



# **Community Resilience and Livelihoods (CRL) Project**

## **Project Operations Manual (POM)**

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# Table of Contents

<b>Chapter 1: Introduction</b>	<b>7</b>
1.1 Background	8
1.2 PDO and key objectives	8
1.3 Project Components	9
1.4 2024 Additional Financing for the Project	14
<b>Chapter 2: Key Stakeholders and Roles and Responsibilities</b>	<b>14</b>
2.1 Implementing Partner (IP)	15
2.2 Facilitating Partners (FPs)	15
2.3 Private Contractors	16
2.4 Community Representative Group (CRG)/ Gozar Assemblies (GAs)/ Consultative Groups (CGs)	16
2.4.1 Rural	16
2.4.2 Urban	16
2.5 Urban Areas Mosque Committees	17
2.6 World Bank/ IDA/ ARTF	17
<b>Chapter 3: Preparatory Work Across Components</b>	<b>17</b>
3A In Rural Communities	18
3A.1 Type of Communities	18
3A.2 Definitions	18
3A.3 Community Mobilization	19
3A.4 Public Resource Maps	20
3A.5 Rural: Community and Beneficiary Household Lists	21
3A.6 Community Resilience and Livelihood Project Socialization/Outreach Session	23
3A.7 Bilateral Sub-Grant Agreement Form (Rural)	23
3B In Urban Communities	24
3B.1 Type of Communities	24
3B.2 Where CCAP CDCs existed in urban project sites	24
3B.3 Where CRGs do not exist in urban project sites, the following will apply:	24
3B.4 Community Awareness Raising and CRG Mobilization	24
3B.5 Urban HHs Eligible for Social Grants	25
3B.6 Bilateral Sub-Grant Agreement Form (Urban)	25
<b>Chapter 4: Entry Criteria for Access (ECAs)</b>	<b>27</b>
4.1 What are CRLP Entry Criteria for Access (ECAs)?	27
4.2 Operationalizing the ECAs' Initial Conditions	28
4.3. Component 1 - Specific ECA conditions	28
4.4 Component 2 - Specific ECA conditions	29
4.5 Component 3 - Specific ECA conditions	29
<b>Chapter 5: Component 1: Emergency Livelihoods Support and Services in Rural Areas</b>	<b>30</b>
5.1 Background	30
5.3 Key definitions	30
5.4 Beneficiary selection	33
5.4.1 Actual Laborer Selection	34

5.5 Permissible project menu	35
5.6 Environmental and social risks and impacts screening	36
5.7 Allocation of grant and disbursement	37
5.8 Distribution of labor and Community Paid Labor Participation Attendance Sheet	38
5.9 Implementation	39
5.10 Completion of incomplete rural CCAP subprojects	40
5.11 Documentation and accountability	40
<b>Chapter 6: Component 2: Emergency Livelihoods Support and Services in Urban Areas</b>	<b>42</b>
6.1 Introduction	42
6.2 Implementation mechanism	43
6.2.1 Community targeting and subproject selection	43
6.2.1.1 Community targeting	44
6.2.1.2 Subproject selection	44
6.2.2 Environmental and social risks and impacts screening	45
6.2.3 Design	45
6.2.4 Beneficiary selection (LIW)	45
6.2.5 Supervision	46
6.2.6 Verification of labor participation and outputs	46
6.3 Eligible projects	46
6.3.1 Permissible list (indicative)	46
6.4 Distribution of labor and labor logs	46
6.5 Documentation and accountability	47
6.5.1 Subproject approval documentation	47
6.5.2 Subproject field documentation	47
<b>Chapter 7: Component 3A: Social Grants for Women and the Most Vulnerable Households</b>	<b>49</b>
7.1 Background/ Rationale	49
7.2 Eligible Households	49
7.3 Key Responsible	49
7.4 Social Grant Package	50
7.5 Social Grant Calculations and Ceilings Per Community	50
7.6 Final Selection of Households for Benefits	50
7.7 Procurement of In-Kind Packages	51
7.8 Distribution and Verification	51
7.9 Work Planning and Implementation	51
7.10 Monitoring and Reporting	52
<b>Chapter 7B: Component 3b: Women's Economic Activities</b>	<b>52</b>
7B.1 Introduction	52
7B.2 Coverage	52
7B.3 Beneficiary Identification	53
7B.4 Technical Training	53
7B.5 Asset Transfer	54
7B.6 Monitoring and Reporting	55
<b>Chapter 8: Component 4 - Strengthening Community Institutions for Inclusive Service Delivery</b>	<b>56</b>

8.1 Objective and Definitions	56
8.2 Grain/Food Banks	56
8.3 Capacity Building of CRGs (Rural/Urban) and Their Sub-Groups	57
<b>Chapter 9: Environmental and Social Risk Management</b>	<b>60</b>
9.1 Environmental and Social Management	60
9.2 Key Principles of Implementation	60
9.3 Standard Operation Procedure (SoP) – E&S Screening Process and Implementation of ESMF	61
9.4 Standard Operation Procedure (SoP) – Labor Management	61
9.5 Standard Operating Procedure (SOP) - Sexual Exploitation and Abuse (SEA) and Sexual Harassment (SH) Prevention/Mitigation	62
9.5.1 Implementation of SEA/SH Action Plan	63
9.6 Component 6: Implementation of activities related to SEA/SH risk mitigation for CASA 1000 Project	63
9.7 Standard Operating Procedures (SOP) - Stakeholder Engagement	63
9.8 Standard Operating Procedure (SOP) - Grievance Redress	64
<b>Chapter 10: Monitoring and Evaluation (M&amp;E). Management Information Systems (MIS) and Key Reporting</b>	<b>66</b>
10.1 Overview	66
10.2 M&E Objectives	66
10.3 Stakeholder roles and responsibilities for M&E	66
10.4 Project Theory of Change / Results Framework	67
10.5 Project Measurement Plan	67
10.6 Data flow	68
10.7 Management Information System	68
10.8 Data quality assurance	68
10.9 Monitoring of the ECA	69
10.10 Citizen monitoring and oversight	69
10.11 Third Party Monitoring Agent	69
10.12 Evaluation	70
10.13 Key Reports	70
<b>10.14 Post completion protocols</b>	<b>71</b>
<b>Chapter 11: Finance</b>	<b>72</b>
11.1 Financial management overview	72
11.2 Financial management system	73
11.3 Project Financial management cycle	73
11.4 Disbursement and funds flow	75
11.5 CRGs Expenditure Accounting, Documentation, and Reporting by the NGOs	77
11.6 Project Specific Internal Audit	82
11.7 Third-party Monitoring	82
11.8 Facilitating Partners management of Subgrants	83
11.9 Due diligence - Facilitating Partners	85
<b>Chapter 12: Procurement Management</b>	<b>87</b>
12.1 Procurement Project Staff	87
12.2 Procurement Plan	88
12.3 Procurement of Goods, Services and Works	89

12.3.1 Procurement of works	89
12.3.2 Procurement of goods	89
12.3.3 Procurement of Services	89
12.4 Determining the Applicable Procurement Method	89
12.4.3 Procurement Templates and guideline	92
12.5 Procurement Records	92
12.6 Procurement Monitoring Arrangement	92
12.7 Simplified Procurement Procedures for C1 & C3 subgrant procurements	92
12.7.1 Facilitating partner responsibilities	92
12.7.2 Procurement Methods for Different Values	93
12.7.2.1 Single Source Procurement	93
12.7.2.2 Shopping	94
12.7.2.3 Request for Quotation (RFQ)	95
12.7.2.4 Direct Contracting	96
12.7.2.5 Documentation Related to Community Procurement	97
12.8 Preventing and Combating Fraud and Corruption	97
<b>Chapter 13: Security Measures</b>	<b>97</b>
13.1 Standard Operating Procedure (SOP) - Security Risk Management	98
<b>Chapter 14: Earthquake Response</b>	<b>100</b>
<b>Chapter 15: Digital Payment Pilot</b>	<b>101</b>
15.1 Disbursement and funds flow for Digital Payments - FPs and Contractors	101
15.1.1 C1 and C3 Funds Flow - Labor	102
15.1.2 C2 Funds Flow - Labor and Non-labor	102
15.2 The UNOPS Role for Labor Wage distribution for Rural and Urban activities	103
15.3 The AIB Role for Labor Wage Distribution	104
15.4 The FP or Contractor Responsibilities	105
15.5 Step by Step Process as per Workflow for C1 and C3	106
15.6 Finance Reconciliation	108
15.6.1 Reconciliation of Payments	108
15.6.2 Bank Statement Reconciliation	108
15.6.3 Contract Wise Reconciliation	108
15.6.4 Financial Closure	108
15.7 Data Protection Insert	108
15.7.1 Defined Terms	108
15.7.2 Introduction	109
15.7.3 Data Protection and Security Risks	109
15.7.4 Principles of Personal Data Protection	110

## Preface

This document will serve as the official Project Operations Manual (POM) of the Community Resilience and Livelihoods Project (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 facilitating partner (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). FPs should also refer to the Step-by-Step guidelines which will be shared during training.

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 changing context on the ground. 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 this Manual, 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 language version will prevail. In the event of any discrepancy between the PAD and the POM, the POM will prevail. In the event of any discrepancy between the POM and the legal agreements (grant agreement and disbursement letter), the latter will prevail.

The Community Resilience and Livelihood (CRL) Project is executed by the United Nations Office for Project Services (UNOPS), implemented by Facilitating Partners (NGOs and private 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 version of the Operations Manual ("OM III") was prepared as part of the first project restructuring in June 2023, updated in August 2023, revised again as part of the additional financing for the period up to 30 December 2025 and further revised following the dissolution of CDCs in June 2024. This version of the POM incorporates additional initiatives of the Kunar Earthquake response and Digital Payment Piloting. It does not modify any existing Annexes, other than the inclusion of the Earthquake Response in Annex IV and the Digital Payment Pilot in Chapter 15, which shall form an integral part of the POM. It will be effective from the date of approval 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](#) and will be updated as needed, including in response to changes in context. The most recent update in July 2024 reflects the changes in context due to the dissolution of CDCs, under the Ministry Directive no (14869) dated 1445/11/14 (22 May 2024).



## List of Acronyms

AF	Additional Financing
ARTF	Afghanistan Reconstruction Trust Fund
CCAP	Citizens' Charter Afghanistan Project
CDC	Community Development Council
CRG	Community Representative Group
CDP	Community Development Plan
CG	Consultative Group
CFWG	Cash for Work Grant
CIP	Community Investment Project
CRLP	Community Resilience and Livelihoods Project
ECA	Entry Criteria for Access
ESF	Environmental and Social Framework
ESMF	Environmental and Social Management Framework
EZ-Kar	Eshteghal Zaiee – Karmondena Project
FM	Financial Management
FP	Facilitating Partner
GA	Gozar Assembly
GIS	Geographic Information System
GRM	Grievance Redressal Mechanism
HQ	Headquarters
HH	Household
IA/ IP	Implementing Agency/ Implementing Partner
IDA	World Bank's International Development Association
IDP	Internally Displaced Person
LIW	Labor Intensive Works
MIS	Management Information System
NGO	Non-Governmental Organization
NSP	National Solidarity Program
OM	Operations Manual
PDO	Project Development Objective
PIU	Project Implementation Unit
PP	Parent Project
REACH	(COVID-19) Relief Efforts for Afghan Communities and Households Project
SO	Social Organizer (FP field staff)
SOW	Scope of Works
TPMA	Third Party Monitoring Agent
ToR	Terms of Reference
UN HMRIAR	United Nations Harmonized Monitoring and Reporting Indicators for Afghanistan Response
UNOPS	United Nations Office for Project Services
VGD	Vulnerable Groups' Development Sub-Committee
WB	World Bank
WBA	Well Being (Poverty) Analysis



# 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, COVID-19 crisis, and lack of access to basic services. Basic service delivery remains vitally needed during this time of crisis, 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 that 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 new restrictions.

The Afghanistan Community Resilience and Livelihoods Project is an initiative supported by the World Bank, the Afghanistan Resilience Trust Fund (ARTF) and the International Development Association (IDA). The Project has a total budget of US\$ 419 million with the United Nations Office for Project Services (UNOPS) as its Implementing Partner (IP). Actual ground-level Project support is provided by non-governmental organizations contracted as Facilitating Partners (FPs) for three Components, and through private sector infrastructure contractors for the urban component.

Note: The CRLP original project (referred to hereinafter as “Parent Project” (PP) was approved on 29<sup>th</sup> April 2022, for a total of US\$ 265 million from the ARTF, with an original closing date of 30<sup>th</sup> April 2024. It was restructured in April 2023, with minor revisions to its design, additional reporting indicators, and an extension of its closing date to 31<sup>st</sup> August 2024. It then underwent a further restructuring with Additional Financing (AF), in January and April 2024, with the addition of US\$ 70 million from the ARTF and US\$ 84 million from IDA, bringing the total project budget to US\$ 419 million, and the extended closure date to 30<sup>th</sup> June 2025, with a further time (no-cost) extension to 31 December 2025.

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, the roles and responsibilities earlier handled by the CDCs for the CRLP have since been reassigned to the Community Representative Groups (CRGs) for the AF.

## 1.2 PDO and key objectives

The Project Development Objective (PDO) is to provide short-term livelihood opportunities and deliver urgent basic services in rural and urban areas of Afghanistan. A total of 1.5 million households (1 million parent and 0.5 million AF) are expected to be direct beneficiaries of the Components 1 to 3 while a total population of around 14.4 million (10.6m parent and 5.1m AF) are expected to benefit from the services of the urban infrastructure subprojects financed under this Project.

Key PDO-level indicators include:

- Number of beneficiary households receiving livelihoods support/cash-for-work: Target 1 million
- Number of vulnerable households receiving social grants: Target 150,000
- Number of female-headed households receiving social grants: Target monitored for progress
- Number of people with improved access to basic services: Target 11.6 million

## 1.3 Project Components

**Component 1: Emergency Livelihoods Support and Services in Rural Areas:** (US\$ 208.9 million: US\$141 million Parent Project (PP) plus US\$67.9 million AF of which US\$34 million ARTF and US\$33.9 million IDA): This component will continue to provide livelihoods support and services through rural cash-for-work activities. CRLP PP covered six regions, 26 provinces, 67 districts and 5,966 communities in rural areas, which totals only 18 percent of the rural districts in the country. The AF will expand the rural coverage in additional districts in 17 of the provinces already covered by the parent project, and add new underserved districts in 3 provinces (Kunduz, Zabul and Farah) newly added to the coverage. Under the AF, a total of six regions, 20 provinces and 27 districts with around 2,685 communities will receive assistance.<sup>1</sup> This will bring the total coverage of this component to 29 provinces, 94 districts and 8,651 rural communities. It is estimated that 900,000 HHs will receive jobs by creating over 27.7 million labor days, and 8 million people in these areas will receive services such as the rehabilitation of small-scale community assets (e.g, improved roads, protection walls, community drainage and water canals, agroforestry, and climate resilient small-scale community projects) through around 10,000 community subprojects. Based upon community and FP feedback from the parent project and budget limitations, CRLP will aim to provide around 26 days of paid labor per household during the AF phase. This will provide sufficient wages to buy approximately six to eight weeks of food. The Project will finance a menu of labor-intensive community subprojects. Target beneficiaries include those households identified as poor as part of the Project's community re-mobilization processes, with able-bodied adult members in the households willing to work for these subprojects. Component 1 will be facilitated by a select group of six Facilitating Partners (FPs) and implemented with the support of identified Community Representative Groups (CRGs).

Following the 6.0 magnitude earthquake that struck Afghanistan's eastern Kunar Province on 31 August 2025; and the subsequent aftershocks on 4 September 2025, CRLP responded to provide earthquake response to 58 communities in Chawki District of Kunar Province, with a budget of US \$1.7 million. This brings the total coverage of CRLP in rural areas to 20 provinces, 27 districts and 2,722 communities. The additional 58 communities will receive social grants and implement subprojects. Details of the earthquake response are included in Annex IV.

The digital payment pilot will be implemented in the community "CRG ID: 09-0903-R0020, Afghan Lam Community, Alingar District, Laghman Province". This pilot will test the feasibility of digitized labor wage disbursement through biometric registration and direct payment to laborers' through bank card. Under this system, UNOPS coordinates with AIB to facilitate biometric onboarding, ensure payment transparency, and monitor the completion of digital transactions, while the Facilitating Partner (FP) DACAAR remains responsible for labor recruitment, attendance tracking, and site-level verification.

**Component 2: Emergency Livelihoods Support and Services in Urban Areas:** (US\$111 million: US\$65 million Parent Project plus US\$46 million AF (of which US\$18 million ARTF and US\$28 million IDA): This component is expected to cover a total of 870 subprojects across ten cities (namely Kabul, Herat, Mazar,

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<sup>1</sup> The proposed 20 provinces to be covered by the CRLP AF include: Northeast region: Kunduz, Samangan; Central region: Parwan, Panjshir, Kapisa, Wardak; Northwest region: Herat, Faryab, Farah; South region: Kandahar, Uruzgan, Zabul, Helmand; Southeast region: Ghazni, Khost, Paktia, Paktika; and Eastern region: Nangarhar, Lagman, Nuristan.

Kandahar, Jalalabad, Kunduz, Bamyan and Khost Matun, with Ghazni and Gardiz added in the Additional Finance) which: (i) have witnessed a high influx of internally displaced persons (IDPs); (ii) have witnessed returnees from neighboring countries (iii) 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 Community representative groups (CRGs), Gozar Assemblies (GAs) or community consultative groups (CGs) in the target cities. The component will finance the engineering feasibility studies, surveys and design, implementation (labor, material, machinery etc.) and engineering 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.

Target beneficiaries for participation as day laborers will be individuals from poor households. LIWs will provide around 60 days of work per beneficiary household<sup>2</sup> (and 30 days as the minimum per beneficiary household), directly benefiting approximately 140,000 households by creating 5.7 million labor days. Approximately 3.55 million urban residents will benefit from improved services under the LIWs. The Component 2 implementation will be managed by UNOPS as the Implementing Partner (IP) and will be delivered through private sector contractors in order to help preserve local civil works implementation capacity. The urban component will be further incentivizing investments in subprojects that enhance community resilience to climate change and disasters, and communities identifying a qualifying investment will be given 20 percent additional financing for the LIWs to act as an incentive and to cover any additional material costs required for such projects.

Under the CRLP Additional Finance, four Labor-Intensive Works (LIW) projects — two in Kabul, one in Kandahar, and one in Jalalabad — will be piloted using the AIB Digital Payment Modality, where responsibility for labor wage payments shifts from the contractor to AIB Bank. Under this system, UNOPS shall coordinate with AIB to conduct labour biometric registration, and ensure transparent digital payments, while contractors handle labor recruitment, documentation, and on-site coordination to enable timely, verified payments directly to workers via AIB's biometric system.

**Component 3a: Social Grants for Women and the Most Vulnerable in Rural and Urban Areas** (US\$ 31 million US\$18 million Parent Project and US\$13 million AF of which US\$6 million ARTF and US\$7 million IDA, including Component 3b). The project will continue to provide Social Grants as per the existing implementation norms established under the PP. Small social grants are distributed to the most vulnerable households in the community, both urban and rural, who cannot participate in the paid labor under Components 1 or 2. Female-headed households (FHH) without physically capable male wage earners, households headed by disabled, elderly or drug addicted persons will form most of the beneficiaries, and it is expected that they will comprise about 10 percent of the community's households. An estimated 150,000 HHs in rural communities and cities will benefit. These households are the most vulnerable to climate- and disaster-related risks. Social grants will be disbursed as cash transfers in urban project sites covered under Component 2 and as in-kind grant packages in rural communities covered under Component 1. In exceptional cases such as natural disasters or other emergencies, the cash option may be permissible in rural areas with prior approval from UNOPS.

Based upon community vulnerability mapping, lists of these chronically vulnerable households will be drawn up by FPs with the help of Community representative groups in urban and rural communities. In urban areas (where CDCs did not exist prior to the dissolution), Mosque Committees, with the support of FPs, will develop the list of eligible beneficiaries. Both in urban and in rural communities, the amount of the social grants will be determined by the number of eligible households, but with defined ceilings per community or project site. It is

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<sup>2</sup> As experienced in the CRLP PP, workdays per laborer may be reduced if communities prefer to engage more persons from their neighborhood for their subproject.

estimated that the average total social grant will be around US\$ 2,100 per rural community, and around US\$ 9,800 per urban project site.

