updating Form 5a - CFW Plan and Form 5b - Summary of Joint Sub-Project in the MIS.

FPs will be responsible for collecting and retaining the communities' financial records and expenditure documents for the record, future reviews, and audits. UNOPS will maintain MIS and provide access. UNOPS will conduct MIS training to the FPs to record transactions and upload documents. The FP advances will be replenished based on appropriate expenditure recording and documentation.

13.6 Financial Management of Funds (Component 2)

The CRLP team shall adhere to UNOPS financial rules and regulations in the disbursement of funds to contractors under C2. Appropriate verification and internal control measures shall be applied throughout the contractor payment process. CRLP Finance shall initiate RFPs in the oneUNOPS ERP system for payments to suppliers and contractors. All RFPs shall follow the established ERP workflow, ensuring proper segregation of duties. In line with established internal control requirements, a standardized payment checklist shall be used to confirm that all supporting documentation is complete and adequate prior to processing any payment. Component 2 involves two distinct payment streams: (i) non-labor payments, which are made directly to contractors, and (ii) labor payments, which are administered by AIB through digital payments.

13.6.1 Summary of Funds Flow - Payment to C2 Contractors

Below is a summary of the overall funds flow for payment to C2 contractors

1. **Advance Acquisition from World Bank:** Advance is received from WB upon signing of the agreement and is documented and replenished through the submission of IUFRs.
2. **Fund Transfer to UNOPS Corporate Account:** Upon the submission of the request to WB, WB transfers funds to UNOPS corporate account.
3. **Fund Transfer to UNOPS Imprest Account:** Upon the submission of quarterly cash flows, UNOPS receives funds into the UNOPS Imprest Account.
4. **Claim from Contractor:** Contractor submits an invoice to the Engineering Unit as a part of the works completed on the site.
5. **Verification by Engineering:** The Engineering Unit completes verification, measures the completed works on the ground, prepares the payment certificate and submits to the Contract Management Unit.
6. **Contract Management Verification:** The Contract Management Unit reviews the payment package, attaches all relevant contract documentation, and verifies that the cumulative contract value is not exceeded before forwarding the complete package to CRLP Finance.
7. **Verification by CRLP Finance:** CRLP Finance verifies the documents using the checklist to ensure accuracy and completeness of documents. The supporting documents submitted with the RFP include payment certificate, measurement sheet, invoice, contractor bank details, company license, relevant PoM forms, contract copy and performance security.
8. **Payment Process by CRLP Finance:** CRLP Finance submits the RFP to UNOPS treasury.
9. **Making of Payment by Treasury:** UNOPS treasury completes the payment process by transferring the payment to the contractor's account.

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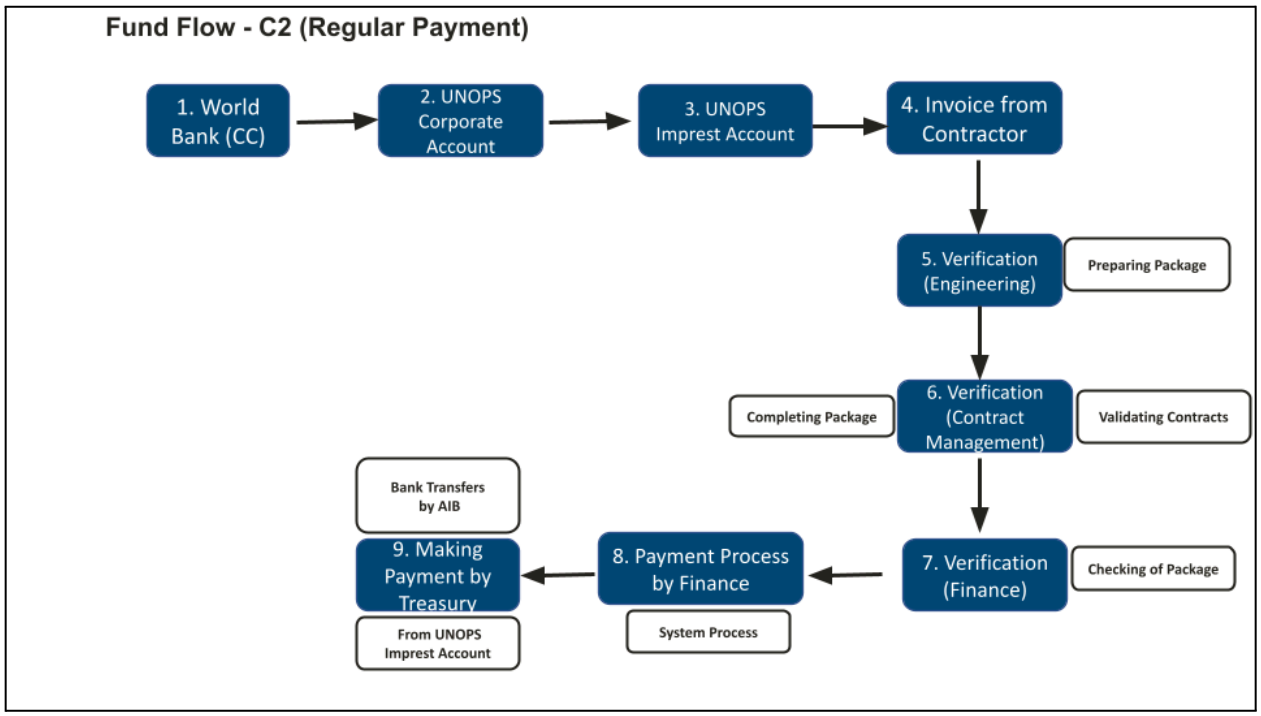
Figure 13.6.1: Snapshot of the payment to C2 Contractors in consideration of the UNOPS Escrow and operational accounts



13.6.2 Summary of the Funds Flow - Digital Payment for C2 (Labor)

1. **Funds Transfer to UNOPS Corporate Account:** Upon the successful signing of an agreement with UNOPS, the funds will be transferred to the UNOPS corporate account. The transfer to the corporate account marks the initial phase of the financial flow. The funds are deposited after all necessary contractual and legal conditions are fulfilled, ensuring transparency and compliance with UNOPS financial protocols.
2. **Transfer to UNOPS Imprest Account:** Once funds are received in the corporate account, they are transferred to the UNOPS Imprest account, as per the quarterly cash forecast process. The Imprest account acts as a fund pool used for specific project operations. The quarterly cash forecast process helps predict the funds needed for upcoming disbursements, ensuring that transfers to the imprest account are made based on actual and projected needs.
3. **Payment Request from Contractor:** CRLP Finance Team receives a verified and signed Labor Wage Request Sheet (Form 8d) as a payment request from the urban team. The urban team is responsible for reviewing and verifying the documents received from the contractor prior to submission to the CRLP Finance Team.
4. **Verification and Processing of Payment Request:** CRLP Finance Team verifies the submitted documentation and raises a Request for Payment (RFP) to initiate the payment process. The RFP is reviewed and approved by the designated reviewers. After approval, the CRLP Finance Team sends payment instructions to AIB to distribute cash to designated project sites on specified days based on Form 8d.
5. **AIB Review and Validation Process:** AIB reviews the request received from UNOPS and, upon validation, debits the UNOPS AFCO account. AIB then credits the beneficiary e-cash cards based on Form 8d. AIB, through its agents, provides cash payout facilities on the distribution sites with the option for the beneficiaries to cash out or leave the wages on the e-card for future use.