The digital payment pilot for cash distribution will be implemented at a project site ID: 01-0101-G2212, Wahdat Meena, Nahia #22, Gozar #12, Kabul City, targeting 70 beneficiaries. This pilot aims to assess the effectiveness of digital transfer mechanisms for social grants to vulnerable households through AIB's biometric payment system. UNOPS shall collaborate with AIB to conduct beneficiary registration and onboarding, and to ensure secure and traceable disbursement of pass-through funds directly to recipients.

**Component 3b: Women's Economic Activities.** This is a new sub-component introduced as part of the AF that aims to increase women's economic livelihood activities and will be implemented on a pilot basis in each of the FP field areas. It will target all identified women-headed households in rural communities following criteria described in Chapter 7 and will thus form a subset of C3a beneficiaries. It is estimated that between 9 to 11 households will be targeted per rural community, with an estimated total target of 26,000 households.

Under this sub-component, focused training will be provided to the identified women heads of households in the following income-generating and/or production activities: kitchen gardening and food processing activities (e.g. jam/pickle making, other vegetable/fruit processing,) and poultry rearing. Trainees that complete the training successfully will be provided with asset transfers equivalent to around US\$150/ household, including a seed package for those who decide on kitchen gardens and implements for gardening and pickle and jam making. For the beneficiaries that select poultry, the \$150 will be used for the provision of chicks, initial feed, and implements that are needed. (Note: The comprehensive details of kitchen gardens are elaborated in the Component Four Manual) This multifaceted approach not only improves these households' food security but also broadens women's livelihood options and reinforces their ability to adapt to potential climate- and disaster-related risks.

**Component 4: Strengthening Community Institutions for Inclusive Service Delivery especially for Women:** (US\$ 40 million: US\$ 27 million Parent Project and US\$13 million AF (of which US\$6 million ARTF and US\$7 million IDA): This component builds the capacity of Community representative group and community representative sub-groups 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, and training on a variety of topics, such as development planning, the establishment of Kitchen Gardens and Grain/Food Banks, and women's well-being, and health awareness (through the WB/ARTF-supported health project). Importantly, communities will continue to be trained and capacitated on community-based climate and disaster risk management building on lessons learnt from Components 1 to 3. 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 related to healthcare services, vaccinations, nutrition, food assistance, and the importance of girls' education. Supporting Community representative groups will also build strong accountability mechanisms at the community level for monitoring of activities and resolving grievances. Finally, working with Community representative groups is especially important as an entry point for supporting women.

**Component 5: Implementation Support:** (\$28.1 million: US\$14 million Parent Project and US\$14.1 million AF of which US\$6 million ARTF and US\$8.1 million IDA). This component will continue to support the costs of the UN implementing partner, UNOPS, to manage and oversee the program, including technical support, training, financial management, procurement, monitoring, and reporting results. Based on experience from the past 18 months of implementation, the project has adjusted the staffing to strengthen a few areas, including financial management, environmental and social oversight, and procurement. There will also be several adjustments to the budget, including additional costs for bringing funds into the country, bank charges related to Afghanistan International Bank (AIB) services and other logistical expenses.

Whilst the previous community engagement modality of working through CDCs is no longer applicable, since the dissolution of CDCs, the project will continue to work closely with Community Representative Groups (CRGs) **to ensure that the project is inclusive and proceeds in a principled manner to facilitate the participation of women in project activities and benefits.** In this regard, a modified Entry Criteria for Access (ECA) (see chapter 4) will continue to apply in the new AF areas. Furthermore, the private sector will continue to be supported through the urban contractors as well as Afghan small and medium-scale suppliers in urban and rural areas, thus stimulating the local economy.

The introduction/formation and mobilization process of Community Representative Groups (CRGs) and Focal Points is clearly elaborated in the training manual/step-by-step guidelines. The Community Representative Groups (CRGs) and Focal Points formation training will also be delivered by the UNOPS/CRLP Capacity building team during the AF Ist ToT.

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/id\\_u0ba95440800fb504e13083fc077d4132723aa](https://documents.worldbank.org/en/publication/documents-reports/documentdetail/099941005092220009/id_u0ba95440800fb504e13083fc077d4132723aa)

The disclosed version of the Restructuring Paper is available here:

[https://documents.worldbank.org/en/publication/documents-reports/documentdetail/099051724075536434/p1\\_7876010bd8e10a31b08f1ca9b3ca70626](https://documents.worldbank.org/en/publication/documents-reports/documentdetail/099051724075536434/p1_7876010bd8e10a31b08f1ca9b3ca70626).

The Project Paper related to the Additional Financing (AF) is available here:

[https://documents.worldbank.org/en/publication/documents-reports/documentdetail/099052623082011789/p1\\_787600eabdbf03b0a17e0d15bdd0a8d23](https://documents.worldbank.org/en/publication/documents-reports/documentdetail/099052623082011789/p1_787600eabdbf03b0a17e0d15bdd0a8d23).

## Estimated Number of Beneficiaries of Livelihoods and Basic Services

Component	Estimated Number of Direct Livelihood Support Beneficiary Households (HHs)			Estimated Direct Livelihood Support Beneficiary Population			Estimated Total Population Benefitting from Basic Services		
	Parent	AF	Total	Parent	AF	Total	Parent	AF	Total
Emergency Livelihoods Support and Services in Rural Areas	774,000 HHs	370,000 HHs	1.1m HHs	5.4 m	2.5 m	8.0 m	6.8 m	3.2 m	10.0 m
Emergency Livelihoods Support and Services in Urban Areas	115,000 HHs	62,000 HHs	177,000 HHs	810,000	434,000	1.2 m	2.5 m	1.9 m	4.4 m
Social Grants for Women and the Most Vulnerable in Rural and Urban Areas	132,000 HHs	63,000 HHs	195,000 HHs	924,000	441,000	1.3 m			
<b>Total (rounded)</b>	<b>1 m HHs</b>	<b>484,000 HHs</b>	<b>1.5 m HHs</b>	<b>7.2 m</b>	<b>3.4 million persons</b>	<b>10.5 m</b>	<b>9.3 m</b>	<b>5.1 million persons</b>	<b>14.4 m</b>

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

(a) Direct beneficiary: A laborer getting paid for cash for work or for labor intensive subprojects under Components 1 and 2, and his/ her household are considered direct beneficiaries of the CRLP. Here the following needs to especially be noted: If a given rural community has more than 1 subproject financed under the component 1/ CFW, the number of laborers/ laborer HHs 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<sup>3</sup>.

<sup>3</sup> 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

(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 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/ CFW 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 HHs benefitted from the completed subprojects are shown as indirect beneficiaries, without double counting the households or the individuals benefited for each of the subprojects.

## **1.4 2024 Additional Financing for the Project**

The CRLP was restructured with Additional Financing (AF) in 2024, with a sum of US\$ 70 million provided by the ARTF in January 2024, and US\$ 84 million provided by IDA in April 2024, bringing the total ARTF contribution to the Project to US\$ 335 million, and the total project funding to US\$ 419 million. Components 1 and 2 were expanded to include new districts/ cities, including in three additional provinces and two new cities. Component 2 was also adapted to include more climate-resilient projects. A new sub-component (3b), focused on women's economic activities, was added under Component 3. Component 4 was adapted to modify the training and capacity building packages to the communities. Reporting times were revised from once every three-months, to once every four-months, and thus three times per calendar year (tri-annual). The Results Framework (RF) was revised to increase the targets for Components 1, 2, 3a, and 4, and to add indicators for Component 3b.

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the completed infrastructure. "Host community" in the RF is defined as only those communities which include IDPs/ returnees that benefit from the paid labor.

## **Chapter 2: Key Stakeholders and Roles and Responsibilities**

### **2.1 Implementing Partner (IP)**

The United Nations Office for Project Services (UNOPS) will serve as the sole Implementing Partner (IP) for the Project. It will form a Project Implementation Unit (PIU) within its structure, housing key and other staff required for the smooth implementation of the Project. The PIU will be headquartered in Kabul, while field staff may be placed in other UN offices in provincial capitals covered under this project.

UNOPS will perform two roles:

One, UNOPS will assume a project management function through the establishment and implementation of the PIU. UNOPS' PIU will be responsible for the procurement and contract management of the six Facilitating Partners (FPs) for Components 1, 3 and 4, and the private contractors for Component 2. It will be responsible for all fiduciary management and fund flow for the Project from receipt of the donor grant to the disbursement and accounting for the community grants. Part of the oversight will include ensuring World Bank Environmental and Social Standards are complied with throughout the Project. UNOPS will be responsible for the set up and implementation of a comprehensive Management Information System (MIS) for the Project, and for monitoring and reporting to the donors on physical and financial, quantitative and qualitative work progress. It will be responsible to set up and manage an effective grievance redress mechanism (GRM) for the whole project. In its capacity as IP, UNOPS will also be required to handle the project-related public communication, and maintain the project's website and social media pages.

Two, UNOPS will act as a direct implementer for Component 2, via an Urban Team of engineers and social mobilisers, with the Labor-Intensive Works (LIW) managed by private contractors. Component 2 is further outlined below.

### **2.2 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 via a variety of community actors as defined in the respective chapters below. FPs involvement in Component 2 will be limited to identification and selection of Community Representative Group (CRGs), in line with ECA criteria, in operational areas. The entire geographical coverage of Components 1, 3 and 4 will be divided into lots, comprising three to six provinces each, with each lot assigned to one FP. Each FP will be required to have a lot manager, provincial managers, a lead engineer, a pair of lead social organizers/women's economic inclusion trainers, lead finance officer, two environmental and social specialists and 1 pair of monitors (1 male and 1 female) as its key staff. The roles of the FPs vary considerably between Components 1, 3 and 4 and are outlined in the Terms of Reference (ToR) included as Annex X to this POM. Their roles also vary between the urban and rural areas under Components 3 and 4.

FPs will continue to make all efforts for proper inclusion of and access to women beneficiaries in both the labor and the social grant components. (Please see the CFW Chapter 5 for more details).



## **2.3 Private Contractors**

Private works/infrastructure-related contractors will be procured through a competitive bidding process for the urban labor-intensive public works subprojects under Component 2. Projects will be packaged subject to their manageability and ease of implementation as needed. The procurement and contract management of these contractors will be handled by UNOPS directly. Payments to these contractors will be made based on site supervision reports confirming physical and financial progress of the contracted works, as per contractual payment schedule terms and conditions. The contractors will be required to include labor, including women, from poor households within the local communities.

## **2.4 Community Representative Group (CRG)/ Gozar Assemblies (GAs)/ Consultative Groups (CGs)**

### **2.4.1 Rural**

Community Representative Groups (CRGs) will serve as key stakeholders to support CRLP implementation, especially for Components 1, 3 and 4. Rural Community Representative Groups (CRGs) will be trained, provided technical assistance and closely monitored by the FPs. Rural CRGs will play a key role in representing their constituent communities with the project staff and for all project requirements involving community participation. Rural CRGs will be entrusted with preparing and/or updating community profiles and resource maps, ensuring the inclusion of all households' residents within the established community borders, including especially marginalized households. CRGs will work closely with FPs in rural areas in the selection of rural livelihoods (cash for work) subprojects, in their implementation, and monitoring and reporting on their paid labor components. For the social grants, the CRGs will work closely with the vulnerable Group Development Sub-group to ensure identification of the eligible vulnerable households, and in the procurement and distribution of the food packages with the FPs. Under Component 4, the CRGs will be trained in a variety of development areas, including participatory development, exclusion and inequality, the set up and management of grain/food banks, kitchen gardens or other schemes that support the most vulnerable households in their communities etc.

### **2.4.2 Urban**

For Component 2 subproject identification, In the areas where the CCAP have already established the CDCs the UNOPS will consult with urban newly established CRGs. (Please refer to Annex IV where the community consultation process for urban communities is further detailed). Where CRLP CRGs are not present, consultations will be undertaken by UNOPS with the local Gozar Assemblies (GAs). Where neither CRGs nor GAs exist, Component 2 subproject identification consultations will be held by UNOPS with ad hoc local consultative groups (CGs), established by UNOPS, in consultation with concerned community members - specifically for Component 2. In non-CRG areas, UNOPS' social mobilizers will ensure that local female residents are consulted as part of the process for subproject identification.

For Component 2 laborer/participant identification, where CCAP CDCs did exist, the newly established CRGs will provide an existing list of identified beneficiaries as guidance, where available. In urban communities without CDCs established under CCAP, GAs will be used. Where neither CCAP CDCs nor GAs exist, CGs will be used. These same structures used for beneficiary household selection for labor will also support the GRM mechanisms where required in urban areas.

CRGs in Component 2 project areas will also be used for Components 3a and 4. Under Component 3a, these urban CRGs will be responsible for identifying beneficiary households. (Note: Component 3b is limited to rural areas only). Under Component 4, they will receive a variety of training covering development governance-related topics from the FPs as outlined in the later chapters.

## **2.5 Urban Areas Mosque Committees**

For Component 3, in the urban areas in which the CCAP had not established CDCs, no new CRGs will be formed. Instead, already established and existing local Mosque Committees present in the largest/jumma mosques within the urban project site area will support the beneficiary/laborer identification. These will work with local youth and/or local street representatives to identify the beneficiary households for the social grants as per the criteria listed in this manual.

## **2.6 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. In addition to designing the Project and managing its financing, the World Bank has contracted UNOPS as the IP through a legal grant agreement and will ensure adherence to its terms and conditions. The Bank will oversee the Project through close coordination with, and supervision of, the IP, including review of project field implementation, financial management, procurement and contract management, compliance with environmental and social standards, gender issues, infrastructure/engineering quality, etc. The Bank will periodically review Project progress, achievements, challenges/bottlenecks through Implementation Support Missions (ISMs) and monitor progress against Results Framework indicators. On an ongoing basis throughout the Project duration, the Bank will review UNOPS' requests and provide no-objection-letters (NOLs) for operational aspects of the Project. Donor and special/ designated grant account replenishments and review and approval of financial progress reports and statements of expenditure will be part of the Bank's ongoing support. The Bank/ARTF/IDA will also contract a third-party monitoring agent (MA) to support the monitoring of the project.

## Chapter 3: Preparatory Work Across Components

It should be noted that the duration of the Facilitating Partner (FP) contracts is limited to the period defined in the ToR for the AF coverage. This timeline 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 AF.

### 3A In Rural Communities

#### 3A.1 Type of Communities

The coverage area for the CRLP AF includes (a) rural communities covered by CCAP which witnessed extensive capacity strengthening of CDCs, (b) rural communities covered by earlier WB projects such as NSP or REACH with CDCs established but with lesser degrees of capacity building, and (c) rural communities with no CDCs established. In all three kinds of communities, new CRGs will be established.

#### 3A.2 Definitions

The following definitions apply across Components 1, 3 and 4 in rural areas.

**Community Development Councils (CDC):** Community Development Councils were local development bodies that represented residents from each neighborhood and were responsible for community development (including analysis, planning, and subproject implementation). CDCs had a male and female wing to ensure that men and women both had voices in development processes. As of May 2024, CDCs have been formally dissolved<sup>4</sup> and are no longer present as a formal structure in Communities. The POM may still make reference to CDCs, meaning the previous CDC structures and procedures.

**Vulnerable Group Development/ Community and Family Welfare Sub-group** sit under the Community Representative Groups and the male wing of the VGD/CFW sub-group is headed by a male CRG member and the female wing is headed by a female CRG member. This CRG VGD sub-group Part includes young persons from each neighborhood who lobby households in their vicinity (and beyond) to support the grain/food banks, collect food/nonfood items, and maintain logbooks of food taken out of or put into grain/food banks. The VGD sub-group is responsible for working towards reducing seasonal hunger. The VGD Sub-group part maintains the communities' grain/food banks so that charity and aid for the most vulnerable households is systematically and equitably channeled. The Community and family welfare group part is responsible for providing information on health services, raising awareness (e.g. what are COVID-19 safe practices, food preparation for nutrition), generating demand (e.g. inform people about vaccination campaigns, the importance of education), engaging in situation analysis (e.g. health analyses), and mobilizing people to raise resources for the poorest households. The Community and Family Welfare sub-group constitute platforms for women to discuss women's and adolescent girls' health issues, including reproductive health.

**Grain/Food Banks:** These are physical spaces at the home of a trusted person (selected by peers) in the community who maintain non-perishable food stocks, blankets and wood and other non-food household items, to be provided to very poor households in times of need. Once the grain/food banks are (re)established, the community can use the grain/food bank system (list of poorest households, bookkeeping method to capture food deposited and distributed etc.) to channel external non-perishable food aid, and other items to the poorest households.

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<sup>4</sup> See Ministry Directive No. 14869, dated 1445/11/14 - 22 May 2024

The following 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 and women's economic activities under Component 3b, and the institutional strengthening under Component 4. The following flowchart is a brief overview of the various procedures detailed:

**Community mobilization project socialization/outreach sessions**    **Information sharing on CRLP**    **Community Resilience and livelihood**  
**Representative Group formation and registration**    **Preparation of the community resource map**    **Community**  
**household lists for Components 1 and 3.**    **Community profile**    **Eligible beneficiary**

### 3A.3 Community Mobilization

The initial visit(s) of the FPs to the communities selected for coverage in rural areas will be for raising awareness regarding the CRLP itself and the formation of the CRGs. The detailed process for community mobilization and CRG formation are as outlined in the step-by-step guidelines, which must be adhered to by the CRLP FPs. The FP social organizers (SOs) will inform the communities of the following in the initial visits:

- CRLP Objective
- 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, IDPs/ returnees etc.
- 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 to be covered by CRLP. In districts covered previously by CCAP or NSP, all communities covered by those programs should be covered. Any communities in such districts not covered by either or both of these 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 this to be reviewed on a case-by-case basis).
- If the community is already identified and registered in the CRLP MIS, then the community should not be divided into two parts/communities.
- The community should be made up of permanent residents.
- The selected community will have already been recognized/registered as a community by the related offices and introduced to the UNOPS CRLP as an existing permanent Community.

#### **Approach to establishing a CRG:**

- The community should be mobilized and informed on the mechanism of establishment of CRG.
- Outreach sessions should be conducted to the community on the CRLP main objectives, principles, importance and roles and responsibilities of CRGs. The selection process is also outlined.
- The number of CRG members (Male and Female wings) should be based on the community population size. (Minimum 10 and Maximum 20 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 1 male and 1 female CRG, then a neighborhood*

*with roughly 60 households would have 2 males and 2 females with each 30 households selecting 1 man and 1 woman from amongst them)*

- The FP requests the community to select one male and one female representative from each neighborhood/mahalla. The selected representatives then form the CRG for the given community.
- The selected CRG members must select three Focal points (two male and one female) among themselves. In case the CRG members have any disagreement on the selection of the 3 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 if it includes at least 40% women members.

***The CRG members must meet the following criteria:***

- A minimum of 18 years of age.
- Have continuous residence in the given community for a minimum of 1 year immediately prior to the time of CRLP rollout (except for returnees/ IDPs for whom the continuous residence requirement is relaxed to a minimum of 3 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 peoples and all other CRG members in that given community.

The CRG members and focal points will be registered in the CRLP Form 1: Community Representatives Registration. It should be noted that in both urban and rural communities with CRG formation, the Form 1 completion and registration will take place only after the ECA conditions at the start of activities are met. In communities where the ECA conditions are not met with the initial CRGs formed, the communities will be given the time specified under the ECA conditions (Please also see the Chapter on Entry Criteria for Access (ECAs) for further details) to address the pending requirements. The CRGs that meet the ECA criteria satisfactorily within the given timeframe are then registered using the CRLP Form 1.

### **3A.4 Public Resource Maps**

This mapping is a participatory exercise conducted in communities which provides a visual representation of a community's neighborhoods (mahallas) and their public resources as well as areas prone to natural disasters (e.g. floods, avalanches etc.). The newly appointed CRG members need to be clearly mapped in the RM once the CRGs are formed. (Note: It is recommended to have at least 60 percent of households within the given community participate in these exercises. FPs will take appropriate measures to facilitate women's participation in the resource mapping exercises, such as organizing small groups sessions among women and bringing the outputs of these sessions to larger group meetings,

Public resource maps provide an important means for CRG members (and other community representatives such as CRG sub-groups) to consider which infrastructure may need to be repaired/maintained and to ensure that all neighborhoods/streets benefit. They are also a means to identify neighborhoods/streets and to discuss demographic shifts during the past months and years. In particular, they capture new neighborhoods/streets where displaced persons have come to or returnees have returned to and can be used to discuss changes in older neighborhoods and streets. The key unit (in terms of CRG) is the neighborhood (mahalla).

In rural CCAP communities, public resource maps are likely outdated since they may not have been updated since their creation years ago. Updating the maps involves SOs reviewing the maps and discussing them with elders from each neighborhood. (Note: During their first visit to the community, SOs should conduct a simple transect walk to see for themselves all neighborhoods and note down their names). In the meeting with CRG members (ordinary residents from each street can be invited too), the larger group will discuss:

- a) any new neighborhoods that were formed and these will be noted by name, including their estimated number of households
- b) existing neighborhoods in terms of households that have come to live there and those that have left (the exact numbers will be captured in the community profile later)
- c) the review of the community/ public infrastructure that is present (noting the infrastructure in new neighborhoods), adding new infrastructure that has been built in the older neighborhoods since the last resource map was completed, with a note on any such infrastructure that is dilapidated or needs maintenance and repair

In new neighborhoods in rural communities with 30 households or more, the residents should select a trusted person from amongst themselves to represent them in the CRG. The ratio of CRG members to households (i.e., if every 30 households have one male and one female CRG member, then a neighborhood with roughly 60 households has two males and two females with each 30 households selecting one man and one woman amongst them). This is important so that new areas and IDP/returnee households are not left out in the planning and fund allocation process.

In rural non-CCAP communities, at least 60% HHs from each neighborhood will come together to create a public resources map with the support of the SOs and an 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.

The public resources maps indicate the number of neighborhoods/streets. After the mapping process and selection of CRG, no meeting in the community related to the CRLP (with CRG) can proceed unless all neighborhoods/streets are represented. This is to ensure that newcomers are not left out of these development processes.

The completed version of the community resource map needs to be filed with the community neighborhoods representatives and CRG members with a copy for the FP. The completed version will be photographed and uploaded into the MIS as well.

### **3A.5 Rural: Community and Beneficiary Household Lists**

Under CCAP and REACH, a significant number of communities had prepared community profiles. These were essentially first prepared at household level, one household per profile form. Next, these were compiled by neighborhood or mohalla level to build the data upwards for a wider geographic unit. Finally, the mohalla-level forms were combined together to form the whole Community profile. All of this in an improved manner will also be undertaken by CRLP but under Component 4, which is proposed to start at a later date, after good work progress is achieved on the ground for Components 1, 2 and 3. Currently almost all of those community profiles will be redundant given that there was significant outmigration and also considerable influx of IDPs/returnees into the coverage area since the time they were first prepared. As such, a simplified process is outlined below to secure household numbers and eligibility of the subgrants.

Rural: FP SOs will work with CRG members from each mohalla/ neighborhood in a given community to list all HHs in that mohalla in sequential order of location into the **Form 2: Rural Community HH and Eligible HH List**. It is important that returnee and IDP households in the given community are also included on these lists.

Given the limited subgrant, it is important to ensure that only the most eligible HHs benefit from inclusion under C1 or C3. To start with, an exclusion process is applied, to identify the relatively better-off households, which for the purposes of this project, will be defined as a household that meets one of the following criteria:

- 1) owns sufficient land to meet its food needs and sell a surplus
- 2) has sufficient livestock to meet its food needs and generates surplus income

- 3) has a regular monthly income that exceeds AFA 7,500
- 4) owns a business that generates consistent income

and

- 5) has sufficient income to meet its food needs during the next 3 months

If one of questions 1-4 and question 5 is answered positively, then the household does not qualify. In this case, the household is considered better off (those that have sufficient food: have business or land and have continued to farm and sell farm produce) – these households will be excluded from C1 and C3 coverage.

Where the HH qualifies as poor and needing work with able bodied adults to provide labor, they will be listed as eligible beneficiaries for Component 1/ CFW. Where the HH is very vulnerable because it is headed by a woman, disabled persons (mentally challenged, physically challenged), by a drug addict, or is comprised of very elderly persons that are incapable of providing labor, it is then listed as eligible for the social grant. Both of these eligibilities are marked into the same form.

Component 3b targets training and asset transfers to Female Headed Households (FHHs) who are eligible for support under Component 3a. The target group is not limited to widows, but identifies FHHs, which include households in which a woman is the primary breadwinner in households who are headed by men who cannot earn income due to disability, drug addiction, having migrated and are not supporting the HH, etc. An additional criterion for the 3b group is a heavy dependence on charity. This target group is not synonymous with the Component 3a targeted households. Parent project implementation experience shows that there are a significant number of Component 3a HHs that are not identified as FHHs.

Beneficiary households for Component 3b must meet the following eligibility criteria:

- FHH or HH that receives social grants through C3a.
- The woman is the primary provider for the family and is widowed or is managing the family income/funds in a HH headed by a disabled, drug addict and/or elderly male head/husband who cannot work in cash-for-work type of activities;
- The FHH is not a beneficiary receiving regular cash or in-kind transfers under other projects, including the WB-funded Emergency Food Security Project.
- The FHH's income source is mostly charity.

The full list of households in the community is entered into the CRLP Form 2: Community Profile and Beneficiary Selection Form. The households eligible for C1 or C3a/ C3b are then marked into the form using tick marks in the appropriate columns. It has been observed that the subgrant ceilings applicable for communities for Components 1 and 3 may not suffice to cover all households that meet the eligibility criteria for the same. In cases where the community ceiling for C1 or C3a/ C3b suffices to cover all households deemed eligible for the same, the FP notes this into the CRLP MIS. In those cases where the subgrant ceilings will not allow for coverage of all the households deemed eligible for C1 or C3a/ C3b, the FP works with the CRG focal points to identify those households from among those eligible that can be removed from the final selected. These may include households eligible for C3a that can be offered to work under C1 or receive C3b. The eligible households selected to not receive the subgrants are then indicated in the Form 2 with a circle around the respective subgrant column. It should be emphasized that the exclusion should be based on those deemed less needy than the other eligible households and should be evenly distributed across the project site, with care taken not to exclude the newer IDP/ returnee households.

Thus, the Form 2 will indicate the following:

- a) A = Full list of all households in the given rural community;

- b) B = Households eligible for C1, C3a and/or C3b; and
- c) Which of the eligible households (under B) will not be included in the actual subgrant benefits for C1 or C3a/ C3b.

### 3A.6 Community Resilience and Livelihood Project Socialization/Outreach Session

The initial meeting to be conducted in the community will be a meeting with elders, and other key leaders to briefly explain the program and women's involvement in the various activities. In this meeting, elders and other leaders will be asked to organize a larger community meeting.

The larger meeting will be the initial outreach session for men and women in which the SOs and engineers introduce themselves and share basic information about the Project. In each community, this meeting must have representation from all neighborhoods. This includes neighborhoods that were recently formed and IDP/returnee HHs not yet accepted by residents as part of their community. Prior to this meeting, the SOs will have met with the Community Representative Group and Community Focal Points) to update maps and community profiles and know the number of neighborhoods and streets.

The initial outreach meeting will involve two sessions: one session for men conducted by the male SO and engineer; and one session for women conducted by the female SO. These can be conducted in parallel. (Note: In those areas where female SOs are unable to access female community members in person, they will share the relevant information with female CRG focal points over the phone, and the female CRG members will share the information with the wider women in the community. In those exceptional cases where female SOs cannot access women CRG members even remotely, the information shared by the male SOs to the male CRG members will then be shared by the latter with the female CRG members subsequently). These sessions must cover immediate and intermediate objectives of the CRLP; beneficiary criteria for the rural livelihoods grants and the social grants; roles and responsibilities of CRG and CRG focal points and youths, SOs, and engineers; permissible menu for rural livelihood initiatives; key elements of the social grants and women's economic activities processes; a brief outline of the intermediate term activities, and must have a question-and-answer period for communities to gain clarity.

At the end of these sessions, SOs should provide CRG with a public poster that names the initiative, notes the rural livelihoods initiative and rural social grants, and shows the criteria for who will be the beneficiaries and lists the funds available.

### 3A.7 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: **CRLP Form 4: Subgrant Agreement Form**. This form will then 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 Components 1 and 3, and the list of subprojects selected for the Component 1. 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 Components 1 and 3 (a & b).



## 3B In Urban Communities

### 3B.1 Type of Communities

The urban areas will be serviced primarily through Component 2's coverage of around 870 project sites in 10 cities. Component 2 work will commence first in project sites not covered by CCAP in the past (i.e. areas where CRGs will not be established), using UNOPS SOs and engineers, and through private contractors.

After UNOPS has contracted FPs, they will together enter the urban project areas covered by CCAP in the past (i.e. areas where CRGs will be established). There FPs will establish the CRGs based on above mentioned conditions. These CRG members will take the lead of the community and will assist the UNOPS and FPs staff in the field (More detail is elaborated in the step-by-step guideline). It should also be noted that where no geographic information system (GIS) codes are available for urban communities, these will be considered as non-CRG areas for the purposes of Component 2.

### 3B.2 Where CCAP CDCs existed in urban project sites

In urban communities where CCAP CDCs existed, CRLP FPs will form CRGs in the same manner as outlined above for rural communities. UNOPS SOs will work jointly with FPs SOs in these communities to support the CRG to fulfill the following roles, across three components:

**Component 2:** For the purposes of Component 2, CRGs will be consulted (through UNOPS SOs) on the selection of the LIW subprojects within their community/project site locations. CRG will also provide existing lists, wherever available, of poor and ultra-poor households from within their communities for the selection and hiring of paid labor under the LIWs to the contractors.

**Component 3a:** For the purposes of Component 3a, FPs will support the CRG to prepare a list of eligible households for the social grants, following the criteria and forms provided in this manual.

**Component 4:** For the purposes of Component 4, CRGs will be trained in a variety of topics related to development governance, especially the inclusion and participation of vulnerable groups within the community. (It should be noted that the urban part of Component 4 will not include the setup or maintenance of food banks, kitchen gardens etc.).

### 3B.3 Where CRGs do not exist in urban project sites, the following will apply:

**Component 2:** Where CRGs do not exist, the Gozar Assemblies (GAs, where present) will be consulted by UNOPS SOs on potential subprojects. Where both CRGs and GAs do not exist, this consultation will be undertaken with ad hoc Consultative Groups (CGs) formed specifically for this Component. In both cases, UNOPS SOs will consult with local female residents during the community consultations.

**Component 3a:** Where CRGs do not exist, FPs will support the mosque committees (either from the largest mosque or from all established mosques within the project area) for identification of eligible households for the social grants and preparing a list of the same.

**Component 4:** There will be no Component 4 coverage in urban project sites without CRG.

### 3B.4 Community Awareness Raising and CRG Mobilization

In all urban project sites where CRGs are established, the FP/UNOPS SOs will work with the CRG. The SOs from FPs and UNOPS will undertake the initial visits together. The CRG Focal Points will serve as the SOs' first point of contact. (Note: Where the CRGs do not exist, the UNOPS SOs will work with the GAs or CGs, in addition to

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female residents when they are not part of GAs/CGs, for Component 2 LIW sub-project identification, while the FP SOs will work with the mosque committees for Component 3 beneficiary identification). The FP SOs will undertake a transect walk across the community, meet the CRG /mosque committee as appropriate, and familiarize themselves with the community. In subsequent visits, the SOs ensure that public posters about the project are put up in all areas of the project coverage area and inform these representative bodies of the same. The CRG s/GAs/GCs will inform all the households residing within a designated project site of the following:

- CRLP Objective
- Components 2, 3a and 4 in urban areas
- Steps for beneficiary selection for Components 3a
- Subproject selection for Component 2
- Role of the CRG/ GA/ CG/ Mosque Committee
- Key steps for the relevant components for the given project site

### **3B.5 Urban HHs Eligible for Social Grants**

In urban areas, FP SOs will not fill out the complete HH list. Instead, they will use the **CRLP Form 3: Urban Project Site Social Grants Eligible List**. FP SOs will work with CRG or mosque committee elders (where CRGs are not established) to prepare a list of HHs eligible for social grants. Again, the eligibility is limited to the same criteria: Where the HH is very vulnerable because it is female headed, headed by or includes disabled persons (mentally challenged, physically challenged or where the HH comprises of very elderly persons that are incapable of providing labor) or where the HH is headed by a drug addict, it is then listed as eligible for the social grant. FP SOs will work with CRG or mosque committee elders (where CRGs are not established) to ensure that IDP/returnee HHs are included in this process. In urban project sites where the social grant ceiling will suffice for all the households deemed eligible for the same, the FP will make a note of this into the MIS. In those urban project sites where the social grant ceiling will not suffice for all the households deemed eligible for the same, the FP will work closely with the CRG/ MC responsible to indicate which of these eligible households will not be included in the social grant benefits. The excluded households will be indicated by a circle in the relevant column for Form 3. It should be emphasized that the exclusion should be based on those deemed less needy than the other eligible households and should be evenly distributed across the project site, with care taken not to exclude the newer IDP/ returnee households.

### **3B.6 Bilateral Sub-Grant Agreement Form (Urban)**

In urban communities with CRGs created, 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: **CRLP Form 4: Sub-Grant Agreement Form**. This form will then 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 3. The form will especially emphasize that no subgrants will be issued directly to the CRG. (It will also note that FPs have no role in Component 2 beyond the establishment and mobilization of the CRGs to meet the ECA).

In urban project areas where CRGs do not exist: Once the beneficiary household lists for the urban Component 3 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: **CRLP Form 4: Subgrant Agreement Form**. This form will then lay out the following: key roles and responsibilities of the mosque committee representing the project site for Component 3, key roles and responsibilities of the FP assigned, and the total subgrant amount allocated to the given community for Component 3.

It should be noted that the roles of the mosque committees in the urban project areas are limited to the identification of the eligible beneficiary households, and to support the FP in the social grant distributions.

## Chapter 4: Entry Criteria for Access (ECAs)

### 4.1 What are CRLP Entry Criteria for Access (ECAs)?

The CRLP has two defined and mandatory Entry Criteria for Access (ECAs) that apply for all project areas with established CRGs. The ECAs are defined so that they can provide a platform around which ARTF donors, UNOPS and the World Bank can assess whether the situation on the ground continues to provide the required conditions under which activities can be implemented. The two ECAs are: (i) established CRGs in the project areas are not prohibited to operate; and (ii) women's involvement continues in established CRGs.

Funds will not be released for Components 1, 2 and 3 activities in communities where these two criteria are not met. The following table outlines how the two ECAs will be applied to Project implementation.

**Table 1: Summary of the ECAs for POM – CRL AF**

	ECA 1: Established 'Community Representative Groups' in the Project areas are not prohibited to operate	ECA 2: Women's involvement continues in established 'Community Representative Groups'
Definition for determining Entry Criteria for Access	<p>'Community Representative Groups' are non-governmental community representatives. These groups are considered operational if the following conditions are met:</p> <ul style="list-style-type: none"> <li>At the start of activities in communities, they have a minimum of 70 percent of representatives in place.</li> </ul> <p>During implementation, 'Community Representative Groups' will:</p> <ul style="list-style-type: none"> <li>Help coordinate assistance in their community including distribution of assistance;</li> <li>Assist with beneficiary targeting including identifying the most vulnerable households in their community for assistance; and</li> <li>Help to identify CRL cash-for-work schemes in rural areas or LIW schemes in urban areas.</li> </ul>	<p>Women representatives are included in the 'Community Representative Group'. The Project will only work in areas where women are able to participate in community representative group activities. At a minimum, women are considered to be participating if:</p> <ul style="list-style-type: none"> <li>At the start of activities in communities, a minimum of 40 percent of "Community Representative Group" members are women.</li> <li>During implementation, women will: review and provide inputs on the Vulnerable Group beneficiary list for the Social Grants</li> </ul>
Application	This ECA will apply to all rural and urban* areas with new 'Community Representative Groups' covered in Components 1, 2, and 3.	This ECA will apply to all rural and urban** areas with newly established 'Community Representative Groups' covered in Components 1, 2 and 3.
Verification	UNOPS and the ARTF Monitoring Agent (MA) will verify. Reports will be provided	UNOPS and the ARTF MA will verify. Reports will be provided quarterly by the MA, and for each trimester by UNOPS.

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	quarterly by the MA, and for each trimester by UNOPS.	
Noncompliance	<p>In communities where 'Community Representative Groups' are not allowed to function; the Project will not provide assistance and move to other areas.</p> <p>Communities will be given four to six weeks starting from the time the Project is introduced in a community to allow ECA 1 to be met.</p>	<p>In communities where women are not allowed to participate in 'Community Representative Groups' activities, the Project will not provide assistance.</p> <p>Communities will be given four to six weeks starting from the time the Project is introduced in a community to allow ECA 2 to be met.</p>

\*This ECA will apply only in areas where CDCs previously operated.

## 4.2 Operationalizing the ECAs' Initial Conditions

- A CRG is formed based on the number of households in the given community, with a minimum of 10 and a maximum of 20 CRG members selected.
- At least 40 percent of the total membership of the new CRG is women.

Communities with established CRGs where both the above criteria are met will be marked as communities meeting the initial conditions of both ECAs. Where either one or both of these conditions are not met, SOs will inform the community that it will be given four to six weeks from the date of receiving this notice to meet the ECA initial criteria, or risk forfeiting the project altogether. The SOs will work with the community and the CRG members to identify:

- Which neighborhoods have no representation in terms of male CRG members
- Which neighborhoods have no representation in terms of female CRG members, and
- Which new neighborhoods need to be considered for additional members to be added to the CRG .

The process of registering a newly established CRG using the **CRLP Form 1: CRG Registration** must be completed within four to six weeks. from the date when the SOs inform the community that the ECAs have not been met. Communities where the FP and community jointly ensure that a CRG now has adequate membership based on their population size and at least 40 percent of the total members are female will then be considered as communities that have met the ECAs, and further work related to components 1, 2, 3 and 4 can continue by the FP.

## 4.3. Component 1 - Specific ECA conditions

Component 1 covers rural communities selected for the emergency livelihoods support. Here, FP SOs and engineers will work with the CRG that have met the initial ECAs, to (a) identify potential subprojects that can be undertaken within the community, and (b) identify eligible beneficiaries from among the poor/poorest households with able-bodied adult males within the community. CRG s must remain active and assist with both these activities. Where CRGs / members are not allowed to function and perform the stated roles, no CFWDs will be requested or released for such communities. Where the FP can attest that the CRG has completed the above mentioned two activities satisfactorily, the ECA 1 conditions will be deemed as met and CFWD may be released.

The CRG has two months from the time of the CRG registration to complete the list of potential subprojects and the list of potential beneficiaries for this Component, with the close support of the FP. Where these activities are not completed within this timeframe (and where the adjustments needed are within the control of the FP and/or CRG /community), the FP will drop the community from its coverage for Component 1.

#### **4.4 Component 2 - Specific ECA conditions**

It should be noted that not all Component 2/LIW coverage areas have established CRGs. As such, this section relates only to those urban project sites with established CRGs that have then also met the initial ECA condition outlined above. However, even though there are no ECAs applied in non-CRG areas, UNOPS SOs (in Urban areas) and FPs are responsible for promoting women's participation in project activities, including in community consultations and supervision of subprojects.

The condition linked to the ECA for this Component is that CRGs must remain active with the required composition of CRGs, and will be consulted by and support the UNOPS SOs in identification of potential LIW subprojects within the project area. Where CRG members are not allowed to function and perform the stated role, it will be deemed that the community has not met the condition of the ECA, and no LIWs will be requested or released for such communities. Where the FP and UNOPS SOs can attest that the CRG has completed the above-mentioned activity satisfactorily, it will be deemed that the ECA has been met, and LIWs may be continued. In urban communities where CRGs do not meet this condition, they will be dropped from the urban Components 2, 3 and 4 coverage. The criteria does not apply to urban communities where CRGs do not exist.

#### **4.5 Component 3 - Specific ECA conditions**

The conditions linked to the ECA #1 for this Component is as follows: CRGs (in both rural and urban areas) must be allowed to (a) identify and prepare lists of eligible beneficiary households covering all the vulnerable households in the community as per the criteria listed in this manual; and (b) support the FPs in the distribution of the social grants to the eligible households within the community, whether as food packages in rural communities or using the agreed-to cash modality in urban communities.

The condition linked to the ECA #2 for this Component is: Women CRG members will be allowed to review and provide inputs into the beneficiary lists for the social grants.

The SOs need to ensure that the first conditions of both ECAs are met prior to requesting the social grants disbursement for the given community. Any community where the two conditions (prior to distribution) have been met may be approved for their social grants. Any communities where any of these two conditions not met will be deemed ineligible for the social grants. FPs will give such communities four to six weeks from the time of informing them of the social grants to address and meet the ECA conditions. Communities where any or all of these conditions are not met within the four to six weeks' grace-period will be considered ineligible for the social grants, provided the adjustments needed are within the control of the FP and/or CRG /community.