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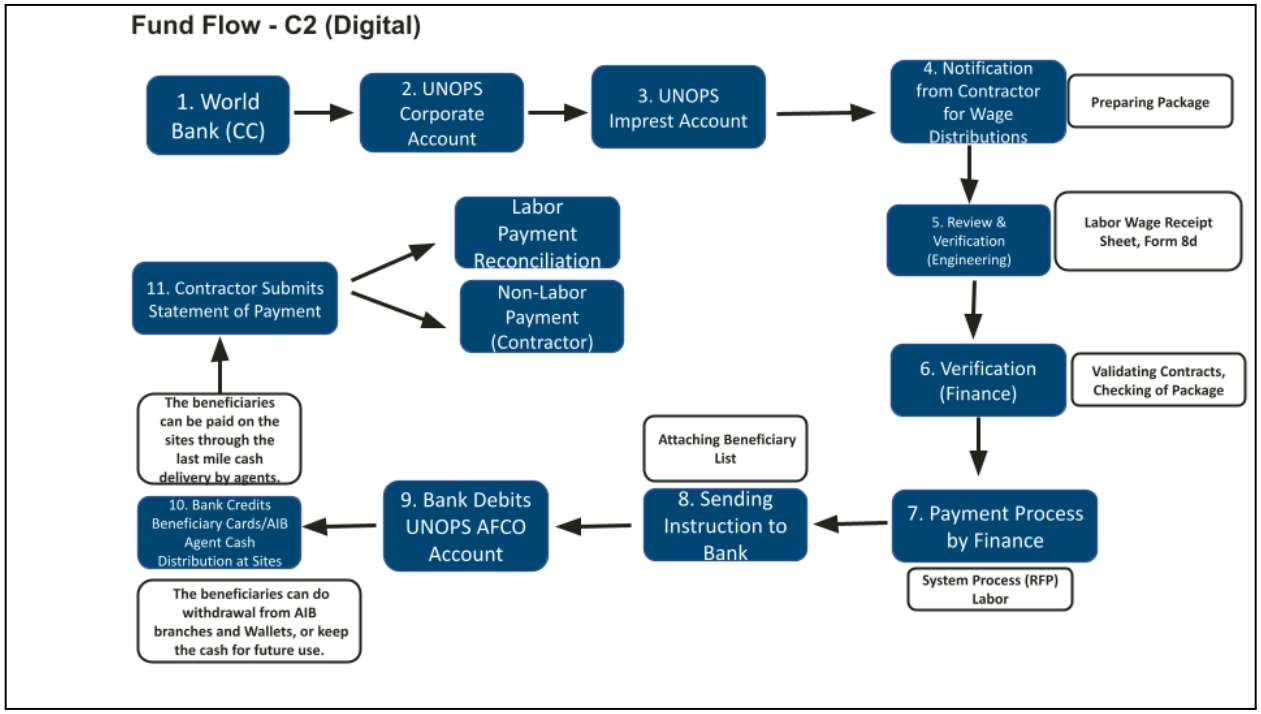
6. **Reporting and Documentation Contractor:** After cash distribution by AIB, the contractor submits an invoice consisting of two components: (1) the materials (non-labor) component, based on quantities measured and certified by the UNOPS Construction Management Engineer (CME), and (2) the labor component, calculated as a fixed percentage of the total number of labor days. The UNOPS CME verifies the invoice against actual on-site certified material quantities and the number of labor days generated and paid through AIB. This verification shall be cross-checked with labor wage payment. The non-labor (material) portion shall be processed and paid to the contractor upon certification, while the labor component shall be subject to reconciliation with AIB records. The invoice shall be rejected in case of any discrepancy in material quantities or labor days.
7. **C2 payment Reconciliation:** Payment reconciliation will be conducted when contractors submit interim payment requests to ensure accuracy and transparency of labor disbursements. This process will involve a cross-verification of payment records against the Labor Wage Payment report provided by AIB and Form 8d uploaded through the MIS system. The Labor Wage Payment report is an important reference document and will include at a minimum key information for each laborer such as contractor name and project code, contract name and number and installment number for C2, unique national ID acceptable by the relevant authorities, customer ID number issued by the bank, beneficiary name, period worked, laborer contact number, unit cost payable, number of days paid and total paid. CRLP Finance Team will also carry out a contract level reconciliation in order to make sure that the disbursements do not exceed the signed contract, and also that the contractors are accounted for in the overall funds they received from UNOPS CRLP.

13.6.2: Snapshot of the digital payment funds flow for C2 (Labor)



13.7 Financial Management Monitoring by UNOPS Project Team

The Project has adopted a risk-based field monitoring framework that integrates financial monitoring, compliance oversight, and targeted capacity building of FPs. This approach is intended to support effective use of funds, strengthen internal controls, and ensure compliance with applicable fiduciary and operational requirements, such as the POM and Grants Support Agreement (GSA). The measures will aim to ensure the reliability of FP reporting, safeguard project resources, and support continuous improvement in FP performance.

This mechanism includes periodic reviews of FPs' financial procedures to ensure compliance and issuing of spot-check reports. A systematic approach will be applied to track the implementation of agreed action points, ensuring timely resolution and continuous improvement.

To support this process, the project will establish a dedicated team based in the regional office responsible for planning and conducting regular FM and compliance spot checks. This team will ensure consistency in the application of monitoring procedures, maintain proper documentation of findings, and provide recommendations to mitigate risks and improve financial management practices.

13.8 Project Specific Internal Audit

The UNOPS' Internal Audit and Investigation Group (IAIG) will conduct an annual internal audit of the project and will submit the internal audit report to the World Bank within six months of the end of each calendar year. The internal audit is conducted based on UNOPS standard internal audit terms of reference acceptable to the World Bank and in compliance with the UN single audit principle.

13.9 Third-party Monitoring

The independent TPMA financial review activities are designed to provide additional assurance - at the project, community, and beneficiary level - that payments have been made as agreed in the project document. They are an integral part of the World Bank's oversight of how funding is applied and have been refined and adapted to the Afghan context over the last 11 years.

Financial monitoring is conducted by a team of international and Afghan accountants with extensive experience with World Bank and ARTF financial systems and operating procedures. Their monitoring activities will address key project fiduciary risks. So as not to delay implementation, the impact of any agreed findings will be adjusted retroactively, on a post-hoc basis, in subsequent replenishments.

The sampling size and coverage for financial monitoring will be discussed and agreed with UNOPS during the planning phase of the reviews, after receipt of transaction listings and statements of expenditure, as these will inform on the volume and value of transactions.

For the purposes of financial monitoring of digital payments, the TPMA will use the AIB-generated beneficiary list and distribution reports as the primary reference for verifying that payments have reached intended beneficiaries. FP-prepared forms (Form 6b for C1, Form 9a for C3a) serve as the pre-payment authorisation documents; the Labor Wage Payment Report serves as the post-payment verification records.

Financial monitoring activities by TPMA include the following:

Component	Fiduciary Risk	Details
Component 1 (Rural)	a) Potential payments made to ineligible/ghost laborers, or inaccurate payments made to valid laborers. b) Expenditure for Community pass-through	For the selected samples: • Confirm the eligibility of laborers and cross-check the physical verification of their existence and identity. For the selected samples:

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Component	Fiduciary Risk	Details
	funds expenditure may not be incurred in accordance with contractual terms and conditions or may not be accurately recorded and reported to UNOPS for reimbursement.	• Review financial documentation (timesheets, contracts, etc.) to confirm validity and accuracy of the payments, and their compliance with approved policies. • Check that the procurement by facilitating partners is undertaken in accordance with approved policies and review financial documentation (for example, invoices, receipts, etc.) to confirm validity and accuracy of the purchased materials.
Component 2 (Urban)	Potential payments made to ineligible/ghost laborers, or inaccurate payments made to valid laborers.	For the selected samples: • Confirm the eligibility of laborers and cross-check with the physical verification of their existence and identity. • Review financial documentation (timesheets, contracts, etc.) to confirm validity and accuracy of the payments, and their compliance with approved policies.
Component 3	Potential payments made to ineligible beneficiaries, or inaccurate payments made to eligible beneficiaries.	Reconcile distribution lists with facilitating partners' statements of expenditure submitted to UNOPS for replenishment. For selected samples: • Confirm the eligibility of beneficiaries on the distribution lists and cross-check the physical verification of their existence and identity. • Check accuracy of the grant payment, and confirm that the payments are processed in accordance with approved policies and procedures.

13.10 Important Considerations for Facilitating Partners in regards to the Management of Pass-Through Funds Subgrants

FPs will be primarily responsible for the management and execution of the cash-for-work grants (CFWGs) and social grants (SGs) on the ground. UNOPS will support the FPs in opening these accounts as needed. The FP will inform UNOPS about its designated signatories, with sample signatures, position titles and contact details of each. Each escrow account for each FP should have a minimum of four signatories (two UNOPS & two FP representatives), with a requirement of a minimum of two signatories signing for each withdrawal. FP bank signatories should be of equivalent or higher ranks than provincial managers.

Note: FP engineers and social organizers are not allowed to serve as bank signatories.

UNOPS bank signatories on the escrow accounts and CRLP operational account should be the Programme Director, Finance Advisor, Deputy Programme Director and Finance Specialist.

UNOPS will transfer an initial advance based on the agreed work plan between UNOPS and the FP and the total estimated CFWGs and SGs for the given CRLP package/lot covered by each FP into the escrow accounts and then CRLP operational account subsequently. FPs will enter the data and also upload the signed original CFWG and SG-related forms into the CRLP database. The data entry for each form must be completed by the FPs within a maximum of three working days on completion of the given form in the field. FPs will submit online to the UNOPS a list of communities for which they will be withdrawing CFWGs and/or SGs for each given month before the actual withdrawals for that month. FPs may withdraw CFWG or SG for a given community only when the following are uploaded (approved, signed and stamped) into the Project MIS.