The Third-Party Monitoring Agent as well as UNOPS will be doing spot checks on a select sample across all project locations to verify the ECA conditions.

# Chapter 5: Component 1: Emergency Livelihoods Support and Services in Rural Areas

## 5.1 Background

Building upon the successes and lessons learned from the Citizens' Charter's Maintenance and Construction Cash Grants (MCCG) subprogram and the NSP-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 parent project implementation of this Component have also been incorporated into this chapter.

## 5.2 Criteria for Selection of Coverage in Rural Areas (Parent project)

The Parent Project's rural coverage was selected based on the following criteria:

1. Existence of active CCAP CDCs (prior to their dissolution)
2. Economies of scale - geographical concentration of communities for economies of scale (saturated rollout in districts)

Communities not to be included:

3. Areas under high drought priority districts which will be covered by the WB-funded agriculture project;
4. Areas where communities received relief packages under CCAP COVID-19 Relief/REACH projects
5. Areas which were covered under CCAP's MCCG subprogram
6. Communities covered by UN similar interventions in the past year (WFP, UNICEF, UNDP, UNHCR, etc.)

### 5.2.1 Criteria for Selection of Coverage in Rural Areas (AF)

The following criteria were applied for selecting districts and villages for coverage under the AF:

#### Criteria:

1. Districts dropped from Lot 5 (southeast) initial coverage under the parent project.
2. Districts that have received relatively less assistance over the past 5 years.
3. Districts under Integrated Food Security Phase Classification (IPC) 3,4 & 5
4. Areas highly prone to natural disasters
5. Districts with at least 40% Women CRG membership is feasible
6. Presence of CRL FPs in the area to help with the expansion of Urban components.
7. Sufficient population size for economies of scale.

As under the parent project, all communities in a selected district are targeted by the project.

## 5.3 Key definitions

**Cash-for-Work Grant (CFWG) in Rural Areas:** 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 will be provided to around 8,651 (5,966 parent and 2,685 AF) select communities in 29 provinces (of which 26 provinces are from parent project coverage and 3 added as part of the AF) to rehabilitate existing and

new small-scale community public infrastructure. A minimum of 80 percent of the grant for the given community will be utilized for paid labor for the approved subprojects and a maximum of 20 percent of the community's grant may be utilized for all other costs related to the approved subprojects<sup>5</sup>. It is calculated as follows: The number of households in the community is taken from the community profile forms (see earlier chapters). At least 70 percent of the total number of households in the community is taken and multiplied into 26 labor days/ household, at the rate of AFN 450/person/day for unskilled labor. This then provides the amount for the paid labor component. From the total labor cost, a minimum of 85 percent will go towards unskilled labor payments and a maximum of 15 percent may be used for skilled labor. The maximum non-labor cost is then calculated based on this, and the total then indicates the Cash-for-Work grant for the given community.

Note: For exceptionally large communities with over 200 households, the same modality of initially calculating the community CFWG is used. However, in these communities, the following ceilings will also be applied, and cannot be exceeded. Communities with a total of:

201 HHs to 300 HHs: ceiling of AFN 2.8 million

301 HHs to 400 HHs: ceiling of AFN 3.8 million

Over 400 HHs: ceiling of AFN 4.5 million

All communities with over 200 HHs will need to be carefully reviewed by the FPs, and a sample of the same to be included in the random spot checks by UNOPS.

Example: A community has 150 households: 70 percent of 150 households = 105 households. This needs to be rounded off to the nearest digit if not fixed. Assuming one able-bodied member from each of the 105 households were given paid unskilled labor for at least 26 days each at the rate of AFN 450/person/day, this would amount to AFN 11,700/HH or AFN 1,228,500 as the minimum costs for the unskilled labor component of the grant. (Note: If there are significant changes in the labor market daily wages for skilled and unskilled labor during the project period, these amounts may be adjusted during subsequent revisions of the POM). The non-labor component then comprises a maximum of 20 percent of the grant would amount to AFN 307,125. Thus, the total CFWG entitlement for that given community would amount to AFN 1,535,625.

In the above example, there might be a few cases where not all the selected households would receive 26 days of labor because in some communities where the non-labor costs remain at 20 percent, but up to 15 percent of the labor costs goes into skilled labor at higher rates, there might be a slight reduction in the number of days going into unskilled labor.

**Administrative costs** for CFW (inclusive but not limited to travel/transportation, accommodation, food during travel to the district/provincial centers etc. for CRG members) can be financed from the grants up to a maximum of AFN 10,000 per community, provided that is included in the non-labor cost component, and the latter still does not exceed the maximum 20 percent of the CFW grant for that community. All administrative costs are considered permissible, provided these are clearly indicated in the cash books to be maintained by the CRG exclusively for this component.

Note: Use of bank agents: Please see the chapter on Financial Management for further details regarding this. However, it should be noted that where such services are used for the CFWG transfers, the fees/charges for the same must not be deducted from the CFWG for the given community/communities, but are paid for from the Component 5 budget line.

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<sup>5</sup> In exceptional cases, considered and processed on a case-by-case basis, a minimum of 60 percent of the grant may be for labor costs and a maximum of 40 percent for non-labor costs. However, this will only be after the actual per community grant is calculated on the basis of the 80:20 rule outlined above, and then the grant is divided as a minimum of 60% labor and a maximum of 40% non-labor.



**CFWG Wage Rate:** The wage rate for the CFWG is fixed uniformly across the country as AFN 450/person/day for unskilled labor, and AFN 700/person/day for skilled labor. These defined daily wage rates will apply across all the laborers, both men and women, irrespective of the kind of unskilled or skilled labor provided respectively.

**Paid Skilled/Unskilled labor:** For the purposes of this Component, skilled labor is defined as experienced and/or trained masons, electricians, plumbers and carpenters. All other paid manual labor associated with this Project is considered unskilled labor. Not more than 15 percent of the paid labor should be skilled labor. For women laborers, engineers may exceptionally assign some types of labor (eg. Gabion wall preparation) as skilled labor too. All skilled labor must be within the 15% percent ceiling of the total labor costs of the C1 CFWG in the given community.

Note: Where skilled labor exists within a given rural community, only such labor should be used for the paid skilled labor. Where skilled labor does not exist within a community, paid skilled labor may be brought in from other communities. The number of days that skilled labor is provided will be based on the projections of the engineering team. The identification of skilled laborers will be the responsibility of the CRG. Paid **unskilled** labor under this component is strictly limited to eligible households from within the same community only, and no external households (not resident in the community) can qualify for or be included in the same.

**Component Cost Ratio:** The CFWG of a given community can be used entirely for the paid labor in the approved subprojects. At a minimum, 80 percent of the grant to a given community must be devoted to paid labor, and at least 85 percent of this must be for unskilled labor only. A maximum of 20 percent of the grant can be utilized for all non-labor costs (including administrative, transportation, materials, equipment, bank fees, etc.) of the subprojects. This together is simply called the 80:20 component cost ratio. Exceptionally, where the only subprojects feasible require higher non-labor costs, the grant is determined on the 80:20 principle, but then a maximum of up to 40% of non-labor with a minimum of 60% of labor cost for a given C1 community grant can be permitted. Component cost ratio exceptions where non-labor is over 20% and up to 40%, and proportionately, labor costs have decreased to between 60% to 80%, need exceptional review and approval. No exceptions will be made for grant usage where non-labor costs exceed 40% of the total community grant. Exceptions to the rule needs to be closely monitored by both the FPs and UNOPS. Where exceptions are allowed, they should be for more climate-resilient infrastructure or longer lasting subprojects. Subprojects such as canal/ karez cleaning are not allowed under the exceptional ratios.

**Labor Day:** One day of skilled/unskilled labor under the CFWG is defined as eight work hours within a calendar day. Extra hours worked during the same calendar day will not constitute an additional part or whole of another labor-day. Exceptionally during Ramadan, a labor-day is defined as five work hours within a calendar day. (Again, over five hours worked during Ramadan will not be counted as part or whole of an additional work day(s)).

**Formulas used for CFWG Estimates are as follows:**

# of households in a community = A

70 percent of the community's households that will be entitled to the paid labor = B =  $0.70 \times A$

The minimum paid labor component of the CFWG for that community = C =  $B \times 11,700$  AFN

The maximum non-labor component of the CFWG for that community = D =  $(C \times 20) / 80$

CFWG entitlement for that community = E = C + D

Estimated number of labor days = F =  $C / 450$

**Below is how the CFW grant is calculated for the above example community given the above formula:**

# of HH in the community=150 HHs

70% of the HH in community will be entitled for paid labor=  $150 \times 0.7 = 105$  HHs

Minimum paid labor component=  $105 \times 11,700 = 1,228,500$  AFN (@450/labor-day and this is the example of minimum 26 labor days, 80% of subgrant for this community)

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Maximum non labor component=  $(1,228,500 \times 0.2) / 0.8 = 307,125$  AFN (20% of subgrant for this community)

Total Grant=  $1,228,500 + 307,125 =$  AFN 1,535,625

Estimated number of labor days =  $1,228,500 / 450 = 2,730$

**Note:** The above stated formulas are for preliminary planning purposes only. For the completion of Form #5 (Cash for Work Plan), better estimates are needed based on the actual subprojects selected and the actual number of labor days and laborers needed. It should be noted that there will be communities that would like to spend their entire CFWG grant on the paid labor component, which would then be 100 percent of the grant. This is completely acceptable and should be encouraged where feasible. However, the non-labor component is not allowed to be over 20 percent of the community's CFWG under any circumstances (except for exceptional cases, usually new construction, that needs to be reviewed and approved by the FP provincial management).

The following sections details the processes and procedures for the implementation of the Cash-for-Work Grants (CFWGs) under the CRLP Component 1. A very brief overview is provided below for quick reference, following from the preparatory work in each rural community covered, as outlined in earlier chapters:

**Beneficiary household selection   Potential subproject lists   Final subproject selection   Final labor selection   Grant disbursement request   Approved subproject implementation   Labor distribution and labor attendance logs   Subproject closure   CFWG accounting and reconciliation   Final reporting**

## 5.4 Beneficiary selection

Beneficiary selection for this Component is primarily for households that are in urgent need of paid work and have able-bodied adult members, both men and women, who are willing to work in the selected community subprojects. While well-being analysis and similar analysis used during CCAP or REACH can be used for preliminary information in those communities covered by these projects, it must be noted that at least some of the data would need to be updated. As such, the full list of HHs in the community must first be compiled, and FPs and CRGs need to consult closely to identify which HHs qualify for C1 or C3 based on the criteria stated for each. It should be emphasized that all HHs with able bodied adult members willing to participate in the paid labor that meet the criteria for C1, should be included under C1 eligible HH list, even where Identified women headed. (It should also be noted that only HHs that meet the criteria for C3 and are not covered by C1 will be included as C3 eligible HHs). The final list prepared from the community profile and resource mapping exercises should identify all households eligible for this Component 1.

Characteristics of poor households in rural community will generally include:

- Dependence on casual daily wage work as the primary household income
- Repeated and current indebtedness to others throughout the year
- No land ownership or ownership of less than 1 jerib of land
- Food insecure for at least three months during the past year

A poor household among the displaced population in the community will qualify if it meets any of the above and at least two of the following criteria:

- Live with relatives
- Have had no work opportunities in the past few weeks
- Food insecure in the past few weeks or since relocating to the community
- Living in rented accommodations

Note: FPs and CRGs must work closely to ensure that newly arrived/returned IDP/returnee households in a given community, that are deemed eligible for CFW, also need to be included in the paid labor provisions under this Project.

A 10 percent sample where FP SOs do a physical verification (i.e. they go to the household and ask key questions) will allow the FP SOs to see if the updated beneficiary list is generally correct. The criteria for households to qualify is put on a poster, which is made public. In this way the process is transparent and everyone can see for themselves what the criteria are.

If the total number of poor households (that qualify for the CFWG) is equal to or less than 70 percent of the total number of households in the community, then all of them will be included in the CFWG paid labor component. (Where more than 70 percent, exceptionally, the number of labor days per household must be reduced such that all eligible households will benefit from the paid labor component. The distribution of the labor must still be equal across the households). In very large communities, exceptional ceilings for CFW/ community have been allowed as stated in this manual. All attempts must be made by the CRG and FP to ensure full coverage of all eligible beneficiary HHs. (As noted in earlier chapters, where not all the eligible households can benefit from the paid labor under component 1, these need to be clearly indicated under Form 2 for rural communities).

#### **5.4.1 Actual Laborer Selection**

As a norm, only one able-bodied member per household is eligible for the paid labor under the CFWG. (Please note the exception to this rule later in this POM). However, this need not be the same person for the whole around 26 paid labor days available for the given household. Each qualifying and selected household can nominate up to three able-bodied persons (from within their household only) that are aged 18 to 65 years for the paid labor. This is then recorded in the Form #6 Rural: Community Paid Labor Participation/ Attendance Sheet. Any one of them can then work for the given household for each of the work days 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 children attending school to be thus employed during school days, irrespective of age.*

**Note:** A CRG member's household may qualify for the CFWG. In such cases, these households can be included in the schemes, provided that the CRG member from that household is not involved in the verification processes in Component 1 to any degree. In such cases, they will be deemed merely laborers, and not CRG members.

Special emphasis will be provided in the FP training and field implementation and monitoring on the inclusion of vulnerable sections of the population, especially, but not limited to, IDP/refugee/recent returnee households into the beneficiary lists prepared. The status of such households needs to especially be noted in the community profile/beneficiary list and later labor attendance sheets such that their inclusion/exclusion in the project's paid labor component may easily be verified.

#### **Women Laborers for C1/ CFWG:**

It is important that women in need of assistance and eligible for inclusion in such assistance can benefit from the project, and 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 Component-1 (without incurring additional costs). The suitability and applicability of these approaches depends on the community and the FP should consider this carefully based on their knowledge, experience and community relationships:

1. As an exception, allow two laborers (one male and one female) per household, from poor and very poor households to work as part of the paid labor simultaneously (Note: two male laborers from the same household simultaneously is not allowed);
2. In the event that male members of the household are not available to work (e.g. they are busy, absent, or have left the area), then the women of the household should be encouraged to work in their place (assuming the work is interchangeable from the man to the woman);

*In these cases, the overall number of households reached may remain the same, but the number (and proportion) of female direct beneficiaries will increase.*

3. FPs can also allocate a small amount of funding (up to 5% of community C-1 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 work for C1 female laborers. The FPs should consider carefully the suitability and applicability of these for the women in the community. This list is not exhaustive:

- Cleaning the project site
- Housekeeping of items (PPE etc) at the project site
- Cleaning the local neighborhood
- Fetching water
- Washing sub-project related materials, clothes, etc
- Watering the project sites
- Support during meal times
- Controlling of 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 the female laborers.

Within the existing subproject guidelines and parameters (with an average of \$25000 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 guideline.

For the digital payment pilot under the rural component, the FP is responsible for recruiting laborers in consultation with the CRG. UNOPS then coordinates with AIB Bank to deploy field agents to the community for biometric registration (labor onboarding), during which laborers' fingerprints and personal details are captured and recorded in the AIB MIS. Following registration, the FP prepares the verified wage sheet, which is shared with AIB through UNOPS for processing. Subsequently, laborers receive their wage payments digitally and directly through the AIB digital payment system.

## **5.5 Permissible project menu**

The CFWG of a given community may be used for a minimum of one and a maximum of three subprojects. Under the CFWG, the activities within or in the community's neighborhood in any of the sectors outlined in the table below is permissible. The menu is not exhaustive but indicative, other subprojects that meet the requirements can be included. The requirements for subproject selection are:

- The activities can be completed within a maximum of six months from receipt of the grants by the community
- The grant follows the 80/20 rule (with the exceptions stated above) in order to maximize livelihood benefits for beneficiaries. This will prioritize low skill, less complex, and 'non-design' activities

- Technical complexity should be minimized to prioritize ‘non-design’ activities
- Assessment of environmental, social and cultural risks and prioritize low-risk activities
- No land acquisition should be required

(Note: Projects requiring solar panels or solar-power related equipment are not permissible for financing under this Component).

**Permissible Menu (not exhaustive but indicative) for this Component**

<b>Rehabilitation of small-scale infrastructure works*</b>	<b>Agroforestry</b>	<b>Climate/Environmental Resilience</b>
Tertiary road graveling and repairing	Tree planting, agroforestry	Climate-smart solutions to solid waste management
Construction of small gabion retaining/protections walls	Terracing (create new or existing)	Vegetative fencing and fodder belts
Construction/maintenance of small check dams	Improvement of grazing reserves through improved water harvesting and rainfall management	Construction/maintenance of climate-resilient water infrastructure (particularly retention ponds)
Construction of small storage structures for community grain/food banks	Mulching of degraded areas	Construction/maintenance of infiltration pits
Maintenance of intra- and inter-community level streets and roads	Multi-purposes tree nurseries	
Construction/maintenance of community drainages and small water canals/conduits (Note: Subprojects solely for canal cleaning should be avoided).		
Repair/maintenance of schools, health facilities, grain/food bank storages that do not require structural design or inputs		
Extension/Repair of small irrigation canals and karizes where possible.		
Soil/stone bund construction		

\* UNOPS will provide further guidance to implementing partners on how to define the scope for rehabilitation of small-scale infrastructure works (based on standard designs)

## 5.6 Environmental and social risks and impacts screening

All potential CFWG subproject proposals 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 Framework (ESMF). The subprojects financed under CFWGs will follow mitigation

measures outlined in the screening report and will draw guidance from the CRLP ESMF. The ESMF is publicly disclosed and available on the websites of the WB, UNOPS and the CRL Project<sup>6</sup>.

**Note:** FPs must ensure that all laborers are provided with the appropriate PPE equipment during the labor provision related to the project. Other PPE equipment (such as first-aid kits etc), as required in the ESMF, must also be made available at the project sites.

## 5.7 Allocation of grant and disbursement

Once the CFWG for a given community is determined and the beneficiary households for the paid labor component finalized (using the targeting approaches outlined above), the FP engineer and social organizers will work with the CRG to develop the CFW plan.

**Developing the CFW Plan:** The social organizer and the engineer will organize a large meeting with members from all neighborhoods present and review the resources map and the existing CDP to identify possible subprojects for the use of the community's CFWG. Up to five priorities will be identified from within the permissible menu and resources map and then put forward to the wider community for a vote on the ranking of the priorities. 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 training need to be followed for such cases). A maximum of three top priority subprojects will be financed by the CFWG. The timeline for developing the CFW plan is one day per community.

The engineer will then distribute the selected subprojects into maintenance and/or construction plans using **the CRLP Form #5: The Cash for Work Plan**. There will be one Form #5 per rural community, with subsections for one to three subprojects. The overall total costs in the Form #5 (irrespective of the number of subprojects included) must tally with the CFWG ceiling cost for the given community.

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

A photograph of each of the infrastructure proposed to be maintained under this proposal and a brief design/scope of work for the new constructions should be attached as Annexes to the CFWG Form #5. All subproject interventions under CFWG must comply with the project safeguards tools, including the Environmental and Social Management Framework (ESMF) approved for the Project. As such, any ESS-related checklists required for the proposed subprojects must also be included as Annexes to the Form #5.

The completed CFWG Form #5s (with Annexes) will then be verified by the CRG officials by signature/thumb-print and submitted via the social organizer/engineer for approval to the FP Provincial Office. The FP Provincial Manager will be required to carefully review all aspects of the CFWG Form #5 and the annexes, especially the type of proposed project/s, proposed numbers of labor days, labor costs, laborers, the division between the unskilled and skilled number of labor days and costs, justifications provided for all exceptions requested etc. Special care should be taken during the Plan review to ensure that the number of laborers stated should be such that each household receives around 26 days of paid work. The approval of the

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<sup>6</sup> The ESMF is available on the websites of the World Bank, UNOPS and the CRL Project.

(<https://documents.worldbank.org/en/publication/documents-reports/documentdetail/099210107072240919/p17876001b74990fa09be80808b5795587d>; <https://www.unops.org/afghanistan>; <https://www.acrlp.org/Page.aspx?PageID=30>)

Provincial Manager on Forms #4 and #5 indicates an approved CFWG Agreement and an approved Cash for Work Plan for the community.

As part of the oversight and implementation monitoring arrangements, the approved CFWG Form #5 will be entered into a digital web-based database module at the PIU level. The database will already include predefined ranges of data possible, to minimize inaccurate data being entered. Scanned copies of the approved CFWG Form #5 will also be entered into the system.