For the forms where data entry is also mentioned below, the FPs will need to enter the relevant data into the MIS, and the data entry relevant for each community and each subgrant must be completed within a maximum of one month from the initial withdrawal. The data entry progress will be tracked in the FPs' quarterly reports.

For both CFWGs and SGs, FPs may opt to withdraw the full amount approved for the given community after the uploading of these scanned forms (as stated for each above) are available in the database.

The FPs are allotted the following timelines for submission of complete expenditure supporting documentation and related forms for each community for these grants:

1. CFWGs – Maximum one month from date of initial withdrawal from the Bank for non-labor and labor after distribution by AIB.
2. SGs – Maximum one month from the date of initial withdrawal from the Bank for Components 3a and 3b after distribution by AIB.

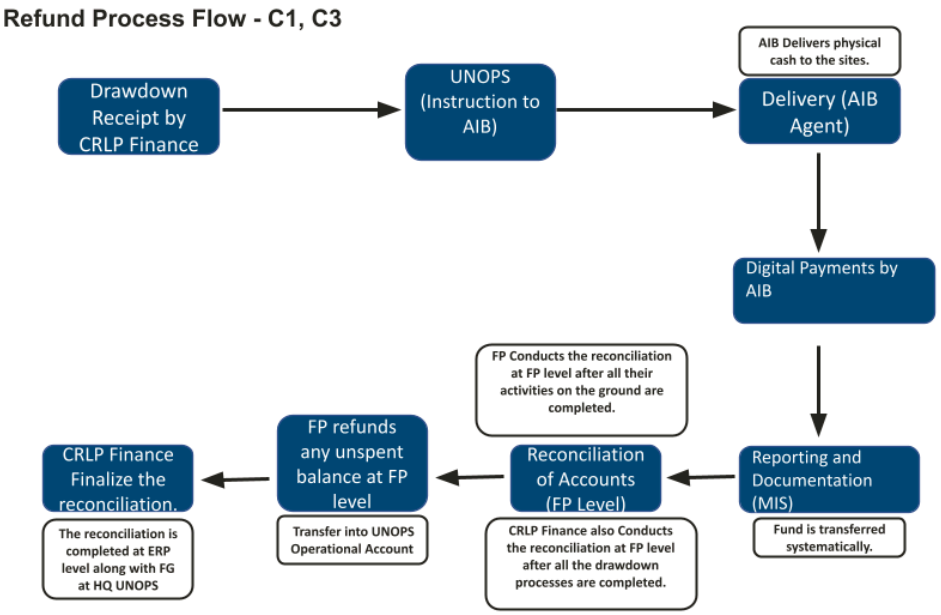
FPs will be required to retain all original forms, receipts and other supporting documentation as hard copies for each community provided with a CFWG or SG or both. FPs will maintain a minimum of one folder (both soft and hard copies) per community, with subfolders for CRG/MC, CFWG and SG-related information.

FPs will be required to cooperate with UNOPS monitors, UNOPS auditors, ARTF MA and any other designated WB personnel with regards to providing such documentation for review as required.

FPs shall submit to UNOPS comprehensive financial reports detailing both the advances received and the actual utilization of CFWG and SG at the field level. These reports must be accompanied by all relevant supporting documentation necessary for the reconciliation of advances.

After the initial advance for CFWG and SG for each lot, FPs may request subsequent advances for these grants when previous advances have been satisfactorily utilized on the ground, with the supporting paperwork (as stated above) available in the MIS.

Upon the completion of all CFWG subprojects and the SG-related cash distributions across all communities covered under the agreement, FPs are required to return any unutilized CFWG and SG funds to the CRLP operational account. This re-deposit must be made only after the completion of all associated financial documentation and expenditure reconciliation for all communities under the agreement after completion of the activities on the ground; this approach is the only practical one based on the OneUNOPS ERP system (refer to the refund process flow below)



13.11 Due diligence - Facilitating Partners

Due diligence is an integral part of decision-making and risk management systems. Due diligence can best be described as a formal assessment, typically, of the potential legal, financial, operational and reputational risks and benefits that UNOPS could be exposed to, or realize, in engaging with a potential partner. A due diligence process is therefore a powerful management tool that will provide UNOPS with a better understanding of both the risks and rewards of engaging with a potential partner. Importantly, due diligence is an on-going, proactive and iterative process.

It is a requirement that UNOPS engages with partners that are considered responsible. The due diligence assessments and evaluations are to determine that any potential partner which UNOPS would engage with is affirmatively and sufficiently responsible. The areas of assessment that may influence the outcome of whether a partner may be considered responsible is the extent to which the potential partner can demonstrate possession of:

- The necessary infrastructure of governance and internal control including, the necessary organization, experience, governance, policies and procedures of accounting, internal control, risk management, operational controls, policies to protect, investigate, and deal with issues relating to fraud, waste, abuse, bribery, corruption, and money laundering, and the appropriate technical skills, or the ability to obtain them.
- The ability to deliver to international standards, and of the highest quality, including the requisite staff capacity and capability and appropriate program management.
- The necessary financial stability including financial viability, financial management, adequate financial resources, and demonstrated understanding of value-for-money principles, and the necessary commitment to integrity and business ethics.

Due diligence procedure overview:
Advanced background checks or due diligence may include any/all of the following, depending on the case, and must be duly documented:

1) Verify information contained in corporate registries, including important business information such as the creation date, initial and current shareholders, share capital, details of legal representatives, company name changes.
2) Verify the financial statements provided, including through: (a) check that the named auditor exists and that it has undertaken such an audit; (b) check that financial statements provided in past bids are consistent to the one provided in this tender, if applicable.
3) Verify financial soundness of the NGOs, including through external reports.
4) Verify the ethical reputation of the NGOs, by obtaining reports or checking adverse media coverage (via internet or local media searches) related to any current or past unethical behavior or ethics breaches, including but not limited to incidents related to corruption, fraud, exploitation, sustainability or environmental matters.
5) Conduct a site visit to the NGOs' premises to ensure for instance that they possess relevant equipment (e.g. equipment or IT infrastructure for IT/software requirements). NGOs shall permit UNOPS representatives to access their facilities at any reasonable time to inspect the premises, if applicable, and provide related documentation as requested.
6) If necessary, UNOPS may request a specialized company on due diligence to undertake the due diligence process.

Anti-money laundering and anti-terrorism:
Facilitating Partners and AIB agree to undertake all reasonable efforts to ensure that none of the CRLP funds are used to provide support to individuals or entities associated with money laundering and/or terrorism and that any subcontractors of any amounts do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list is established and maintained by the 1267/1989 Committee and can be accessed on the web page of the United Nations (http://www.un.org), or directly through the following link: https://www.un.org/sc/suborg/en/sanctions/1267/aq_sanctions_list.

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Chapter 14: Procurement Management

The purpose of this chapter is to provide details of the procurement process for project staff undertaking procurement. It should help the staff in their day-to-day activities, provide them with guidance and links to relevant templates and standard procedures for the procurement activities of the CRLP.

UNOPS will follow its own procurement procedures as alternative procurement arrangements allowed by the World Bank's Procurement Framework Policy Section III.F.

1. **FPs for Components 1, 3a, 3b and 4:** The contracting modality used for the project's FPs under the AF2 is Grant Support Agreement (GSA) modality. The GSA modality will follow the UNOPS Operational Instruction on Grant Support.[8] UNOPS Grant Support policy will apply for agreements where funding will be disbursed via grant agreements.
2. **C2 and other procurement activities** will be governed by UNOPS Procurement Manual, Revision 7 dated July 2021 & Authoritative Revision Ref. 2024/07 dated 20 September 2024**.** All procurements executed by UNOPS shall be consistent with these regulations.
3. **The project mainly involves procurement of local contractors and consultants** that will implement over 300 Contracts for Small Works under Component 2. These will be procured by UNOPS. In addition, service contracts will be procured to provide an early warning system to support disaster risk management under Component 5.
4. **Community-led activities under Components 1 and 3** through the GSA modality will involve community procurement of construction materials like cement, gravel, rebar steel, and piping tubes under Component 1; and laborers for cash-for-work civil works under Component 1, all of which will be implemented by FPs supporting CRGs. Under Component 1, community procurement mechanisms are followed as detailed in this POM and the FPs are trained accordingly.

As per UNOPS Financial Regulation, the following general principles will be applied when undertaking all procurement activities under the Project:

a. Best value for money
b. Fairness, integrity and transparency
c. Effective competition
d. The best interest of UNOPS and its partners

UNOPS will be responsible for:

a. Implementing the project procurement plan as agreed with the World Bank;
b. Preparing quarterly reports on the progress of procurement implementation;
c. Providing other relevant performance information to the World Bank, as requested;
d. Ensuring pre-screening of companies/individuals prior to award of any contract financed by the project against the World Bank's lists of sanctioned or temporarily suspended companies.