At the central level, the scanned forms and the CFWG database information for each community will be reviewed for adherence to all procedural requirements, by the PIU's MIS, Engineering and Finance Units. Once deemed satisfactory by all units, the CFWG Form #5 in the system will be marked as "verified". (See the Finance Chapter for the subgrant disbursement modalities and subgrant fund flow mechanisms).

The total grant amount stated in the Form #5 will be recorded for the ledger which will document the CFWG expenditures of the CRG, which will be managed by the FP, using the funds in the pass-through account. The CFWG will be considered "expensed" once the FP has processed and documented the expenses for the CWG for the given community.

## **5.8 Distribution of labor and Community Paid Labor Participation Attendance Sheet**

The FP, with the support of the CRG, is required to maintain a simple attendance sheet book listing the names and amounts paid biweekly of work utilizing the CFW grants. This is to be done using the **CRLP Form #6b Rural: Community Paid Labor Participation/ Attendance Sheet**.

One CFWG Form #6a is to be assigned per community selected and will be used for all laborers and days wherein any of the up to three persons from the given households participated in the CFWG paid labor. All parts of this form (except the daily attendance checks and the final signatures and thumbprints) will be filled at the start of each two-week work cycle in the community, and it will be filled by the FP social organizer, closely checking the Form 2 (eligible beneficiary list). The attendance checks will be filled by the FP social organizer/ engineer/ CRG Focal Points on a daily basis for every day of labor provision in every two-week cycle in the community. The final thumbprints/ signatures of the laborers will be obtained once every two weeks after payments are made to them for the two-week period. These thumbprints will then also serve as proof of payments received. The final signatures of the social organizer/ engineer/ CRG will be added once every two weeks after payments are made to the laborers for the two-week period. These signatures will then also serve as verification for the data included in this form: attendance checks, number of labor days per laborer and per HH, and payments made.

This form should be retained by the CRG, but must be collected back by the CRG and submitted in original to the FP when completed. One person per household selected through the criteria and process mentioned above is to report to work at the subproject site(s) on the stated start day for the CFWG paid labor component.

In terms of fund flow, the commercial banks' agents are responsible to deliver the cash on the point of distribution and then the FPs will be responsible for the cash distribution to the recipients. This is to ensure the cash is not held outside of the bank accounts/agents custody before the distribution.

The monitoring of the paid 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. The Forms #6a should be verified and signed by the social organizer/ engineer/ CRG Focal Points within the community. Ideally, payments for the CFWG work needs to be made on a biweekly basis at a fixed time in the

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evening and in a public venue, preferably at the site of the labor itself. Communities where CFWG wages are not made even on a biweekly basis can complain using the Project grievance handling mechanisms. The distribution and receipt of the wages is to be done publicly by the FP staff with at least two CRG and two non-CRG Community Representatives who are not participating in the paid labor as witnesses.

When all paid labor under the CFWG for each community is completed, all the completed Forms #6a need to be submitted by the FP social organizer/ engineer to the FP data entry officers, for uploading into the MIS. There needs to be one signed Form #6a submitted for each period during which the paid labor part of the CFWG is implemented. The total labor days and labor costs recorded, when similar to the estimates stated in the CFWG Form #5, indicate a well-managed CFWG implementation.

Note: A new **Form 6c: Community Based Paid Labor Expenditure Report** has been introduced for C1/CFW. Community Based Paid Labor Expenditure Report will be used to document the labor payments at community level. (It is estimated that the labor provision for C1 will range between 2-weeks (minimum) to 3 months (maximum). As such, it is expected that there will be a minimum of 1 and a maximum of 6 Form 6a's per community.

Under the AIB Digital Payment Modality for the rural CRG, the payment responsibility shifts from the FP to AIB Bank, where wages are disbursed directly to registered laborers through biometric authentication. UNOPS and the FP jointly verify labor records and coordinate with AIB to ensure accuracy and compliance, while the FP remains responsible for labor recruitment, documentation, and on-site facilitation to enable timely and transparent wage payments.

The UNOPS role in labor wage distribution, AIB's role in managing digital payments, and the FP's responsibility for recruitment, documentation, and coordination follow the same framework outlined in Section 6.4 of the POM under the urban component. However, the key difference lies in implementation: in the urban component, contractors are responsible for these functions, whereas in the rural component, Facilitating Partners (FPs) undertake these roles.

## 5.9 Implementation

Once the approved CFWG funds are received into the FP's account (or recorded in the ledger for the community), the CRG jointly with the FP will conduct basic community procurement exercises for the purchase of goods/services required for each approved subproject. All payments to the laborers and suppliers/service providers under this Component will be made exclusively by the FP, and not via the CRG.

The actual maintenance/construction work is to be implemented with the technical assistance of the FP engineer. However, the engineer will only be able to visit occasionally and the responsibility of direct supervision of the grant utilization and the actual repairs/ maintenance remains that of the CRG. (Note: A minimum of six actual site visits by the FP engineer is required for each infrastructure subproject financed under the CFWGs.) The quality of the goods/materials used and the workmanship should be above satisfactory and should be such that the infrastructure being maintained is then both functional and in good condition. 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 also 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 make an O&M plan to maintain the infrastructure repaired under the CFWG.



The work/labor under the CFW grants must be undertaken by the community members themselves without procuring a third-party contractor/construction company/firm. No third-party contracting is permissible for the use of the labor costs under these grants. However, the purchase of raw materials and/or hire of machinery/equipment for the subprojects is permissible, provided these costs are clearly identified and included under the 20 percent (40% (in exceptionally approved cases) non-labor costs stated in the Forms #5.

The actual implementation should follow the approved CFW plan as closely as possible. The timelines stated in the proposal should also be adhered to. At the maximum, a six-month period is allowed for complete utilization of the funds and completion of the CFW subprojects, from the date of the grants being made available to FPs and hence to the CRG to commence the CFW projects.

## **5.10 Completion of incomplete rural CCAP subprojects**

There will be no additional grants provided for the completion of incomplete CCAP subprojects in coverage areas. However, the communities with their CRGs and FPs can agree to use their CFWG towards completion/rehabilitation of CCAP subprojects, provided these subprojects fit into the criteria for this Component, primarily that a minimum of 80 percent of the total CFWGs should be used exclusively for paid labor. It should also be noted that all subprojects involving solar panels, solar water-pumps and related solar-power project equipment cannot be financed under these grants.

## **5.11 Documentation and accountability**

The completion of the subprojects proposed in the Forms #4 and #5 should also result in complete utilization of the CFWG grant. In the event that there is residual CFWG funds not utilized in the subprojects and the subprojects are completed, these residual funds need to be utilized exclusively for additional labor-intensive work, such as basic repairing of the roads or drains in the community. Any residual funds should be retained by the FP in the account and accounted for in the collective reporting for the sub-grant funds.

On complete utilization of the funds and/or completion of the CFW subprojects, the social organizer and/or engineer will help the CRG complete **the CRLP Form #7: CFW Monitoring and Reporting Form**. This form will capture the actual labor generation and the amounts paid against the same, the functionality and condition of the infrastructure for which repairs/maintenance was done or the new infrastructure constructed, and the key variations between the actual work/budget and that stated in the approved CFW plans. The completed signed form #7s must be submitted to the PIU/FP Manager within seven working days from the date of last paid labor for the selected subproject. The Form #7 must be reviewed and approved by the FP Provincial Manager within two working days of receipt of the same. The FP Manager's review must examine completeness of the Form including signatures, rates for paid skilled and unskilled labor, materials, adherence or deviations from the approved Form #5, the possibility of elite capture (indicated by very few persons benefiting from more than 26 days each or ineligible households included), etc. The total number of paid labor days and number of laborers must be realistic in terms of community household numbers and types of subprojects selected for the maintenance. CFWG closure for a given community is indicated by entry of its Form #7 into the database.

Note: The Form #7 has been revised such that each subproject financed for a given community has a separate stand-alone section. This then allows the FPs to enter data and upload the section for the relevant subproject immediately after its completion, without waiting for the remaining subprojects in that community to be completed.

A designated team from the PIU in UNOPS will review a small sample of the Form #7s entered in the MIS, ideally up to 10 percent of the CFWG communities in each province/district. The review will also include similar aspects as that of the FP Manager but be at a higher level. Significant deviations from approved Form #7s, trends showing similar or significant errors in a given province etc. need to be highlighted for management's attention. The designated group above will also physically visit a small sample of communities with Form #7s entered in the MIS and cross check the data in the field with that in the Form #7s.

The communities will be informed of the Project's grievance handling mechanisms and how they may report complaints or grievances arising from the CFWG implementation, via different secure channels. In addition to this, the FP engineers and social mobilizers will also be trained to be the first point of contact for grievances.

Monthly and quarterly reporting will be limited to quantitative inputs and outputs including but not limited to number of communities covered, amount of grants disbursed, estimated and actual number of beneficiaries for the repaired/maintained infrastructure and that for the paid labor, number of labor days generated and amounts estimated and actual for labor and non-labor components.

The PIU staff in UNOPS are responsible for data entry into the MIS related to the CFWG.

For in-kind procurements and accounting for the CFWG, please see the relevant chapters on procurement and financial management.

Under the AIB Digital Payment Modality for the pilot community, clear documentation and procedures are established to ensure transparent, accountable, and verifiable labor wage distribution. The FP is responsible for preparing and maintaining all primary records, including Form 2 (Community Profile), daily attendance sheets with fingerprint verification, and wage sheets—all of which must be signed, stamped, and submitted to UNOPS. The AIB Bank conducts biometric registration and disburses labor wages directly to registered workers, maintaining digital payment records authenticated through fingerprint verification. AIB also shares transaction data with UNOPS for monitoring and synchronization with the CRLP MIS system. All verified labor and payment documents are securely stored in digital format to ensure full traceability and to support monitoring, audit, and verification processes throughout the project lifecycle.

## Chapter 6: Component 2: Emergency 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:

- Have witnessed a high influx of IDPs/returnees
- Were part of CIP/EZ-Kar, where similar LIW Projects were successfully implemented in 2021
- Are hubs of economic and private sector activity

The proposed coverage of Component 2 includes the following:

The table below lists the proposed distribution of project sites but this is subject to change given various other factors during implementation. Around half of the proposed project sites are expected to have had the now dissolved CDCs, where CRLP will need to establish CRGs. The table shows the actual figures for the parent project, and the full coverage and minimum targets defined for the AF.

City	Parent project (Full Coverage )	AF Expansion (Full Planned Coverage)	AF Expansion (Minimum Target)	Total (Full Planned Coverage )	Total (Minimum Target)
Kabul	200	140	94	340	294
Herat	72	32	21	104	93
Mazar	46	32	21	78	67
Kandahar	77	48	32	125	9109
Jalalabad	46	42	28	88	74
Kunduz	38			38	38
Bamyan	13			13	13
Khost	28			28	28
Gardiz		28	19	28	19
Ghazni		28	19	28	19
<b>Total</b>	<b>520</b>	<b>350</b>	<b>234</b>	<b>870</b>	<b>754</b>

However, it should be noted that there will be variation in the size and the scope of these projects and hence the financial allocations for these projects may not always be uniform. 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 Facilitating Partners (FPs) and from UNOPS. FP SOs have a significantly larger role in Component 1 (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.

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## 6.2 Implementation mechanism

The following table 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:

CRLP Urban Areas Key Activity Matrix	CDC Area	GA Area (no CDC)	No CDC or GA (exceptional circumstances)
Community Representative group Facilitation and Mobilization for ECA	UNOPS and FP SOs will work with the urban communities to establish the Community Representative Group as necessary	N/A	N/A
<b>Subproject selection</b>	UNOPS holds consultation with the Community Representative Group 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.
<b>LIW beneficiary selection</b>	The Community Representatives Group provides their existing lists as guidance. Contractors benefit from the lists and launch a self-selection process for beneficiaries within the CRG area. CRG would help in grievance redressal.	Contractor launches a self-selection process for beneficiaries from within the GA area with the consultation of Gozar Assemblies (as needed). GA would help in grievance redressal	Contractor launches a self-selection process for beneficiaries from within the area with the consultation of CG (as needed). CGs would help in grievance redressal

(Note: In Component 2 project areas, the primary implementation/management role will rest with UNOPS and the contractors. CRG s/GAs/CGs will play supporting roles as mentioned above).

These processes are further elaborated below.

### 6.2.1 Community targeting and subproject selection

LIWs will be selected based on community needs. UNOPS will undertake consultations with community members to understand local needs and priorities. Consultations will be structured as follows:

- Areas formerly covered by CDCs, the FP and UNOPS will work with 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 Facilitating Partners (FPs). The consultations in CRG areas should therefore be conducted when the FPs have been hired. If the CRGs do not meet the ECA, FPs will help them to fulfill ECAs in four to six weeks from initial formation. If urban CRGs are not able to meet the ECAs in a four to six weeks' time frame, they will not receive any support from the project under component 2.

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Subproject consultations will be carried out in non-CRG areas by UNOPS (without the participation of the Project's FPs). These consultations can therefore be conducted immediately upon or before Project initiation. Before conducting community consultations, UNOPS shall 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 roughly evenly 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 SOs will identify target communities in poor neighborhoods. Target communities for each single subproject will be constituted by CRG clusters or a GA. CRG clusters consist of three, four to five urban communities with CRGs. Target communities should consist of approximately 750 to 1,000 households (HH).

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

Note that, in each target community, subprojects should aim to provide labor for 15 percent to 25 percent of HHs. 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 in order 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.

In target communities where subprojects have already been designed or subproject implementation had already begun under a previous WB project, the meeting will inform the communities of the LIW. In target communities where no subprojects have already been designed and subproject implementation has *not* begun under a previous WB project, the meeting will ask communities to identify up to five priorities from the positive list of investments, 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 5.3)
- Carry out environmental and social screening (as outlined in section 5.2.2). Subprojects with significant environmental and social risks will not be considered for approval
- 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 maybe 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 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 CRLP ESMF.

### 6.2.3 Design

LIWs are simple infrastructure subprojects, requiring minimal preparatory work.

UNOPS is responsible for identifying the subprojects through community consultations as well as surveying, engineering designs, safeguard requirements, procurement, engineering 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)

#### 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. The selection process will consist of the following steps:

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 may 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

The contractor will then create a list of unskilled labor participating in the LIW. The list should reflect the order in which self-identifications were made (especially where the number of self-identifications exceed the number of laborers needed), however, the unskilled laborers will be hired based on the numbers required for construction activities with the consultation of GA/CG considering equitable distribution of laborers across the Gazar. See Annex IV for further detail.

Under the AIB digital payment modality, the Contractor will recruit laborers in consultation with GA/CG and complete Form 6A along with collecting each worker's National ID copy. UNOPS will then coordinate with AIB Bank to deploy field agents to the project site for biometric registration, during which laborers' fingerprints and personal details are captured and recorded in the AIB MIS system. Only laborers who have completed biometric registration and received verification from AIB are eligible to work on-site and receive wage payments through the digital system. Please refer to Annex XIII for a snapshot of the digital payment workflow for C2.

#### Selection criteria

LIWs target poor and vulnerable households. These are self-identified but need to meet the geographic eligibility criteria and selection process. There should only be one participant per household.

### **6.2.5 Supervision**

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

The World Bank will conduct supervisory missions by the Task Team Leaders and technical team. These will take place at least three times per year to ensure timely responses to any implementation bottlenecks that arise, if circumstances permit.

### **6.2.6 Verification of labor participation and outputs**

UNOPS will be 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\$ 100,000 with an additional 10% contingency. For a climate resilience subproject, each value on average can be increased by an additional 20% to act as an incentive and to cover any additional material costs required for such subprojects. Subprojects will be approved with due consideration for poverty levels across neighborhoods as well as the following eligibility criteria:

### **6.3.1 Permissible list (indicative)**

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

- Construction or rehabilitation of 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
- Rehabilitation of water supply and sanitation systems
- Improvements to markets
- Provision or improvements of public spaces
- Watershed works
- Protection and Retaining Structures
- Water Retention Ponds and Weirs
- Rain Water Harvesting
- Enhancing biodiversity works
- Other 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 go towards paying wages.

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

The wage rate is fixed uniformly across the country as AFN 450/person/day for unskilled labor, and AFN 700/person/day for skilled labor. LIWs should provide on average 60 days of work per beneficiary Household, with 30 days per Household as the minimum.

The contractor shall allocate a daily wage of 450AFs to unskilled laborers and 700AFs to skilled laborers payable in national currency (Afghanis) on 21 calendar days basis. The contractors shall price the Bill of Quantities' (BOQ) relevant items in national currency (Afghanis) considering the allocated wages unit rate with indirect cost (if any).

The payment system under the AIB Digital Payment Modality shifts responsibility from contractors to AIB Bank, where wages are disbursed directly to registered laborers through biometric authentication. UNOPS verifies labor records and coordinates with AIB, while contractors manage recruitment, documentation, and on-site facilitation to ensure timely and accurate payments. Please refer to annex XIII for a snapshot of the digital payment workflow for C2.

For the LIW works implemented under the digital payment system, the minimum number of working days for both skilled and unskilled laborers shall remain 30 days. The average maximum of 60 working days shall apply exclusively to unskilled laborers. In the case of skilled laborers, the number of working days may exceed the 60-day average, depending on the technical requirements and the nature of the subproject. This provision ensures the continuity and quality of skilled labor throughout the project duration.

## **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 Package
- 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<sup>7</sup>. 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.

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<sup>7</sup> 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 household's and laborers' working days data, disaggregated by gender, shall be collected from the subproject labor attendance sheet and compiled in the **Form #8:** Urban Paid Labor Report and **Form #6a:** Urban LIWs Paid Labor Register, exists in Annexes.

The original copy of above filled, signed and scanned forms/templates shall be submitted as supporting documents to UNOPS at the time of payment request (invoices).

Under the AIB Digital Payment Modality, clear documentation arrangements are established to ensure transparent, accountable, and verifiable labor wage distribution. The Contractor is responsible for preparing and maintaining all primary records, including Form 6A (labor profile), copies of National IDs, daily attendance sheets with fingerprint verification, and wage sheets signed and stamped before submission to UNOPS.

The AIB Bank conducts biometric registration to pay labour wages, maintains digital payment records authenticated through fingerprint verification, and shares transaction data with UNOPS for monitoring and synchronization with the CRLP MIS system. All verified labor and payment documents are securely stored in digital form to ensure full traceability and support monitoring, audit, and verification processes throughout the project.

## **Chapter 7: Component 3A: Social Grants for Women and the Most Vulnerable Households**

### **7.1 Background/ Rationale**

In most Afghan communities, there are households that are vulnerable but do not have able-bodied adult members who can benefit from the paid-labor under Components 1 (rural) or 2 (urban). Previous World Bank funded projects such as the Citizens' Charter (CCAP) included a component called the Social Inclusion Grants for the coverage of such households. The CCAP community processes included a well-being analysis that classified all households in targeted rural communities into 4 categories: well-off, middle class, poor, very poor/ most vulnerable, based on a set of objective criteria. The CRLP too introduced a Component 3 dedicated to such households, called the Social Grants (SG). With the introduction of the women's economic activities also the same component with the Additional Financing (AF) the Social Grants will be indicated as C3a, while the women's economic activities will be indicated as C3b. It should be emphasized that the CRLP C3a/ Social Grant benefits are exclusively for households that do not have able bodied adults who can work under components 1 or 2. The C3a subcomponent 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 ECA criteria.

### **7.2 Eligible Households**

The following households in a given rural community or urban project are deemed as eligible for the CRLP social grants:

- a) Women-headed households;
- b) Households headed by disabled persons (i.e. mentally or physically challenged persons) or households composed entirely of very elderly members and/or non-adult children.
- c) Households headed by drug addicts.

All eligible households in a given target community will be shown as eligible for the C3a/ Social Grants in the CRLP Form 2 for rural and Form 3 for urban coverage areas. It should be noted that not all eligible households will receive the social grants, given project budget constraints. (Please see the sections below for final selection processing).

### **7.3 Key Responsible**

The FP will remain the key responsible for this sub-component. FP social organizers 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). 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 Grants in their given rural/ urban communities. The full list of eligible households will be marked into the Form 2 (rural) or Form 3 (urban). The CRGs will support the FPs in the procurement of the in-kind packages and in their distribution in rural areas.

The CRGs/ MCs will support the FPs in the distribution of the cash packages in urban areas. However, the FPs will remain the primary responsible parties for all procurements and payments under this sub-component.

## **7.4 Social Grant Package**

The C3a/ Social Grant package will be in the form of in-kind (mostly) food packages for rural communities and in the form of cash for urban project areas. In both, each household eligible and selected for coverage will receive the equivalent of a social grant package of AFN 10,000. In exceptional circumstances (such as steep hikes in food prices, bulk procurement gains etc), the individual household package in cash or kind may vary slightly, but must not fall below AFN 9,500 and must not exceed AFN 10,500.

In rural communities, the in-kind package can vary from community to community, but the per-household package agreed must be uniform for all households within the community, in both quantity and quality. The in-kind package must necessarily include (a) either rice or wheat, and (b) either dried beans or lentils, in larger quantities. Optional items can include cooking oil, sugar, tea leaves, salt, washing/ bathing soap, etc.

## **7.5 Social Grant Calculations and Ceilings Per Community**

Social grants are defined as a maximum of AFN 150,000 per rural community, and a maximum of AFN 700,000 per urban project site. The social grant for a given rural or urban target community is calculated as follows:

- Number of households eligible for social grants in the given community = A
- Social grant amount per household = AFN 10,000
- Estimated need for social grants =  $A \times \text{AFN } 10,000 = B$
- In rural communities, where B does not exceed AFN 150,000, then the social grant for that community = B. In such cases, the FP indicates in the MIS, that all eligible households will be covered by the social grants. In rural communities, where B exceeds AFN 150,000, then the social grant ceiling for the community – AFN 150,000. In such cases, not all eligible households will benefit from the social grants.
- In urban communities, where B does not exceed AFN 700,000, then the social grant for that community = B. In such cases, the FP indicates in the MIS, that all eligible households will be covered by the social grants. In urban communities, where B exceeds AFN 700,000, then the social grant ceiling for the community – AFN 700,000. In such cases, not all eligible households will benefit from the social grants.
- Administrative costs: In rural communities, in addition to the social grant ceiling defined as shown above, each community can avail of up to AFN 6,000 as administrative costs to include travel, transportation, food, accommodation and other such expenses that may be incurred by the CRG members in the procurement and/or distribution of the social grants.

## **7.6 Final Selection of Households for Benefits**

Where the number of eligible households exceeds 15 households in rural communities and 70 households in urban communities, the FP will work closely with the CRG/ MG responsible to identify which households from the eligible list may be deemed less needy and could be excluded (with the offer of work under C1 or inclusion under C3b where feasible). The excluded households will then also be noted clearly into the Form 2 (rural) or Form 3 (urban). The final list of selected households for the social grants will be those deemed eligible and not excluded in these forms. Where exclusion is required, the FPs and the CRGs/MCs will need to ensure that the

eligible recent additions to the community such as IDPs/ returnees are not excluded, and that the exclusion is not all from the same mohalla/ neighborhood.

Once the final selection of the households to benefit for the social grants is completed in Form 2/3, the FP works with the CRG/MC to complete the **Form 9A: Social Grant Plan**. 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 the Form 8A and uploading into the MIS will serve as the trigger for requesting disbursements for the same.

For the digital payment pilot site, the FP is responsible for identifying and verifying eligible beneficiaries in coordination with the CRG. UNOPS will coordinate with AIB Bank to deploy field agents to the project site for biometric registration (beneficiary onboarding), during which beneficiaries' fingerprints and personal details are captured and recorded in the AIB MIS. Following registration, the FP will prepare the verified beneficiary payment sheet, which will be shared with AIB through UNOPS for processing. Subsequently, beneficiaries receive their social grant payments digitally and directly through the AIB digital payment system.

## **7.7 Procurement of In-Kind Packages**

The FPs are required to use the simplified procurement procedures provided by UNOPS for the procurement of the in-kind social grant packages. The FPs can opt to either handle the procurement community-by-community or together for a given set of communities in a single process. Either way, the procurement guidelines and the forms prescribed by UNOPS as part of this POM needs to be adhered to. FPs are also responsible for maintaining the procurement related documentation for each rural community for the social grants, and providing them (via UNOPS) to the ARTF TPMA as required.

## **7.8 Distribution and Verification**

The distribution of the C3a social grants will be exclusively for those households deemed eligible and then not excluded under Form 2 (rural)/ Form 3 (urban). The FP SOs, along with the CRG/ MC representatives, will handle the in-kind package distribution in rural areas, and the cash package distribution in urban areas. Ideally, the in-kind distribution will take place door-to-door for the selected households. Where this is not feasible for all, the door-to-door in-kind distribution is mandatory for the female headed households in rural areas. The SOs will use the **CRLP Form 10A: C3a Social Grant Distribution Verification Form** for the purposes of documenting and verifying the distribution. Each household that receives the social grant package (whether in cash or kind) needs to be identified in the form clearly (with details matching the Form 2/3) and must sign/thumbprint to confirm receipt of the package in the appropriate quantities in kind/ amounts in cash. Again, FP SOs must ensure that all selected households within the same community receive the same package in quality and quantity if in kind, or the same amount if in cash.

## **7.9 Work Planning and Implementation**

The UNOPS' will include C3a/ social grant coverage for both rural and urban communities into its annual and project work planning and rollout. The work planning will define the number of rural communities and urban project sites that will complete beneficiary identification, procurement of in-kind packages, and distribution of social grants for each calendar month of the AF project implementation duration. Given that the social grants are intended for the most vulnerable households, the work planning should be such that the social grants can be distributed prior or during the lean season, ideally between the months of November and March.

## 7.10 Monitoring and Reporting

The progress in the work plans related to the social grants will be reported on in regular weekly and quarterly reports, as well as in the quarterly ISMs. UNOPS will also cover sample checks on the social grants during its field visits and monitoring spot checks. The ARTF TPMA also covers the social grant monitoring through verification of the beneficiary households and the packages received. The TPMA will also compare between the Forms 2/3 and the Form 10A for the verification of the social grants.

The Results Framework for the CRLP AF includes the following indicators for this sub-component and these will be reported by the UNOPS with inputs from the FPs (directly and via the data from the MIS):

- Number of vulnerable households receiving social grants, with a target of 150,000
- Number of female-headed households receiving social grants, to be monitored
- Number of vulnerable households with persons with disabilities receiving social grants, to be monitored

In addition to the above, the CRLP will monitor and report on the following indicators against the social grants:

- Number of vulnerable households headed by disabled persons receiving social grants
- Number of IDP/ returnee household receiving social grants
- Number of rural communities and urban project sites that have completed eligible household identification for social grants
- Number of rural communities and urban project sites that have completed distribution of social grants
- Total number of households identified as eligible under each of the three main categories, and cumulative total.

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

### 7B.1 Introduction

This is a new sub-component added as part of the Additional Financing (AF) under the existing Component 3 with the objective of improving household nutrition/food security and supporting income generating opportunities among very vulnerable identified women-headed households. 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. Component 3b is intended as a pilot with a strong focus on monitoring and evaluation to understand what works best in the face of the various constraints faced by vulnerable identified households, as well as the limited resources available.

### 7B.2 Coverage

This sub-component will cover all rural communities in the CRLP AF where the Components C1 and C3a are rolled into. It is thus expected that this will cover around 2,685 rural communities. With an estimated 9 to 11 households per community expected to be deemed eligible under this subcomponent, it is estimated that a total of around 26,850 identified FHH or around 187,950 persons will benefit.

## 7B.3 Beneficiary Identification

CRGs, together with FPs, will compile the list of all eligible beneficiary households for this sub-component, from those HHs marked as eligible for C3a, using the following criteria:

- Households where a woman is the primary provider for the family and is managing the family income/funds in a HH without adult men, or a HH headed by a disabled, drug addict and/or elderly male head/husband who cannot work in cash-for-work type of activities;
- The FHH is not a beneficiary receiving regular cash or in-kind transfers under other projects, including the WB-funded Emergency Food Security Project.
- The FHH's income source is mostly charity.

The FP social organizer, together with the women CRG members, 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. In the event that the number of eligible HHs confirming their interest and availability exceed 10 households/ community, the per beneficiary value of the asset allocation will be reduced accordingly.

The beneficiary HHs identified will be listed in the CRLP Beneficiary List form (Form 2, with a specific column for C3b), and Form 9B,

The FP will provide **technical training, an asset transfer and mentoring** to C3b beneficiaries.

## 7B.4 Technical Training

After visiting the communities and considering what is feasible in the given context, FPs will submit proposals (on a district or sub-district level, depending on the local agro-ecology) indicating the planned intervention. UNOPS will assess the logic and coherence of the proposals, the training tools proposed, the experience of FPs, and the potential for market opportunities and provide comments/ approval.

For those FPs that require capacity support, UNOPS will procure a consultancy firm or NGO experienced with women's economic empowerment activities in rural Afghanistan to prepare and conduct trainings for CRLP AF FPs in basic micro enterprise development, such as, jam/ pickle making, fruit/ vegetable processing, etc. UNOPS may also recruit a consultancy firm or NGO to help with small market assessments.

FPs will provide at least 24 hours of **technical trainings**:

- FPs core trainers will be responsible to provide at least a three-month engagement for training, with at-least one 2-hour session every two weeks.
- The training must include top-up to the Kitchen Garden training under C4, with specific guidance on the local seed package.
- The production skills training can be merged with basic business management, accounting, product branding and similar skill sets. Given low literacy and numeracy of the target group, FPs may include literate/numerate adolescent daughters (or sons) in the trainings.
- 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 get trained.

The women trainees that complete the full set of trainings successfully will be issued a project certificate for the same. The list of women trainees and their attendance will be captured in CRLP Form 12: C3b Trainee List and Attendance. This form will also list the women that have qualified for the asset transfer.

Activities within or in the community's neighborhood outlined in the Table below are permissible. The menu is not exhaustive but indicative; other economic activities that meet the requirements can be included, upon receipt of a proposal from the FP. The requirements for selection of the activity are:

- Activities can be completed within a maximum of six months from receipt of the grants by the Community.
- Assessment of environmental, social and cultural risks and prioritize low-risk activities.
- No land acquisition should be required.<sup>8</sup>
- Activities should be amenable to home-based production.
- Food-based activities that can yield nutritional benefits to FHHs should be prioritized.
- FPs are encouraged to deliver training in more than one economic activity to help FHHs better navigate seasonality and economic shocks, and to ensure that C3 women are not all trained in the same activity that will saturate the local market.
- FP is able to demonstrate that it can provide market linkage support through ongoing complementary activities.

**Table of Indicative Permissible List of Activities**

Economic Activities	Requirements for Selection	Recommended Asset Package
Kitchen Gardening	<ul style="list-style-type: none"> <li>• Water availability.</li> </ul>	Good local variety seeds (at least 5 vegetables/ pulses)
Food processing (jam and pickling)	<ul style="list-style-type: none"> <li>• Water availability.</li> </ul>	Aluminum strainer, aluminum cooker, pulper machine, glass bottles and jars, raw materials.
Poultry	<ul style="list-style-type: none"> <li>• Space to keep the poultry.</li> </ul>	Vaccinated chicks, 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

#### Non-Permissible Menu

- Activities requiring access to external/export markets (e.g. handicrafts, embroidery and carpet weaving) are not permissible.
- Large livestock (e.g. goat, sheep, cow, etc.) are not permissible.
- Projects requiring solar panels or solar-power related equipment are not permissible.
- Orchards or other activities that require a significant amount of agricultural land are not permissible.

## 7B.5 Asset Transfer

FPs will conduct bulk procurement (following the community procurement norms outlined in this POM) to procure basic seed assets to support kitchen gardens and other assets related to the option(s) selected by the women trainees in each community. The assets will be equivalent to US\$ 150/ eligible households (US\$50 for

<sup>8</sup> Refers to buying, renting, leasing, right; not using someone else's land without compensation.

seed packages, US\$100 for other assets). These will be transferred by the FP to the successful trainee women target group by month 6 of the facilitation in the given community. The receipt of the assets will be captured in the modified CRLP Form 10B: Social Grants/ Asset Transfer Distribution Form.

The FP will **monitor and mentor** these women in these activities for a minimum period of three months from provision of the assets.

## **7B.6 Monitoring and Reporting**

The FPs will be primarily responsible for the 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 progress reports (once every four months). In addition, basic baseline and outcome measures on income should be taken during enrollment and several months after the asset has been transferred, respectively.

Both UNOPS monitors and the ARTF TPM will monitor a sample of this subcomponent.



## Chapter 8: Component 4 - Strengthening Community Institutions for Inclusive Service Delivery

### 8.1 Objective and Definitions

**Note: Component 4 is limited to project coverage areas with CRGs meeting the ECAs.**

This chapter provides guidelines and lists the key activities for the CRL's Component 4.

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 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 12-month facilitation period in each community. FP social organizers are expected to visit CRG in rural areas every three weeks for a total of around 6 visits to complete all topics under C4. In urban areas with CRGs, the agreed training will also be rolled out within the first 12 months of project implementation.

### 8.2 Grain/Food Banks

During the CCAP work, more than 11,000 rural communities established grain/food banks, and some of them, through the work of the VGD sub-committees, have collected and distributed considerable amounts of non-perishable food or other items that households need. In virtually all such rural communities, the VGD committees have the capacity to manage log books that note items in and out, ensure safe storage of food in local vessels, and to conduct distribution events for the most vulnerable households. FP SOs will review, with the newly established VGD sub-groups, the various protocols they follow in their activities and provide additional training if needed. Most importantly, if these subcommittees have stopped working, they should meet, and discussions should take place to consider continuing their work. It is envisioned that in the future, grain/food banks can be used by external actors to channel food to the most vulnerable households as the lists that capture their names, number of family members and location are maintained.

In rural communities that were not part of CCAP, Food Banks do not exist. Here, the FP SOs will need to establish VGD -subgroups for the first time, build their capacity, and support VGD sub-group to establish Food Banks. (Note: Food banks will not be established in urban areas). VGD subgroups, headed by CRG Focal Points (where present), will be formed by inviting youth who are interested in working on poverty reduction to come forward and join the sub-group. Each neighborhood should be represented in the VGD sub-group. The FP SOs will work with the VGD sub-group and build their capacity to conduct 'reduce hunger campaigns', safely store food, maintain logbooks and conduct distribution events (see step-by-step guidelines). Ultimately, VGD sub-groups can be instrumental in food aid programs creating beneficiary lists for various types of aid, assisting in information dissemination, preparations and the food distribution events (be they door to door or centralized).

Information on the kitchen gardens and grain banks established will be collected using CRLP Form 11: Kitchen Garden and Grain Bank Monitoring and Reporting Form.

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

In both rural and urban communities, FP SOs will work with CRGs and their subgroups to build their capacity in terms of leadership skills, development planning, including inclusion and exclusion, as well as communication, collaboration, and advocacy skills, and monitoring. Women's wings of the groups will have the same sessions as men (but separately). In addition, there will be sessions for women in the Community and Family Welfare Sub-group that explore common health issues amongst women (e.g. COVID 19, hepatitis) and in the women's sub-group health issues specific to women (e.g. anemia, reproduction) and the importance of education and the implications for the future. Both men and women's wings of the Community and Family Welfare Sub-group will discuss how to access services and information, and how to address key issues. The women's wings will have sessions on kitchen gardening (and the men also have kitchen gardening sessions so that they can fully support women) and UNICEF's Service Providers (the UNICEF terms for Facilitating Partners) will conduct sessions on hygiene and nutrition. The female wings of the sub-group will share with women from their residential areas what they learnt and discussed and consider how to put this knowledge to use in their day-to-day activities. Initially, the FP SOs will support the preparation of the female sub-group members to conduct these meetings, which must predominantly include poor and very poor women and men. These meetings are intended to ensure that information is shared, access to services explained and nutrition messages are passed on.

In rural areas three CRG Sub-groups will be formed by the FP Social organizers (O&M/DRM, GR/CPMT and VGD/CFWG) via a participatory process, each wing of these sub-groups will include men and women wings (the detailed formation process is elaborated in the step-by-step guidelines)

The ways in which sessions are held in communities will likely vary and this will reflect women's ability – or lack of – to move throughout the community. In some communities, women may be able to meet outside their neighborhoods (mahallas) and traverse the villages to attend meetings, whilst in other communities, women are restricted to their neighborhoods. In the case of the latter, FP SOs will need to conduct several meetings (at the neighborhood/street levels) so that women of all areas in the community can meet. In this case, women SOs will play a key role in sharing the discussion and facilitating decision making/planning. If FPs experience any challenges in facilitating women's participation in the trainings, they should notify UNOPS immediately.

Besides the more technical discussions outlined above, the women's wings of CRG s and 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.

UNOPS will monitor the training inputs and FPs will report on the trainings (i.e. gender disaggregated trainee numbers for each training type) under C4 using the Form 13: C4 Training Participant Numbers. 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:

**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	A. Disaster and Hazard Mapping  B. Disaster Risk Preparedness and Mitigation	<ul style="list-style-type: none"><li>• Create historical timeline of major disaster events</li><li>• Review Public Resources Map and use it to create a disaster risk map and identify hazard areas/ vulnerabilities in the community</li><li>• Discuss how different groups in the community are affected by disasters</li><li>•</li></ul>	FP SOs (male and female)	All DRM 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 and Review of CDP B. Review/ Creation of CDP	<ul style="list-style-type: none"><li>• Consider the characteristics of the poorest, implications if they are left out from aid distribution, and steps needed to include them households in aid distribution lists</li><li>• Receiving / Interacting with Outsiders who bring Aid (initial meeting, update beneficiary lists, aid distribution)</li></ul> <hr/> <ul style="list-style-type: none"><li>• Review the Public Resources Map</li><li>• Use the Disaster Risk Map to Update CDP and highlight key areas, note potential future infrastructure that may help to mitigate risk, note agreed assembly areas in event of disaster</li><li>• Create /Review CDP</li><li>• Make Implementation Plans</li></ul>	FP SOs (male and female)	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	<ul style="list-style-type: none"><li>• Each Sub-Groups makes action plans for their respective CDP Milestones</li></ul> <hr/> <ul style="list-style-type: none"><li>• Discuss homestead gardening and its possibilities</li><li>• Create Compound Maps and present these for discussion/visits</li><li>• Planning for poor and very poor households to improve / establish gardens in private / public places</li><li>• Identify male and female experts in the community</li></ul>		All VGD and Welfare Sub-Groups members, GR/CPMT members, youth volunteers and others who are interested
Women's Well-Being (Rural and Urban Women only)				
4 and 5	Self-Confidence, Self-Care and Resilience	<ul style="list-style-type: none"><li>• Understand the importance of self-esteem and self-awareness and how to develop it</li><li>• Feel more positive about self</li><li>• Understand the importance of resilience and how to develop strategies for resilience</li></ul>	FP SOs (female)	GR/CPMT Members and all Welfare Group Members (to

		<ul style="list-style-type: none"> <li>• Understand networking and how to network for support</li> <li>• Respond to challenges and practice self-care</li> </ul>		share with ordinary women)
<b>Health Initiative (Rural and Urban Women only)</b> <b>Sessions designed by UNICEF and conducted by Nutrition Councilors (not included in CRL Step-by-Step Guidelines)</b>				
6	Food and Nutrition	<ul style="list-style-type: none"> <li>• Understand the importance of the various food groups and nutrition for adults and children</li> <li>• Malnutrition and Stunting Amongst Children</li> </ul>	Nutrition Councilors	GR/CPMT Members and all Welfare Group Members (to share with ordinary women)
7	Health	<ul style="list-style-type: none"> <li>• Breastfeeding</li> <li>• Hygiene and Hand Washing</li> <li>• Clean Water and How to Make Clean Water</li> <li>• How to keep food safe</li> <li>• Children's Vaccination and Prevention of Covid 19</li> </ul>		

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

# Chapter 9: Environmental and Social Risk Management

## 9.1 Environmental and Social Management

The purpose of Environmental and Social (E&S) Management is to ensure that all subprojects executed under the CRLP address and identify measures to avoid and minimize negative environmental and social impacts, as much as possible. Where these cannot be avoided, the impacts are adequately identified, assessed and necessary mitigation measures designed and implemented following relevant, existing 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<sup>9</sup> (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.

## 9.2 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 CRL 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 Environmental and Social Management Framework (ESMF), 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 parent 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 CRL will apply the WBG General EHS Guidelines from 2007<sup>10</sup>. 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.

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<sup>9</sup> The ESMF is available on the websites of the World Bank, UNOPS and the CRL Project.  
(<https://documents.worldbank.org/en/publication/documents-reports/documentdetail/099210107072240919/p17876001b74990fa09be80808b5795587d>; <https://www.unops.org/afghanistan>; <https://www.acrlp.org/Page.aspx?PageID=30>)

<sup>10</sup> <chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://documents1.worldbank.org/curated/en/157871484635724258/pdf/112110-WP-Final-General-EHS-Guidelines.pdf>

### 9.3 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, 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; 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 CRL (see Annex VI 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 CRL.