Community-based procurement procedures have been developed by UNOPS in consultation with the World Bank and are detailed in this POM. These procedures provide the FPs with adequate procurement capacity to assist CRGs with community procurement activities in alignment with the guidelines.

[8] UNOPS OI.IPMG.2025.05: Grant Support

14.1 Procurement Project Team

UNOPS' Procurement Team will conduct procurement processes for approximately 300 works contracts under C2 and service contracts for a pilot early warning system under C5. The Procurement Team supported the Call for Proposals for Grant Support Agreements (GSA) with five FPs, with a new Grants Unit set up to manage the Grants (outside of the Procurement Unit).

For the efficient implementation of the procurement activities under the second additional financing, UNOPS will have a procurement team for the project within its office in Kabul, as follows:

- **International Procurement Advisor (1 position):** Under the direct supervision of the Programme Director, the International Procurement Advisor is responsible for procurement planning and preparation of all procurement processes for the project. This will include the development and implementation of strategic and effective procurement and contract management services reflecting best practices, compliance with UNOPS procurement policy, rules, regulations and procedures, ensuring appropriate risk management and obtaining the best value for money for the acquisition of goods, services and the contracting of works.
- **Procurement Specialist (Local ICS-10, 1 position):** Under the direct supervision of the Procurement Advisor the Procurement Specialist is responsible for procurement and contract management of works contracts under the component 2 of the project.
- **Senior Procurement Officer (Local ICS-9, 1 position):** Lead procurement activities, contract administration and management of C2 with primary reporting line to Procurement Specialist and secondary reporting to the Procurement Advisor.
- **Procurement Officer (Local ICS 8, 1 position):** Support the Procurement Specialist in reporting as well as procurement activities under C2, and other components as required.
- **Procurement Associates (Local ICS-6, 6 positions):** The Procurement Associates will support the procurement function to ensure the provision of efficient and timely support services in procurement and contract administration.

UNOPS will continue to utilize consultants or retainers to support the procurement activities during surge in procurement activities on an as-needed basis.

14.2 Procurement Plan

UNOPS will maintain a procurement plan, in the format agreed with the World Bank, describing all planned procurements for the duration of AF2 through December 2027. The procurement plan will be updated on a bi-annual basis, or as needed, subject to World Bank No Objection.

World Bank prior agreement is required if there are any changes to the value/cost or duration of the C1 GSAs. UNOPS will submit a revised procurement plan that reflects the proposed changes for World Bank No Objection after which UNOPS can sign GSA amendments.

For C2 Small Works (LIW) contracts, World Bank No Objection is required when adding new activities to the procurement plan. After obtaining the World Bank's No Objection for revisions to the Procurement Plan, UNOPS can initiate procurement actions. Amendments to Small Works contracts do not require World Bank No Objection.

UNOPS must obtain World Bank No Objection for amendments to the procurement plan to ensure cost eligibility.

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Table 14.1: Procurement Plan Workflow

Plan	Timing (no later than)	Prepared by	Accepted by
Annual procurement plan update	3rd week of January every year	Procurement Unit UNOPS	World Bank
Mid-year procurement plan update	3rd week of July every year	Procurement Unit UNOPS	World Bank

14.3 Procurement of Goods, Services and Works

14.3.1 Procurement of works

The expected procurement activities under the project include civil works, i.e. rehabilitation/extension/cleaning/renovation of community-level infrastructures as stated in Section 6.3 Eligible Projects:

The nature, number, and locations of the infrastructure will be determined by the needs assessments and based on the participatory decision-making process during project implementation (described in previous sections). These are mainly low-value contracts under Component 2 Urban, the average cost of each LIW is expected to be on average US$ 112,000 including 10% contingency. For a climate resilience subproject, each subproject on average can be increased by additional 20% to act as an incentive and to cover any additional material costs required for such subprojects within available approved C2 budget ceilings for each phase.

The procurement process will consist of the following steps:
Step 1: UNOPS will prepare the technical documents for selected subprojects through the project and design team.
Step 2: UNOPS will compile these in a procurement plan with activities for the Bank's approval.
Step 3: After the receipt of the tender packages, UNOPS commences the procurement process, using UNOPS procurement regulations and rules.
Step 4: UNOPS will sign the subproject contracts with the selected private sector contractors and will supervise contract implementation.

14.3.2 Procurement of goods

Goods will be procured to support the implementation of the projects.

14.3.3 Procurement of Services

Procurement of other services will be undertaken to support the project as needed.

14.4 Determining the Applicable Procurement Method

Contracting for goods, services and works with commercial entities shall follow the UNOPS procurement modality and policies. Key strategies are outlined below:

1. Procurement approach for works contracts, suppliers shall be registered and working in Afghanistan.
2. The selection method depends on the nature, value and availability.

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a. Use of Competitive Procurement Procedures through UNOPS e-tendering system (RFQs, ITB or RFP), and Shopping, which is done outside e-sourcing. The choice of each solicitation method depends on the value and nature of procurement item:
    i. Shopping: US$250 < US$10,000 - Off-the-shelf goods, standard specification goods, simple services, or works that have clear and specific requirements.
    ii. RFQ: ≥ US$10,000 < US$250,000 - Requirements for goods, services or works are clear and specific.
    iii. ITB: ≥ US$250,000 - Requirements for goods, services or works are clearly and completely specified.
    iv. RFP: ≥ US$250,000 - Requirements for goods, services or works that cannot be expressed quantitatively and qualitatively or complex requirements that may be met in a variety of ways.
3. Use of Long-Term Agreements (LTAs) to hire consultants and telecom services, if available.
4. Use of Direct Contracting (exceptions to competitive tendering or formal methods of solicitation) in accordance with UNOPS Financial Rule 118.05. This may also be used for goods, services and works where applicable.
5. Evaluation methodology for each procurement method:
    - Shopping/RFQ - lowest priced, most technically acceptable
    - ITB - substantially complaint
    - RFP - cumulative analysis.

14.4.1 Steps and Processing Times – Request for Quotation

No.	Procurement Action	Recommended Time (days)	Remarks
1	Preparation of Schedule of Requirements as per the agreed Project Document and RFQ Schedule of Requirements Preparation Guidelines	3	Project Manager or designated Requester
2	Review of Schedule of Requirements and/or Technical Specs	2	Construction Management Engineer / PM and CRLP Procurement
3	Market Research and Preparation of Solicitation Document on eSourcing	1	Requesting office & CRLP Procurement
4	Solicitation of bids and management of submissions	15	CRLP Procurement
5	Bid Opening, preparation of Preliminary, Qualification and Technical Evaluation Grid Sheets	1	Bid Opening Committee / CRLP Procurement
6	Bid Evaluation (preliminary, qualification, technical, financial including clarifications) and receipt of duly signed Evaluation Grid Sheet	14	Evaluation Committee
7	Preparation of Bid Evaluation Report (BER) for review and award	1	Evaluation Committee

8	Review and award of submission by Procurement Reviewer and Procurement Authority respectively.	3	UNOPS Procurement Reviewer and Procurement Authority
11	Preparation, Review and signature of the Contract	3	CRLP Procurement, Procurement Authority
12	Contract signature by contractor	2	Contractor representative
13	Contract Administration: implementation and performance management, payment follow-up, contract dispute management, supplier performance evaluation	End of the project timeline	CRLP Lead engineering team & Procurement
Total Working Days		**45**	

Note: The ITB process will follow the outlined steps, maintaining the established timeline. However, should the cumulative value of contracts awarded to a single contractor reach at least US$ 375,000 within a 12-month period, necessitating review and approval by the Contracts and Property Committee (CPC), the schedule may be adjusted.

14.4.2 Steps and Processing Times – Call for Proposals (CfP)

#	Call for Proposals Process	Timeline (Days)
1	Preliminary Planning - Review of Terms of Reference - FP sourcing approach - market survey and shortlist preparation for limited competition - Shortlist approved by the UNOPS Grants Authority	7
2	Preparation of Call for Proposals - Prepare CfP documents using the standard templates including definition of minimum requirements for compliance - Review of CfP documents by IPMG colleagues and other units for compliance	7
3	Inviting Proposals - Approval and issuance of CfP in the Grants+ system - Training applicants on the Grants+ systems - Pre-proposal submission meeting - Clarifications	21
4	Management of submissions - Proposals are received in Grants+ system - Proposal opening by the grants official	1

5	Proposals evaluation/review - Appointment of evaluation panel/ committee by the Grants Authority - Signing of confidentiality affidavit by evaluation panel members - Preliminary screening - Technical evaluation - Financial evaluation - Clarifications/ negotiations with applicants if required - Completion/entry of evaluation in Grants+ system	15
6	Award Finalization - Grants Award is requested by the grants official through Grants+ system - Grants Award by the Grants Authority	2
7	Agreement signing - Preparation and review of Grants Support Agreement (GSA) - Signature of GSA by UNOPS Grants Authority - Signature of GSA by the selected FP/s	7
	Total	**60**

14.4.3 Procurement Templates and Guidelines

Common templates and guidelines:

- Procurement Manual Revision 7, dated July 2021
- Request for quotation
- Small Works Contract
- Call for Proposals
- Grant Support Agreement

14.5 Procurement Records

The legal obligation in the Grant Agreement signed between UNOPS and the World Bank obliges retention of records for seven (7) years and six (6) months after the closing date, such records to include financial and narrative progress reports submitted to the Bank, financial information related to the Grant, including audit reports, invoices and payroll records, implementation documentation (including sub-agreements, procurement files, contracts, purchase orders) and corresponding supporting evidence. Beyond this threshold, record retention will be in compliance with UNOPS Procurement Manual section 13.9: Maintenance of Files.

14.6 Procurement Monitoring Arrangement

Procurement activities under this project will be by UNOPS, monitored using its own procurement tracking system to monitor its procurement activities and generate progress reports (e.g., semi-annual reports) as required by the WB. The WB will monitor the procurement activities against the procurement plan developed by UNOPS, which will be reviewed and agreed by the WB prior to initiation of any procurement activities and as updates are made over the course of project implementation. A Project Procurement Strategy for Development will also be prepared and agreed during project implementation. The WB will review the ToRs, selection/evaluation criteria for key procurement packages, including those of FPs, as indicated in the procurement plan and agreed with the task team. In addition, the World Bank will use the ARTF-financed MA to monitor the project by conducting field visits, monitoring of procurement plan implementation progress,

verification of delivery of the respective works, goods and services under the project and monitor the delivery of contractual obligations by procured NGOs, contractors, and service providers, such as the quality of works, payment of wages to workers, and compliance to environmental and social risk mitigation requirements, including Sexual Exploitation and Abuse/Sexual Harassment (SEA/SH). The MA will conduct sample-based monitoring on the ground and use digital platforms to enhance transparency and accountability.

The ARTF-financed MA will conduct a sample-based audit of the procurement process conducted by the FPs using the subgrants.

As indicated in the financing agreement, UNOPS will: (i) submit procurement plans and their updates for the Bank's review prior to implementation; and (ii) submit periodic reports on the progress with implementation of the plans.

14.7 Simplified Procurement Procedures for C1 & C3 subgrant procurements

14.7.1 Facilitating partner responsibilities

The CRLP-contracted FP is primarily responsible for procurement of all goods, works and services utilizing the CRLP pass-through funds for the implementation of approved subprojects under Component 1. Where possible, and based on availability of appropriate quality and quantity of materials in the local community, the FP will implement community procurement by engaging the CRGs as their primary focal points within the communities for Components 1 and 3b. A minimum of three and a maximum of five persons from each CRG are recommended to support the procurement when it is undertaken at the local community level.

Note: Component 1 is intended to generate labor within the communities. As such, no part of the labor componen under Component 1 may be outsourced to any third party or external contractor, and all paid labor generated mus remain exclusively within the community members.

Note 1: These guidelines contain three prescribed Procurement Forms. The use of these forms and their maintenance in file first by the FP/ CRG , and ultimately the FP, are mandatory requirements for the use of CRLP subgrants. The FP engineers are mandated to: a) ensure adequate training to the FP/CRG members in the procurement regulations and forms included in this Manual, and b) support and monitor the FP/CRG in their implementation.

Note 2: All procurement and related documentation must be maintained by the FP for future audit as per section 14.7.4 of the POM. All transparency measures stated in this Manual (including notice boards, public meetings etc.) should be utilized in procurement-related activities. The FP must ensure that the wider community is kept informed on the procurement activities utilizing the community's grant funds (via the CRGs), within the realms of confidentiality requirements.

Note 3: All payments for the procurement handled by the FPs on behalf of the communities must be recorded in the expenditure forms stated in the main POM text. The originals of these need to be scanned and uploaded into the MIS by the FPs, for each community subgrant.

Note 4: All procurement and procurement-related payment documentation for the Components 1 and 3b handled by the FP/CRG needs to be maintained in soft and hard copies, and distinguished by subgrant type (CFWG/SG) and community.

Note 5: References to the CRG below could indicate where the CRGs exist in both urban and rural areas, and the MCs in urban areas without CRGs.

14.7.2. Procurement principles

There is a special demand on the entrusted organizations in terms of achieving value for money, ethics, sustainability, efficiency as well as transparency and accountability. These expectations form the basis of public procurement principles. FPs are expected to comply with public procurement principles and their services must be delivered with a high level of care and professionalism to ensure that the best total value is provided.

The following general principles must receive due consideration when undertaking all procurement activities:

a) **Best value for money:** UNOPS Financial Regulation 1.02 defines 'best value for money' as the trade-off between price and performance that provides the greatest overall benefit under the specified selection criteria. Examples of ways to obtain best value for money include:
   i) Maximize competition
   ii) Simplify procurement through good planning and clear specifications. Minimize financial risk with thorough technical and financial background checks on bidders.
   iii) Establish clear evaluation criteria to select the best offer meeting partners' needs, aligning with tender parameters.
   iv) Ensure, whenever possible, that social and environmental benefits are optimized and adverse impacts are minimized.
   v) Ensure impartial and comprehensive evaluation of offers in a timely manner.
   vi) Ensure selection of the contractor whose offer has the highest degree of realism and whose performance is expected to best meet the specified requirements at the lowest overall expense to the organization.

b) **Fairness, integrity and transparency:** To achieve best value for money, the procurement process must protect the organization from proscribed practices, for example, fraud, corruption, collusion and other unethical practices, and be conducted on the basis of clear and appropriate regulations, rules, and procedures that are applied consistently to all potential vendors. Fairness must be maintained by the organization and its personnel during the procurement process.
   i) To ensure fairness, we must offer equal opportunities to all bidders by, for example, sharing the same information with all bidders at the same time and generally communicating the same contents on a specific procurement.
   ii) Transparency literally means that something is visible and evident to everyone and that nothing is hidden. By being transparent, we can demonstrate at any time to all stakeholders, internal and external, that fairness has been applied.
   iii) Transparency ensures that any deviations from fair and equal treatment are detected very early in the process, making such deviations less likely and thus protecting the integrity of the process and the interests of the organization.
   iv) Among other things, records are open, as appropriate, to inspection by auditors; unsuccessful suppliers can be briefed on the strengths and weaknesses of their own offers.

c) **Effective competition:** By fostering effective competition among suppliers, FPs apply the principles of fairness, integrity and transparency to achieve best value for money. Effective competition is achieved under the following conditions:
   i) Enough independent bidders.
   ii) Contractors/bidders operate independently of one another.
   iii) Competition for the same business opportunity under the same conditions.
   iv) Response to the procurement opportunity by a sufficient number of offers.

d) **The best interest of UNOPS and Donor:** This means carrying out procurement activities in a manner that best enables UNOPS and the donor to reach the general and specific objectives of the project

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agreements in compliance with applicable procurement procedures. The other three principles underpin this overarching value, but it also includes concepts such as upholding the best image and reputation of the organization.

14.7.3. Procurement (Solicitation) method

Solicitation is the generic term for a request to suppliers to offer a bid, quotation or proposal.

i. The method used to communicate a procurement requirement and request an offer from potential vendors is referred to as the solicitation process and may be in the form of shopping or request for quotation (RFQ).

ii. Unless exceptions to the use of competitive methods of solicitation (direct contracting and single-source procurement) are justified, procurement contracts shall be awarded on the basis of effective competition.

iii. The selection of the appropriate solicitation method must be based on the expected procurement value, the nature of the requirement or a combination of both.