**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 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 VI 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 ESMP (see Annex VI: ESMF Form 3) will be used as a basis to develop appropriate 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. Mitigation measures can be presented in the form of a simplified ESMP table, 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 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 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 compliance. The team will further prepare E&S inputs into quarterly progress reports and include reporting based upon the Environmental and Social Commitment Plan

### 9.4 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 national labor legislation and the WB ESS 2.

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

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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 VI “Simplified Labor Management Procedures” for details on each procedure.

Under AIB digital payment modality , the SOP for labour management is listed below

#### **Key Procedures:**

Step 1: Labor Demand Planning: The Facilitating Partner (FP)/Contractor will determine skilled and unskilled labor needs based on BoQ and actual workload at site;

Step 2: Labour Recruitment: Facilitating Partner (FP)/Contractor Coordinate with CRG/Gojar for local labor recruitment; complete Form 2/Form 6A and collect NIDs.

Step 3: Initial Verification: The Facilitating Partner (FP)/UNOPS CME will Review submitted Form 6A and NID copies for completeness.

Step 4: Biometric Registration and Onboarding: The AIB Bank Conduct site visits for biometric registration; assign Paycodes.

Step5: Deployment Authorization: The Facilitating Partner (FP)/UNOPS Confirm onboarding and authorize labor deployment.

Step 6: Daily Attendance Tracking: The Facilitating Partner (FP)/Contractor Record daily attendance using fingerprint and contractor stamps.

Step 7: Document Preparation for Labour Wage : The Facilitating Partner (FP)/Contractor Compile attendance sheets, wage sheets, and verified Form 6B/Form 6A.

Step 8: Verification of Payment Package: The Facilitating Partner (FP)/UNOPS Cross-check labor records, sign and approve payment package.

Step 9: Wage Distribution Coordination: The UNOPS Notify AIB, arrange space and presence for distribution.

Step 10. Wage Payment Execution: The AIB Bank Conduct wage distribution using fingerprint POS confirmation.

Step 11: Payment Data Archiving: The AIB Upload payment records to MIS and provide access to UNOPS.

## **9.5 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.

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

### **9.5.1 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.

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

**Step 4:** FPs and contractors to ensure all Project workers sign Code of Conduct and all Project workers receive induction

**Step 5:** FPs and UNOPS to communicate information about the Project, including Code of Conducts to communities.

**Step 6:** 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 7:** UNOPS and FPs to ensure women's involvement in planning and design of community interventions.

**Step 8:** UNOPS to conduct regular monitoring to assess the trends and magnitude of SEA/SH in relation to the project.

**Step 9:** 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 10:** 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 11:** 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.

## **9.6 Component 6: Implementation of activities related to SEA/SH risk mitigation for CASA 1000 Project**

UNOPS to implement a set of activities relating to SEA/SH risk mitigation and response under the CASA 1000 under the CRL Project. The Implementation will take place in the CASA-1000 communities in selected provinces as defined in the CASA 1000 SEA/SH activity plan.

UNOPS to adopt and implement the plan and associated accountability framework which includes the awareness raising of SEA/SH risks, training and signing the code of conduct by the CASA 1000 contractors' workers, establishment and management of an SEA/SH grievance mechanism, reporting incident and management of the referral services. For details please refer to the CASA 1000 SEA/SH Plan.

## **9.7 Standard Operating Procedures (SOP) - Stakeholder Engagement**

**Objectives:** The five purposes of consultations and information dissemination in the CRL 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 SEP, p.16, 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, p. 21-24, 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, PWDs 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.

## 9.8 Standard Operating Procedure (SOP) - Grievance Redress

**Objectives:** The objective of a Grievance Redress Mechanism (GRM) is to assist in resolving complaints in a timely, effective and efficient manner. The GRM should provide a transparent and credible process for fair, effective and lasting outcomes. It should also build trust and cooperation as an integral component of broader stakeholder engagement, that facilitates corrective actions and helps the community to have ownership of the project. **The GRM manual is attached to POM as Annex XII.**

**Principle 1:** The GRM will be well-publicized and known to all affected populations. The implementing agency (FPs & Contractors) will ensure that the GRM is widely publicized and will also conduct awareness campaigns in this regard among the affected communities. Implementing agencies will brief target stakeholders about the scope of the mechanisms, the safety of the complainant, time of response, the referral and appeal processes.

**Principle 2:** Accessibility - The GRM will be clear, accessible to all segments of affected communities, living within the vicinity of the project and subprojects sites or location.

**Principle 3:** The GRM will allow for multiple avenues of uptake of grievances.

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**Principle 4:** The system will be sensitive to women, men, boys and girls, as well as vulnerable populations such as persons with disabilities, elderly, displaced persons and other marginalized groups.

**Principle 5:** Confidentiality and prevention against retaliation.

**Principle 6:** The GRM will be designed to protect beneficiaries and stakeholder's rights to comment and complain, and even raise their complaints to higher management if they are not satisfied with services or receive insufficient solutions. The mechanism would facilitate their sharing of concerns freely with understanding that no retribution will be exacted for their participation. To create a safe space, anonymous complaints will be allowed.

**Principle 7:** The GRM shall provide for relaying regular information and feedback regarding the redressal of the grievance to the aggrieved.

**Principle 8:** The GRM shall be responsive in redressal of grievances by facilitating resolution with the concerned actor in the implementing chain.

**Principle 9:** The GRM shall be based on transparency and accountability. All complainants will be heard, taken seriously, and treated fairly. The community and stakeholders will be aware of the expectation from the project; the GRM procedures; understand its purpose and have sufficient information on how to access it.

**Principle 10:** The GRM will have provisions to appeal if the grievances are not resolved satisfactorily and the GRM will not prevent access to judicial and administrative remedies.

**Principle 11:** The mechanism shall provide for prompt time-bound redressal of grievances.

**Principle 12:** For GBV/SEA/SH cases, three guiding principles of confidentiality, survivor centrality and survivor safety are to be applied to specific cases of GBV/ SEA/SH cases as per the World Bank's guidance. Reporting mechanisms will enable complainants to report GBV SEA/SH cases without being publicly identified given the risk of stigma, reprisals, and rejection associated with sexual exploitation and abuse and sexual harassment.

**Key Actors:** UNOPS PIU Social Safeguards Specialist; FP Social Safeguards Specialists; UNOPS / FP GRM Focal Points; Grievance Redress/ Community Participatory Monitoring Teams.

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

# Chapter 10: Monitoring and Evaluation (M&E). Management Information Systems (MIS) and Key Reporting

## 10.1 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.

## 10.2 M&E Objectives

The primary objectives of M&E for CRLP are:

1. To ensure accountability to donors
2. To ensure accountability to beneficiaries
3. To manage performance of the program, grants and contractors
4. To support learning and adaptation

## 10.3 Stakeholder roles and responsibilities for M&E

While the majority of data collection is the responsibility of FP partners, urban contractors, and UNOPS, the Monitoring Agent (MA) will have responsibilities for independent verification. Responsibilities for key stakeholders related to project M&E include:

Stakeholder	M&E Responsibilities
<b>UNOPS</b>	<ul style="list-style-type: none"><li>• Develop the M&amp;E Plan and supporting guidelines and documents</li><li>• Develop and maintain the project MIS</li><li>• Provide access and training to FPs on MIS and orient them on M&amp;E requirements</li><li>• Physically monitor the activities implemented by NGOs and contractors</li><li>• Enter data into the project MIS, reviewing for completeness and accuracy</li><li>• Report on progress and compliance with E&amp;S Framework</li><li>• Provide quality assurance on data supplied by NGOs and contractors</li><li>• Review and manage performance and compliance with E&amp;S Framework, make adaptations/take corrective measures based on monitoring data</li><li>• Provide tri-annual reports to the WB on progress to date, including updated results framework data and compliance with E&amp;S Framework</li><li>• Respond to MA inquiries and feedback for corrective action as needed (see MA ToR)</li><li>• C2: Enter data into the project MIS, reviewing for completeness and accuracy</li><li>• C2: Respond to inquiries from MA or UNOPS as needed related to monitoring findings.</li></ul>
<b>FPs and Contractors</b>	<ul style="list-style-type: none"><li>• Collect data for relevant RF indicators in areas of operation</li><li>• Enter data into the project MIS, reviewing for completeness and accuracy</li></ul>

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	<ul style="list-style-type: none"> <li>• Provide relevant supporting documentation and forms as needed</li> <li>• Respond to inquiries from MA or UNOPS as needed related to monitoring findings.</li> <li>• Physically monitor the activities implemented at the Community level</li> </ul>
<b>CRGs/Gozar Assemblies/Citizen groups/Community Participatory Monitoring Committees</b>	<ul style="list-style-type: none"> <li>• Help with community monitoring, local accountability mechanisms and grievance redress</li> <li>• Appoint monitoring and grievance focal persons to provide regular reports to FPs about progress and citizens' feedback</li> </ul>
<b>Monitoring Agent</b>	<ul style="list-style-type: none"> <li>• Conduct periodic physical and financial monitoring of the project activities on a sample basis</li> <li>• Verify cash delivery to the beneficiaries under social grants and cash-for-work schemes</li> <li>• Verify ECA and RF indicators.</li> <li>• Review the documentation of community grants on a sample basis to determine compliance</li> <li>• Conduct evaluative/learning studies on selected aspects of the CRLP</li> </ul>

## 10.4 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.

## 10.5 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 PDO indicators that measure 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
- Sub-projects
- 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 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.

## **10.6 Data flow**

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

## **10.7 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 GIS coordinates of all component activity LIWs along with basic information about the implemented activities (including details of subprojects).

The MIS will be shared with all FPs for data entry purposes, along with the necessary templates/forms, guidance and training on the use of the system. The data stored in the MIS will be assured through standard data quality assurance mechanisms.

## **10.8 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

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- 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.

## **10.9 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.

## **10.10 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 depending 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 ing will monitor that: CRG s 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 and food 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. For 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 relevant E&S Framework and the satisfactory completion of the work. Citizen monitoring and oversight groups will report to urban teams in urban areas.

## **10.11 Third Party Monitoring Agent**

As outlined in the 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 approximately 60 field site visits per month on average using a random sampling approach. The MA will verify that: the ECA conditions are met and in place

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during the life of the project; CRG s and activities remain independent of interim Taliban administration control and interference, CRG s 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.

## 10.12 Evaluation

The ARTF MA will be also responsible for ad hoc studies/evaluations of the Project. The MA will collect survey data as to whether beneficiaries improve their income through the livelihood opportunities generated through the program and the use of the assistance received, e.g. food consumption, medical expenses, education, working capital, etc. The MA will also collect data on beneficiaries' 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 both quantitative data through surveys as well as 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 CRG s 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.

## 10.13 Key Reports

UNOPS is required to submit<sup>11</sup> Tri-annual reports (one report for every four months) for the CRLP within 45 days from the end of each tri-annual period/every four months, throughout the project duration. Ideally, these reports will be submitted together with the IUFRs, as shown in the table below, and will be uploaded into the Project website after review:

Tri-annual Calendar:	Reporting period:	Report due:
First	01 <sup>st</sup> January to 30 <sup>th</sup> April	15 <sup>th</sup> June
Second	01 <sup>st</sup> May to 31 <sup>st</sup> August	15 <sup>th</sup> October
Third	01 <sup>st</sup> September to 31 <sup>st</sup> December	15 <sup>th</sup> February

Weekly quantitative progress reports are also submitted by the 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 per se. 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 30th June, for the previous calendar-cum-fiscal year.

<sup>11</sup> It should be noted that the Parent Project reporting periods were quarterly until late 2023, i.e. January to March, April to June, July to September, and October to December, or four quarters per annum.

## 10.14 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 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). UNOPS will also be required to provide O&M guidelines to them for the same.

Closure procedure for accounts: Settlement of Accounts: It is important to close the relevant accounts as soon as possible after the LIW is 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 signature by the UNOPS representative will authorize closing 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.



# Chapter 11: Finance

**Note:** There will be zero-tolerance on 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.

## 11.1 Financial management overview

UNOPS is responsible for ensuring financial management procedures and systems are established and used to ensure that the CRL project 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 FM 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. The unaudited IFRs will be provided to the World Bank no later than 45 days after the end of each six-month period.

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

## 11.2 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 ERP in accordance with UNOPS Financial Regulations and Rules.

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 General Ledger Account (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 use of the donor code and project number for recording, tracking and reporting the project transactions.

## 11.3 Project Financial management cycle

The project financial management cycle encompasses the following processes:

- 1) **Project budget setup:** The Project 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 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. IPAS Finance Team, 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 Team in Kabul. Based on the cash forecast, the Finance Team in Kabul will coordinate with UNOPS Treasury disbursements to the local bank account in order to ensure that the Project has sufficient cash available. The Finance Team 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 Team in Kabul will request UNOPS HQ to apply it to the Project ledger. The UNOPS Finance Group at headquarters will apply it to the project ledger on OneUNOPS ERP 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 UNOPS 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 system (UNOPS ERP system). The profile will then be forwarded to a Vendor Approver– a function held in UNOPS Global Shared Services Center (GSSC) 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 payments (components 2 & 5):** The CRLP team will create Request for Payments (RFPs) to pay suppliers and contractors on the UNOPS ERP system (OneUNOPS/ oU). The RFP is sent by the requester to the Finance Delegation of Authority (DOA) Level 1 first reviewer in the Finance Team in Kabul. The reviewer will be the first check from Finance on the RFP on the system along with 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 the 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

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 Eng
- f) Works contract
- g) Purchase order
- h) Receipt number

In order to complete the payment, Finance Level 1 DOA will then send the RFP to Finance Level 2 DOA to the Kabul Finance Team as Verifying Officer. Once the verifying officer approves the RFPs, the payment is then ready to be released after the authorisation of the project Manager (for all payments)/Head of Support Services(HoSS)/Regional Director (RD)/Deputy CFO or 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 Country Office will be responsible for preparing and submitting quarterly IFRs to the World Bank within 45 days of the close of each quarter. (see paragraph below). In addition, per 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 December 31, and the annual financial statement of account will be due on June 30 of the following year.

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

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- 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
- 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 UN HMRIAR indicators (which are already included in the CRL 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, CRL will report upon beneficiaries from Components One, Two and Three; and,
  - (ii) number of women who received jobs/livelihood/income-generating support. For this second indicator, CRL will report upon the number of women who work on Components One and Two, e.g. cash-for-work in rural areas, and labor-intensive public 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.

## 11.4 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. UNOPS will submit quarterly IFR within 45 days of the end of each calendar quarter. Based on acceptable IFRs, the Bank will liquidate the previous advance and disburse additional advances.

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.

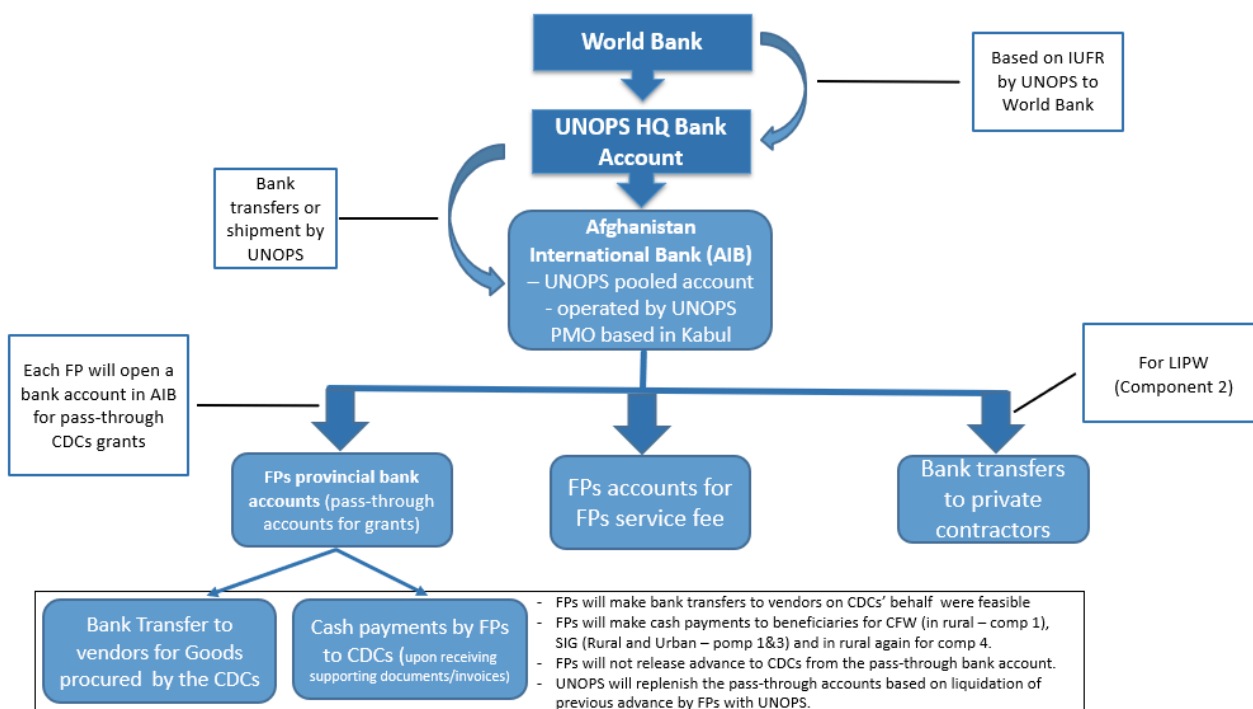
UNOPS will be responsible for transferring funds to Afghanistan via UNOPS' pooled bank account in the Afghanistan International Bank (AIB), a commercial bank, for payments within Afghanistan. In this regard, recognizing the high costs associated with the bank fee because of the prevailing banking situation in Afghanistan, UNOPS is expected to use the interest earned from the project funds to partially or fully cover the bank fee. In addition, UNOPS, on its own or through Facilitating Partners (FPs), will be responsible for transferring funds to the end beneficiaries through bank transfers or bank agents for physical cash distribution in line the agreed approach under the parent project, AIB agent will deliver the cash to the the designated cash distribution point whereby the financial risk rests with the commercial bank. The ultimate cash distribution will lie with the FPs following the due diligence. Independent representatives are present during cash receipt and distribution, including community representatives. The FP confirms cash receipt and amount immediately after handover by AIB. Both FPs and AIB will keep the cash receipt acknowledgement documents for record purposes

Cash delivery is when AIB delivers physical cash to the distribution sites Cash distribution means where the physical cash is distributed to end beneficiaries.

All payments to the private suppliers and vendors will be made through bank transfers. The private contractors will choose commercial bank accounts to receive the payment. Payments to FPs (NGOs) for their services related to the implementation of the rural component will be made through bank transfers. In addition, each NGO 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 NGOs to open these accounts at AIB.

The accounts will be in the nature of an escrow account where the funds can only be withdrawn for making payments to the beneficiaries. 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. Each pass-through account will have a ceiling, and it will be replenished monthly. Liquidation of the pass-through advances will be equal to the amount expended by the Community Members (CRG s) and distributed to the end beneficiaries.

The FP is required to set-up a stand-alone bank account in a commercial bank for subgrant funds for CRLP. It should be noted that this bank account is solely for the purposes of the CRLP grants and must be distinct from the FP's existing bank accounts. Components 1 & 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 end beneficiaries. (It should be noted that this pooled account for pass through funds and drawdown requests will be managed and coordinated by UNOPS). AIB/FMFB bank will be responsible for cash delivery to FPs at distribution points/Community. The FPs will physically receive cash from AIB/FMFB and distribute it to beneficiaries on-site on the same day. Upon receipt of the cash, the FP will make payments after validating the recipient, receiving an acknowledgement of receipt, and collecting all relevant documentation for a thorough audit trail. As an additional control, two CRG members would be present at the time of distribution and would sign the receipts and list of signatures. The detailed process for all of the components is found below.