Table 14.2: Summary of solicitation methods

#	Procurement Methods	Contract Value Limits
1	Shopping	From 0 to US$ 5,000 or equivalent
2	Request for Quotation (RFQ)	Above US$ 5,000 or equivalent
3	Exception to the use of competitive procurement methods: ● direct contracting and ● single-source procurement	● 0 to USD1,500 or equivalent approved by FP Procurement Authority ● Above US$1,500 or equivalent require review and approval by UNOPS

Procurement steps

1. Pre-purchasing - activities before the purchasing process
    - **Procurement planning:** activity includes setting up the timelines required to perform each step of the procurement process per the identified solicitation method, contract type and type of competition. FPs are encouraged to have procurement plans for each province updated quarterly. A few advantages are:
        i. Improved requirement definition leading to stronger offers, simplifying evaluation, resulting in appropriate products that meet client needs, and easier contract management.
        ii. Better sourcing, ensuring qualified and numerous suppliers, boosting competition, which can lead to stronger offers and lower prices.
        iii. Less waste of resources on last minute actions.
        iv. Early identification and management of risks.
        v. Better planning and monitoring of procurement activities.
        vi. Consolidating various procurement activities into a single tender; joint procurement.
        vii. While all procurement-related forms are to be uploaded to the system under the non-labor category, specific data points - such as contractor names, contract numbers, and total amounts - must be manually entered into the MIS. This ensures the system can effectively track information and generate the necessary reports.
        viii. Procurement is necessary to ensure that budget per CRG does not exceed the amount in Form 5a.

Procurement Forms to upload to the MIS

1. Form P1 - Requisition form
2. Form P2 - Invitation to Quote
3. Form P3 – RFQ Goods and Service
4. Form P4 - Bid Opening Report
5. Form P5 - Confidentiality/No Conflict of Interest Affidavit
6. Form P6 - Quotation Evaluation Form
7. Form P7 – RFQ Evaluation Report
8. Form P7.1 – RFQ Evaluation Table
9. Form P8 - Request for Award of Contract Approval
10. Form P9 - Purchase Order Form
11. Form P10 – Receipt for delivery
12. Invoices and related payment records

- **Requirements definition:** The purpose is to identify the precise needs of the requisitioner and to determine the best solution to meet those needs. Requirements definition is done in parallel with sourcing:
  i. Requirements must define exact needs without over-specification.
  ii. Requirements must be generic and promote competition; avoid requesting specific brands (unless for standardization) or other unnecessary restrictions.
  iii. Specifications must clearly allow for equivalent products that meet similar functional, performance, and/or technical standards.
  iv. The requirements for goods or services are specified in either:
    a. Technical specifications, for goods
    b. Terms of reference (TOR), for services
    c. Statement of work (SOW), for works.
- **Sourcing:** The process of identifying suitable suppliers that could provide required goods, services or works. A common sourcing methodology is market research, including through internal (e.g. supplier roster, previous tenders and contracts, framework agreements, etc) and external sources (e.g. end users, donors, catalogues, newspapers, etc).

2. Purchasing steps
   - **Requisition**: A written or computerized request from an internal user for the procurement goods, services, or works. **Form P1 (Requisition Form)** shall be used to initiate all procurement processes.
     i. All procurement activities are to be initiated exclusively through the utilization of approved requisitions.
     ii. Monitoring requisitions sent to the procurement unit by FPs serves as the primary mechanism for budget control, ensuring that the CRG budget remains within the limits specified in Form 5a.
     iii. A requisition must at a minimum include:
       a. A detailed description of the goods, works or services being sought.
       b. Estimated price that enables the procurement official to determine the solicitation method.
       c. Quantity to be procured.
       d. Required delivery date or start-up/completion date.
       e. Delivery location or location of works/services to be performed.

- **Solicitation processes:** Solicitation is the generic term for a request to suppliers to offer a bid, quotation or proposal.
    i. Communicate a procurement requirement and request an offer from potential vendors: shopping; request for quotation (RFQ).
    ii. Contracts shall be awarded on the basis of competition procurement process unless an exception is justified and approved by the relevant authority.
- **Management of submissions**
    i. Receipt and safeguarding of submissions
    ii. Withdrawal of submissions
    iii. Modification and withdrawal of submissions
        a. Should happen before deadline
        b. Bidders modify in writing
        c. Late offers or offers submitted after the closing date are not accepted.
    iv. Opening and recording of submissions - must be handled transparently in order to ensure that only valid submissions are evaluated and that all suppliers are treated in a fair and non-discriminatory manner.
    v. Late submissions and modifications that are not considered must be held unopened – unless opened for identification – until after award and then retained with other unsuccessful submissions.
- **Evaluation of submission**
    i. Establishment of the evaluation team
    ii. Use correct evaluation templates
    iii. Evaluation team members sign confidentiality/no conflict of interest affidavit
    iv. Preliminary screening
    v. Technical evaluation
    vi. Clarifications, if required
    vii. Financial evaluation
    viii. Negotiations, if applicable
        a. Only with the lowest-priced bidder if offered price unreasonable.
        b. In single-source procurement or direct contracting if the offered price is unreasonable.
    ix. Finalization of evaluation report
    x. Background checks, if applicable.
- **Award and finalization**
    i. Request for the award of contract prepared and submitted to the relevant procurement authority for signature/approval.
    ii. Attach evaluation report and related documents to support the recommendation.
    iii. Vendor notification, debriefing and protest
        a. FPs may debrief unsuccessful bidders upon receipt of written request and this is particularly recommended in the case of high value or complex awards. Do not discuss the following:
            1. Trade secrets or other proprietary information including the methodology or approach of other vendors.
            2. Financial or cost information about other vendors.
            3. Evaluation scoring or the ranking of the vendors.
            4. Other vendors' details.
        b. Bidder complaints be handled as per guidelines in the GRM.

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- **Purchase Order finalization and issuance**
  i. Purchase order used as a contract
  ii. Clarify any remaining issues that are not defined by the requirements in the solicitation documents, or by the vendor's offer.
  iii. Prepare the purchase order as per the form provided.
  iv. Signature, issuance and documentation.
    a. All contracts/POs must be signed by the PA on behalf of FP and by a duly authorized individual on behalf of the vendor.
- **Contract Management**
  i. Refers to all actions undertaken after the signature of a contract or PO and relates to activities such as: vendor performance monitoring, contract amendments, payments, contract closure, record retention, maintenance of the contract file, etc.

14.7.3.1 Shopping

a. Shopping is used for contracts up to US$ 5,000 (or equivalent) for goods/works/services at the Community level.
b. To ensure compliance, FP leads procurement activities supported by CRG especially in requirements definition (preparation of specifications or terms of reference).
c. FP may combine similar procurement needs from multiple communities into a single exercise.
d. A completed **Form P1** - **Requisition Form** is submitted to the individual conducting the procurement process to initiate the process.
e. FP fills out the 'Invitation to Quote' (**Form P2**) and distributes it to three or more potential bidders. CRG may help with the distribution if required.
f. Distribute all invitations simultaneously, allowing a minimum of 2 (two) calendar days between distribution and the submission deadline.
g. Bidders must submit their offers (in **Form P2** - Invitation to Quote Form , with added pages if needed) in sealed envelopes to the designated FP/CRG at the specified location and before the deadline. The individual receiving bids shall record the date and time bids were received.
h. At least a three-member committee must open bids. A community member reads out each bidder's name and price, which the FP representative records and the CRG member witnesses. TThe FP representative, acting as Committee secretary, prepares minutes detailing participants, the number of offers received by the deadline, and the names and amounts of each opened bid. Bid opening is recorded in the Community Procurement Form 6 – Bid Opening Report.
i. A Bid Evaluation Sub-committee comprising a minimum of three members and a maximum of five members shall evaluate the bids opened.
j. For complex requirements, a technical subject matter expert from the FP or UNOPS shall be part of the Bid Evaluation Sub-committee.
k. All Bid Evaluation Sub-committee members shall sign the no Confidentiality and No Conflict of Interest Affidavit form **(Form P5**) before participating in the evaluation.
l. The Bid Evaluation Form (Procurement Form 2) should be used for the evaluation of offers.
m. Evaluation shall ensure that bids comply with specifications in the Invitation to Quote. Preliminary, qualification, and technical evaluations are conducted first. Financial evaluation, including checking arithmetic errors and ranking, is performed on bids that pass these stages. If fewer than 3 bids reach financial evaluation, compare the recommended price with market prices for reasonableness. The contract is awarded to the lowest, technically acceptable bid.
n. The FP prepares and submits a Request for Award of Contract for approval by the FP procurement authority using **Form P8**. Once a contract award is approved, the FP prepares a Purchase Order (**Form P9** - Purchase Order Form) for the selected bidder, signed by the FP procurement authority and the supplier. The FP shall keep the original copy of the PO on file and a copy given to the supplier.

Upon award of any contract, the FP is required to enter the following details directly into the MIS (not by scan upload): contractor name, contractor registration or ID number, contract number, contract amount, and start and end dates. This data entry is mandatory and must be completed before any payment under that contract is processed. UNOPS will use the MIS contractor records as the primary tracking tool for contract management and will cross-reference these records during financial monitoring and audit. The requirement to enter award details into the MIS applies to all procurement methods including Shopping and RFQ.

o. The vendor is expected to deliver goods/works/services within the PO's stated time. Upon delivery, FP engineers inspect the items against PO specifications. Discrepancies must be corrected before final payment. If the vendor fails to correct non-compliant delivery quickly, FP may issue a 'rejection memo,' stating why the delivery is rejected and that payment will not be made. If only quantities differ, FP must note the discrepancy and any deductions in the PO's Receiving Report Box. If satisfied, the FP signs the receiving report (**Form P10**) as accepted, enabling payment processing.

Forms template

- Form P1 – Requisition Form
- Form P2 – Invitation to Quote
- Form P6 – Bid Evaluation
- Form P5 – Confidentiality and No Conflict of Interest Affidavit
- Form P8 - Request for Award of Contract Approval
- Form P9 – Purchase Order Form
- Form P10 – Receipt for delivery

14.7.3.2. Request for Quotation (RFQ)

a. RFQ guidelines must be followed for any CFWG/SG procurement exceeding US$5,000 or equivalent at the community level.
b. For community grant-based procurement using RFQ, responsibility shifts from FP engineers to the FP's Provincial or Central Unit.
c. FP leads procurement activities, with support from the CRG, particularly in defining requirements (preparing specifications or terms of reference).
d. FP may combine similar procurement needs from multiple communities into a single exercise.
e. A completed **Form P1** - Requisition Form is submitted together with the terms of reference or technical specifications to the individual conducting the procurement process to initiate the process.
f. FP fills out the RFQ Goods and Service form (**Form P3**) and distributes it to three or more potential bidders. CRG may help with the distribution if required.
g. Distribute all invitations simultaneously, allowing a minimum of 1 (one) calendar week between distribution and the submission deadline.
h. Bidders must submit their offers (in **Form P3**, with added pages if needed) in sealed envelopes to the designated FP/CRG at the specified location and before the deadline. The individual receiving bids shall record the date and time bids were received.
i. At least a three-member committee must open bids. A community member reads out each bidder's name and price, which the FP representative records and the CRG member witnesses. TThe FP representative, acting as Committee secretary, prepares minutes detailing participants, the number of offers received by the deadline, and the names and amounts of each opened bid. Bid opening is recorded in the Community Procurement Form 6 – Bid Opening Report.
j. A Bid Evaluation Committee comprising a minimum of three members and a maximum of five members shall evaluate the bids opened.
k. For complex requirements, a technical subject matter expert from the FP or UNOPS shall be part of the Bid Evaluation Committee.

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l. All Bid Evaluation Sub-committee members shall sign the no Confidentiality and No Conflict of Interest Affidavit form (**Form P5**) before participating in the evaluation.
m. The Bid Evaluation Form (**Form P7**) should be used for the evaluation of offers.
n. Evaluation shall ensure that bids comply with specifications in the Invitation to Quote. Preliminary, qualification, and technical evaluations are conducted first. Financial evaluation, including checking arithmetic errors and ranking, is performed on bids that pass these stages. If fewer than three bids reach financial evaluation, compare the recommended price with market prices for reasonableness. The contract is awarded to the lowest, technically acceptable bid. Once evaluation is completed Form P7 and all related documents are signed by the Bid Evaluation Sub-committee members.
o. The FP prepares and submits a Request for Award of Contract for approval by the FP procurement authority using **Form P8**.
p. Once the Contract Award is approved, the FP prepares a Purchase Order (**Form P9**) for the selected bidder, signed by the FP procurement authority and the supplier. The FP shall keep the original copy of the PO on file and a copy given to the supplier.
q. The vendor is expected to deliver goods/works/services within the PO's stated time. Upon delivery, FP engineers inspect the items against PO specifications. Discrepancies must be corrected before final payment. If the vendor fails to correct non-compliant delivery quickly, FP may issue a 'rejection memo,' stating why the delivery is rejected and that payment will not be made. If only quantities differ, FP must note the discrepancy and any deductions in the PO's Receiving Report Box. If satisfied, the FP signs the receiving report (**Form P10**) as accepted, enabling payment processing.

Forms template

- Form P1 – Requisition
- Form P3 – RFQ Goods and Service
- Form P4 – Bid Opening Report
- Form P7 – RFQ Evaluation Report
- Form P7.1 – RFQ Evaluation Table
- Form P5 – Confidentiality and No Conflict of Interest Affidavit
- Form P8 - Request for Award of Contract Approval.
- Form P9 – Purchasing Order
- Form P10 – Receipt Report

14.7.3.3. Exception to the use competitive procurement methodologies

14.7.3.3.1. Single source procurement

Single source procurement selects one supplier from qualified options for needed goods, services, or works. Grounds for single source procurement typically include:

a. Emergencies: critical situations where competitive procurement could risk life, property, or cause serious operational delays.
b. Immediate procurement due to catastrophic events (e.g., floods, earthquakes, pandemics) where standard methods are impractical.
c. Continuation of work: for additional goods, services, or works when changing the supplier would cause significant disruption, technical difficulties, or excessive cost duplication.
d. A specific supplier possesses unique historical knowledge, technical skills, or experience that cannot easily be replicated.
e. Value for money: when the FP demonstrates that a single source offers a clear advantage in terms of cost effectiveness, quality and efficiency over competitive procurement.
f. Contracting a supplier with proven reliability and efficiency.

g. Offers for identical requirements have been obtained competitively within a reasonable period and the prices and conditions offered by the proposed contractor remain competitive
h. When administrative costs of competitive bidding are high relative to the value of goods.

14.7.3.3.2. Sole sourcing/direct contracting

Sole sourcing/direct contracting is used when there is only one supplier that can fulfill a requirement for goods, services or works. Grounds for sole sourcing/direct contracting typically include the following;

a. When only one supplier/service provider/contractor is available in the whole province for the provision of the required goods/works/services.
b. When there is more than one source for the required goods/works/services but only one authorized by the manufacturing company to deal with the product(s) required.
c. When the required goods/works/services are available from a registered, non-profit, humanitarian NGO (other than the Facilitating Partner) at a reasonable price (similar to the market price).
d. When there is a genuine emergency that does not allow competitive bidding and the emergency has arisen not as a result of any purposeful delay or lack of proper planning on the part of the Community or FP.

Forms template

- Form P1 – Requisition Form
- Form P2 – Invitation to Quote
- Form P6 – Bid Evaluation
- Form P5 – Confidentiality and No Conflict of Interest Affidavit
- Form P8 - Request for Award of Contract Approval
- Form P9 – Purchase Order Form
- Form P10 – Receipt for delivery

Note the following:

1. For procurement processes that bypass competitive bidding :
    a. Contracts up to US$1,500 require approval from the designated FP procurement authority.
    b. For contracts exceeding US$1,500, the FP and the CRG must jointly prepare and submit a detailed memo request to UNOPS, outlining the rationale and justification for the recommendation. This will follow the details and format of the contract award request form.
2. Single sourcing or direct contracting requires written justification showing the supplier is the best choice.
3. Demonstrate that the selected supplier's price is reasonable compared to the market. Examples of cost-reasonableness comparison information;
    a. Records of previous contracts or bids that are similar
    b. Published prices
    c. Prices from other suppliers in the market for similar products
    d. Prices quoted to the FP compared to prices offered to other organizations for the same products/services.
    e. Product catalogue
    f. Published price lists
4. Lack of planning is not a justifiable reason for resorting to single sourcing or direct contracting. To allow sufficient time for competitive procurement processes, PFs are required to establish procurement plans at the start of each year and update them regularly.

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14.7.4. Documentation Related to Community Procurement

FPs and UNOPS shall ensure that proper procurement and accounting documentation is prepared, utilized and retained by the FP for all expenditure under the CRLP subgrants. At a minimum, such documentation needs to be retained for a period of seven years from the date of complete utilization of the CRLP grants. FPs shall keep a file for each procurement process, including the following required procurement documents.

- Requisition including specification/ TOR documents
- Tender documents
- Bid opening report, and all bids received.
- Confidentiality and no conflict of interest documents
- Evaluation report
- Contract award
- Purchase order
- Good receipt report, and work completion related documents.
- Payment records

Note: Across all types of community procurement, all payments to laborers, vendors, suppliers and service providers will be handled directly by the FPs and not via the CRGs.

14.7.5. Ethical Standards

UNOPS defines ethics as "upholding the highest standards of efficiency, competence, and integrity. We make sure our actions always align with the overall Mission of UNOPS. We are accountable for everything we do and don't do, whilst serving in our roles at UNOPS". Ethical standards also apply to all of our actions, including how we conduct procurement activities and engage with third parties more generally.

FP staff shall maintain the highest standards of efficiency, competence, and integrity, avoiding any action that could negatively affect their position.

14.7.5.1. Key Ethical Issues to Avoid

- **Conflict of Interest:** Personal relationships/ties influencing procurement.
- **Bribery and Corruption:** Accepting incentives for preferential contracts.
- **Labor Exploitation:** Sourcing from suppliers using child/forced labor or unsafe conditions.
- **Environmental Negligence:** Engaging suppliers who violate environmental rules or cause ecological damage.

14.7.5.2. Screening of persons and entities

All implementing partners shall screen all contractors /sub-contractors /consultants /sub-consultants /suppliers /vendors and persons for all transactions linked to the fund under the project against the list of debarred firms and individuals by the World Bank.

The list of debarred firms and individuals is available at the Bank's external website: https://www.worldbank.org/en/projects-operations/procurement/debarred-firms. The list is updated every three hours.

14.7.6. Segregation of duties

a. Segregation of duties is an internal control mechanism used to assure that no single individual or organizational unit is given responsibility for more than one related function.

b. Segregation of duties is a key control mechanism to minimize the risk of fraud and to promptly detect fraud.
c. Areas where segregation of duties are applied in a procurement process:
    - Opening of offers for formal solicitation exercises must include at least one personnel that has no involvement in the subsequent stages of the procurement process.
    - The Procurement Authority (PA) shall not award contracts or purchase orders or amendments thereto in instances where the PA has directly and personally conducted the procurement process (e.g. if the PA has been part of the evaluation team).
    - Personnel that create purchase orders, cannot approve them;
    - Personnel that approve purchase orders, cannot approve finance vouchers;
    - The purchase order creator must not receive the goods to prevent acceptance of substandard or unordered items.

Chapter 15: Security Measures

15.1 Standard Operating Procedure (SOP) - Security Risk Management

Objective: The main objective of this SOP is to ensure security for all project workers, sites and/or assets.

Principle 1: Project security risk management will be based on ESF Environmental and Social Standards (ESS 1&4) and best global practice, including ISO 31000:2018; *International Humanitarian and Human Rights Law*; and the *Voluntary Principles on Security and Human Rights (VPSHR)*. This SOP is directed by a World Bank Guidelines on Human Security defining minimum SRM standards and requirements for UN engagement in World Bank-funded projects in Afghanistan.

The Project follows the World Bank Group Human Security Guidelines for WBG Partner Agencies in Afghanistan (February 2026). These Guidelines establish minimum security requirements and provide a structured approach for the preparation and implementation of Security Risk Assessments (SRAs) and Security Management Plans (SMPs), consistent with the ESF and the Environmental and Social Incident Response Toolkit (ESIRT).

Project-level Security Risk Assessments shall be customized to the specific operational geography, activities, workforce, affected communities, and lifecycle of the Project. Based on the assessed level of risk, proportional Security Management Plans shall be prepared and implemented, as applicable. Security measures shall be cascaded, where relevant, to implementing partners in line with contractual arrangements and the Environmental and Social Commitment Plan (ESCP).

Given that the Project does not engage armed security personnel and only limited unarmed guards may be used for basic access control, security-related risks to project-affected communities under ESS4 are currently assessed as negligible or non-existent, unless the security context materially changes. Human security risk management measures shall be implemented, monitored, and reported in accordance with the ESF and the ESCP.

Key Actors: UNOPS Security Officer, UNOPS Social Safeguards Specialist, FP Security Specialists.

Standard Procedures:

Step 1: UNOPS to follow UN security protocols for direct workers.

Step 2: The day-to-day project security risk management will be handled by UNOPS, as it provides key implementation support. As such the Programme Director is directly responsible for the implementation of the security risk management system under the PIU. For this purpose, UNOPS will maintain a Field Security Advisor. The Field Security Advisor will be based in UNOPS AFCO and support the CRLP Programme Director. The key task of the Security Officer will be to ensure Local Security Assistants in the field frequently travel between regions to ensure the implementation of the security risk management system by all FPs, to ensure the security mitigation measures are fully implemented. He or she will work closely with all FPs to ensure the security risk mitigation measures and procedures are fully comprehended, contractually anchored and complied with. Once the FP or contractor is on board, the Local Security Agents will work closely with the FP in implementing all security management steps. UNOPS will maintain a Security Community of Practice (COP) with representatives of all FPs and contractors, in which emerging security threats, updated risk assessments, and necessary risk mitigation measures can be discussed on a monthly basis.

Step 3: All project activity will be led and based on local security risk assessments. UNOPS is to provide security risk assessments to FPs and urban contractors, based on geographic levels identified appropriate for selected subproject activities. In addition, UNOPS provides security alerts in case of a change of the security environment to security contact persons or focal points at each FP and urban contractor. The local security risk assessment follows a five-stage process:

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1	Identify Critical Assets. In this case it is the lives and the safety of the project workers as well as project assets.
2	Identify Threat Scenarios. Security threats to the project are identified and the principal threat scenarios are described.
3	Threat Likelihood and Impact. The threat scenarios identified in the previous stage are ranked in a matrix according to their likelihood and impact.
4	Vulnerability Assessment. The project's vulnerability to each of the identified threat scenarios is assessed and ranked in terms of the effectiveness of the mitigation measures currently in place.
5	Current Risk Exposure. The Likelihood, Impact and Vulnerability scores are combined to define the current, pre-treatment risk score.

Step 4: Based on the UNOPS security risk assessment, FPs and contractors provide local security plans covering the area of the contractor or FP. UNOPS will provide FPs and contractors with an outline for a local security plan. The risk scores from the security risk assessments will serve to directly inform the local security plans that provide detail on the local environment in the security context and the specific risk mitigation measures required to be adopted by the FPs and contractors. In this plan, FPs and contractors will identify those risk mitigation measures that are relevant to their activity and provide a resourced and workable plan for how they intend to enact the said stipulated risk mitigation measures.

Step 5: Based on their contractual obligations, FPs and contractors are to demonstrate availability of relevant security SOPs. If those are not available, UNOPS will assist with drafting and templates and share a standard set of security-related SOPs (including evacuation and relocation plans; headcount procedures; communication procedures; medical evacuation plans; protocols for how to call for support in extremist; movement SOPs; escalating and de-escalating security posture; crisis management plan, hostage incident management), as well as 'Actions On', including for vehicle-borne and person-borne improvised explosive devices; complex attacks; indirect fire attack; civil unrest; shooting; armed robbery/raid; intimidation or extortion; arson; illegal blockade or occupation of infrastructure by hostile persons; compound takeover or hostage taking by hostile elements; kidnapping, and hijacking - and share them with partners to adopt.

Step 6: UNOPS will assess local security plans and relevant security SOPs of FPs and contractors. Where FP and contractor capacity is not sufficient to provide relevant local security plans and SOPs, UNOPS will build the capacity of FPs and contractors and assist with templates and provide guidance to draft the plans. UNOPS to provide clearance of plans and SOPs submitted by FPs and contractors for review.

Step 7: UNOPS to provide awareness sessions to all FP staff and contractors in the implementation and application of security SOPs and 'Actions On'.

Step 8: FPs and contractors to implement the local security plans during project implementation and apply security SOPs/Actions based on their contractual obligations.

Step 9: FPs and contractors to report every two weeks on the local security situation and the implementation of the local security plans. Local security plans may need to be adjusted if there is a change in the security risk level at a particular location.

Step 10: UNOPS to monitor the implementation of local security plans and SOPs alongside monitoring activities of other ESS requirements and mitigation measures.

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Step 11: Incident Reporting: Security incidents should be categorized following the WB incident classification system, as 'indicative', 'serious' and 'severe'. Indicative incidents are minor, small or localized that negatively impact on a small geographical area or a small number of people and do not result in irreparable harm to people or the environment. A 'significant' incident is one that causes significant harm to the environment, workers, communities, or natural resources and is complex or costly to reverse (see Annex VIII for the World Bank incident classification guide and incident reporting form). A 'severe' incident causes great harm to individuals, or the environment, or presents significant reputational risks to the World Bank. Severe incidents (an incident that caused significant adverse effect on the environment, the affected communities, the public or workers, e.g. fatality, GBV, forced or child labor) will be reported within 48 hours to the PIU and the World Bank.

Step 12: UNOPS to maintain a Security Community of Practice (COP) with representatives of all FPs and contractors, in which emerging security threats, updated risk assessments, and necessary risk mitigation measures can be discussed on a monthly basis.