#### 11.4.1 Financial management of pass-through funds and operation costs

The below text summarizes the Standard Operating Procedures (SOPs) instituted by UNOPS for the FPs for financial management:

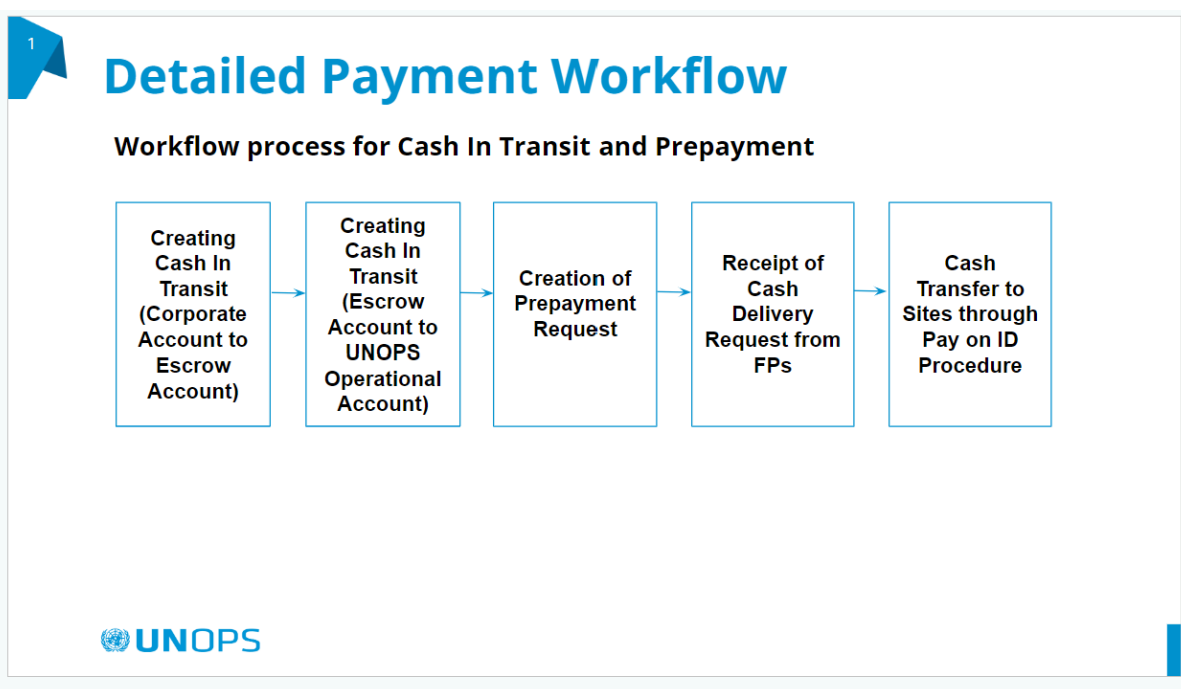
##### 11.4.1.1 Process

###### a. Prepayment

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The payments for Component 1(C1) and Component 3 (C3) of the Contract will flow through the Escrow Account of the FP in the form of Prepayments. Transactions made into the Escrow Account shall be recorded in the FP's books of accounts as a liability. 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 envisaged in the payment schedule of the contract, so a request should come to finance through Rural Team.
- ii The CRLP Finance Team reviews the documents and processes the prepayment in the ERP system (one.unops.org).
- iii The prepayment is reviewed by the AFCO Senior Finance Officer and is processed for further approval in the ERP system.
- iv The prepayment is further approved by the Authorized Delegation of Authority (DoA) in the ERP system.
- v After receiving the entire package, funds are transferred into the FP's Escrow Account within 5 days using the new cash in transit process.
- vi Another cash in transit is raised from escrow account to UNOPS operational account.
- vii Prepayment is initiated from UNOPS operational account and requests are processed through pay on ID procedure by AIB, below is a summary of the workflow.



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

The Escrow Account for the FP is opened with Afghanistan International Bank (AIB) based on 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, Facilitating partners are liable for each drawdown that is made from escrow account to the UNOPS operational account upon receipt of the funds in the distribution sites.

The following drawdown process shall be observed;

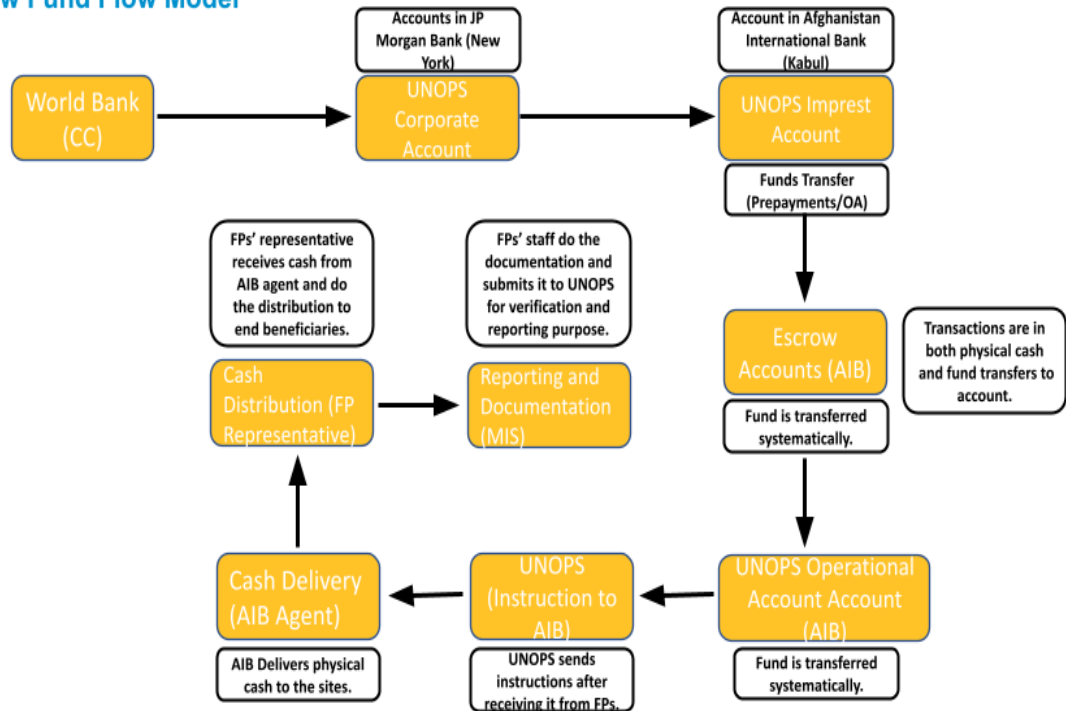
- i. Funds shall be transferred into an escrow account in the form of cash in transit based on section (a) above procedure. A drawdown letter shall be submitted by the FP to UNOPS based on the disbursement plan, which will be shared by UNOPS with AIB.
- ii. The drawdown letter shall be signed by both parties, UNOPS and FP representatives based on the signed tripartite agreement that is in place.
- iii. Once the drawdown request is received by UNOPS, then funds will be transferred from the escrow account into the UNOPS operational account and from UNOPS operational account funds will be further delivered to the FPs at the cash distribution points by AIB or direct to FP bank account suppliers in case off non-labor payments when the FP would like to make a wire transfer.
- iv. The letter and or the required format by the AIB shall bear the full personal details of the of the authorized individual(s) to receive the funds on behalf of the FP and distribute the cash to end beneficiaries
- v. The letter shall bear the information about the distribution point where the AIB agent will deliver the cash. **Here** is the sample. The FP should share the disbursement plan with UNOPS at least five days prior to the planned date for distribution. This will enable AIB to do the arrangement in a timely manner so that delays must be avoided. To facilitate the transfer of funds from FP Escrow Account to UNOPS operational account, the bank will require at least one day notice.
- vi. The drawdown letter should have a unique reference number for the convenient tracking of the requests by UNOPS. Furthermore, it will help the project in the reconciliation phase.
- vii. As a normal practice of the drawdown process and based on the drawdown letter, the funds from escrow account will be transferred into the UNOPS Operational Account which is with AIB, while considering the actual disbursement plan of the FP. UNOPS will facilitate the communication with the AIB agent for delivery of cash to the distribution point by giving the information to AIB for availing the cash at least 3 working days prior to distribution.
- viii. AIB will cover its delivery and fixed fee charges from the escrow account, UNOPS will manage how to replenish those charges back into the escrow account on a regular basis.
- ix. A trigger for drawdown request from FP is based on the number of communities expected to reach the subproject approval phase within 3 weeks from the request date. Each request should be based on the actual disbursement on the sites and may increase during the surge situations.

Below is the snapshot of the overall workflow in consideration of the UNOPS operational account.

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## New Fund Flow Model

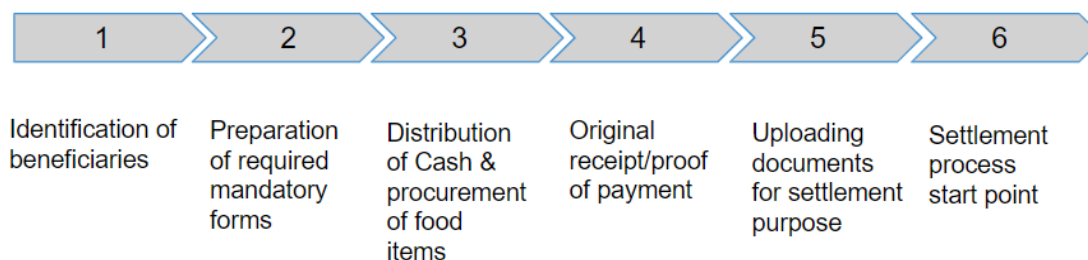


### c. Funds Distribution Process by the FP :

- i Once the C1 funds are delivered by an AIB agent to the FPs' representative at the distribution point, the FP must ensure that distributions to end beneficiaries are based on a list of identified and approved beneficiaries.
- ii In the case of C3 food packages, the FPs are responsible for completing the necessary procurement documentation and for procuring and distributing food packages to beneficiaries.
- iii The required supporting documents/proof of payments and relevant forms shall be uploaded in the MIS by the FP.
- iv After receiving complete documents from the FPs, 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 in MIS.
- v Additionally, the FPs will submit in MIS a copy of the drawdown letter which was made for disbursement purposes, the same day of the drawdown from their local bank accounts or one day later
- vi UNOPS will carry out the follow up for timely clearance and settlement of the funds that are already distributed to the end beneficiaries. This will allow UNOPS to be in compliance with its own rules and regulations.
- vii Any unspent balance left from CRGs will be refunded to CRLP operational account during the year-end clean up process for prepayments, in line with UNOPS system practices.
- viii reconciliation is done at CRG level, and refunds are done at FP level, because disbursement is done at that level.



# Workflow for Grant Distribution by FPs



## d. Prepayment 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 the FPs, the clearance documents should be prepared by the FPs to reconcile/settle the prepayments in consideration to the project operational manual. The required forms and documents shall be uploaded in the MIS followed by an expenditure report. The UNOPS Finance Officer 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 Contract, the FPs' own DoA, donor requirements etc.

- i The documents are submitted by the FP, verified by the UNOPs Rural Team Lead and reviewed by the CRLP Finance Team in the MIS.
- ii Request for Payment (RFP) is created by the CRLP finance team in the ERP.
- iii RFP is further reviewed and approved by the AFCO Finance team in the ERP.
- iv This process will take approximately 10 days to complete.

The current requirement to initiate the drawdown process is for FPs to continuously clear previous drawdowns in MIS.

Once UNOPS receives the previous prepayment report, it will process additional draw notice letters.

## e. Financial Management Monitoring by Project Team

The project has recently initiated a financial management monitoring mechanism, which includes financial management (FM) spot checks to verify and assess the cash distribution process. This process also entails regular reviews of the Facilitating Partners' (FPs) financial documentation, preparation of FM spot-check reports, follow-up meetings, and systematic tracking of agreed action points.

The purpose of this initiative is to strengthen financial oversight, contribute to effective financial monitoring, and further enhance transparency and operational efficiency.

Under Additional Financing 2 (AF2), the project will establish a dedicated team responsible for conducting regular FM spot checks.

## f. FPs 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 Facilitating Partners' (FPs) pooled accounts and direct deliveries to project sites through AIB agents. It should be noted that the UNOPS ERP system also tracks the disbursements at prepayment level and the same applies when the prepayments 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 each and 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 are clearly highlighted and followed up for the refund to the UNOPS account accordingly by the project finance team of CRLP.

UNOPS is initiating a new process for AF2 where the drawdowns will be submitted systematically, thereby tracking the disbursements through the MIS. This control will be established to ensure CRG-level disbursements are monitored and kept within the CRG-level budget.

#### **11.4.1.2 Required Documents**

##### **Component 1 & Component 3:**

- a. Invoice Submission will be done through MIS**
- b. Relevant documents from CRLP Procurement Section;**
  - i. Copy of Requisition
  - ii. Copy of Signed Contract between UNOPS and FP
  - iii. Copy of Purchase Order for the whole contract
  - iv. Copy of Amendment (if any)
  - v. Copy of signed tripartite Agreement for ESCROW Account
  - vi. Bank Details for ESCROW Account
  - vii. Signed Request for Prepayment (UNOPS Internal Process)
- c. Relevant supporting documents by FP for prepayment reconciliation/settlement;**
  - i. Expenditure Report (scanned and data entry)
  - ii. Procurement forms for purchasing food items
  - iii. Payment receipts for any procurement (scanned only)
  - iv. Copy of food distribution form and the receipts
  - v. Copy of approved forms
  - vi. Copy of receipts
  - vii. Copy of bank slips
  - viii. Other supporting documents which might be required during the reconciliation.

#### **11.4.1.3 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 & loss should not affect the Project. The FP will use the exchange rates provided by CRLP finance unit relevant to the specific cash receipt in preparing the prepayment settlement documents, In this way the project will not be affected by exchange rate fluctuations.

##### **b. Reporting**

In regards to reporting the FP should provide an expenditure report and financial documents while submitting the settlement documents for prepayment.

##### **c. Other**

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The FP shall be responsible for the disbursement of cash to identified social grant / cash for work beneficiaries in accordance with the Contract. UNOPS will be responsible for transferring funds from the UNOPS operational account to the end beneficiaries via AIB bank agents for physical cash delivery to distribution points, the cost of these cash deliveries will be covered by UNOPS. The current requirement to initiate the operational account drawdown process is for the FPs to continuously clear previous withdrawals with a complete package of clearance documents in MIS.

UNOPS will process additional draw notice letters with a maximum draw notice letter amount of USD 500,000.

#### 11.4.1.4 Financial management of operation costs

The Operation costs as identified in Annex 5, section 5.1) shall be claimed by the FP upon achievement of the corresponding milestones. The expenses incurred in local currency/currencies other than USD shall be converted into USD at the currency/USD exchange rate of the UN in effect on the transaction date.

Component	Responsible for subgrant payments/ distribution	Modality agreed
<b>Component 1:</b> Rural CFW	FP	Upon receipt of cash from AIB/FMB at the distribution site, FPs will make CFW labor payments in installments on a weekly/ bi-weekly basis in each district and hence amounts would be relatively small, and handled as cash by FP staff themselves as the norm. Payments for CFW goods/ materials/ services etc will also be paid by FP in cash preferably at the bank itself or at the FP offices. AIB/FMB will need to confirm that their bank agents are not in any of the UN/ WB/ US sanctions list which will be provided to them by UNOPS.
<b>Component 2:</b> Urban LIW	UNOPS and contractors.	UNOPS will make payments directly to contractors only through bank transfers. Payments for laborers will be handled by contractors as part of their contractual obligations. No MSPs are expected to be used.

<b>Component 3:</b> Rural Social Grant	FP	FPs will be procuring the in-kind packages and will make payments to the suppliers in cash or through AIB/FMFB.. No MSPs are expected to be used.
<b>Component 4:</b> Urban Social Grant	FP	The FPs are required to provide an expenditure report when submitting the settlement documents for prepayment. The FP should contribute to the quarterly report as and when it is necessary. UNOPS requires FPs to provide a ledger of reimbursable costs for validation and verification, in addition to requesting the service fee as part of C4. After the ledger is submitted, the FPs should also share the supporting documents as per the sampling which UNOPS will do for the purpose of verification and validation then process a direct payment to the FPs account.

## 11.5 CRGs Expenditure Accounting, Documentation, and Reporting by the NGOs

The NGOs or facilitating partners 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 NGOs would be pre-qualification criteria. The NGOs 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 NGO contracts.

FPs will have the flexibility to reallocate non-labor budget to labor budget up to 100% of the total allocated per CRG.

NGOs will be responsible for collecting and retaining the communities' financial records and expenditure documents for the record, future reviews, and audits. UNOPS will develop the MIS and provide access and training to the NGOs to record transactions and upload documents. The NGO advances will be replenished based on appropriate expenditure recording and the availability of expenditure documents. The Third-Party Monitoring Agent (TPMA) regularly would review the MIS and records maintained by the NGOs to assure completeness and accuracy.

## 11.6 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 TORs acceptable to the World Bank and in compliance with the UN single audit principle.

## 11.7 Third-party Monitoring

The independent TPMA's financial 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.

Financial monitoring activities include the following:

Component	Fiduciary Risk	Details
<b>Component 1 (Rural)</b>	<ol style="list-style-type: none"> <li>1. Potential payments made to ineligible/ghost laborers, or inaccurate payments made to valid laborers.</li> <li>2. Community grant expenditure may not be incurred in accordance with contractual terms and conditions or may not be accurately recorded and reported to UNOPS for reimbursement.</li> </ol>	<ul style="list-style-type: none"> <li>• For the selected samples, confirm the eligibility of laborers and cross-check the physical verification of their existence and identity.</li> <li>• For the selected samples: <ul style="list-style-type: none"> <li>• Review financial documentation (timesheets, contracts, etc.) to confirm validity and accuracy of the payments, and their compliance with approved policies.</li> <li>• Check that the procurement by facilitating partners and CRG 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.</li> </ul> </li> </ul>
<b>Component 2 (Urban)</b>	Potential payments made to ineligible/ghost laborers, or inaccurate payments made to valid laborers.	<ol style="list-style-type: none"> <li>1. For the selected samples, confirm the eligibility of laborers and cross-check with the physical verification of their existence and identity.</li> <li>2. For the selected samples, review financial documentation (timesheets, contracts, etc.) to confirm validity and accuracy of the payments, and their compliance with approved policies.</li> </ol>
<b>Component 3</b>	Potential payments made to ineligible beneficiaries, or inaccurate payments made to eligible beneficiaries.	<p>Reconcile distribution lists with facilitating partners' statements of expenditure submitted to UNOPS for replenishment. For selected samples:</p> <ol style="list-style-type: none"> <li>1. Confirm the eligibility of beneficiaries on the distribution lists and cross-check the physical verification of their existence and identity.</li> </ol>

Component	Fiduciary Risk	Details
		2. Check accuracy of the grant payment, and confirm that the payments are processed in accordance with approved policies and procedures.

## 11.8 Facilitating Partners management of Subgrants

FPs will be primarily responsible for the management and execution of the CFWGs and SGs on the ground. As mentioned above, 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, Sr. Project Manager 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 database, 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 C1 and C3:

- Form 1 – CRG registration (data entry and scanned form upload)
- Community Resource Map (scanned Poster upload only)
- Form 2 (Rural) – Eligible Beneficiary Household List (data entry for summary for CFW eligible (no HH details), data entry for social grant eligible HHs in full, full form to be scanned and uploaded)
- Form 3 (Urban) – Eligible Beneficiary Household List for Social Grants (data entry for all HHs eligible in detail, and form scanned and uploaded)

For CFWGs:

- Form 4 – Subgrants Agreement (CfW) (data entry and scanned form upload)
- Form 5 – CfW Plan (data entry and scanned form upload)

For SGs C3a:

- Form 4 – Subgrants Agreement (SG) (data entry and scanned form upload)
- Form 9a – SG Plan (data entry and scanned form upload)
- Form 10a – SG Distribution (data entry and scanned form upload)

For WEA C3b:

- Form 9b C3b Plan (data entry and scanned form upload)
- Form 10b – C3b Asset Distribution (data entry and scanned form upload)

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- Form 11 Kitchen Garden/Grain Bank Reporting and Monitoring (data entry only)
- Form 12 --- C3b Training (Data Entry Only)

For C4:

- Form 13 – C4 Trainings (Data Entry only)
- Form 14: CRGs Sub-Groups Registration (Data entry only)

Note: With regard to beneficiary lists for rural (Form 2) and urban (Form 3), both forms will be scanned and uploaded in full. Data entry for CFW eligible HHs will only be in summarized numbers. However data entry for social grants for both urban and rural will be in full, with details of each HH captured in the database.

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:

- CFWGs – Maximum three months from date of initial withdrawal from the Bank
- SGs – Maximum one month from the date of initial withdrawal from the Bank.

The documents to be submitted (with data entry and scanned form uploading into the MIS) to show the utilization of these grants include the following:

For both:

- Expenditure reports (scanned and data entry)
- Procurement forms (scanned only)
- Payment receipts for any procurements/ purchases (scanned only)

For CFWGs:

- Form 6 – CfW Paid Labor Logbook/ Register per laborer (scanned only)
- Form 7 – CfW Monitoring & Reporting Form (scanned and data entry)

For SGs:

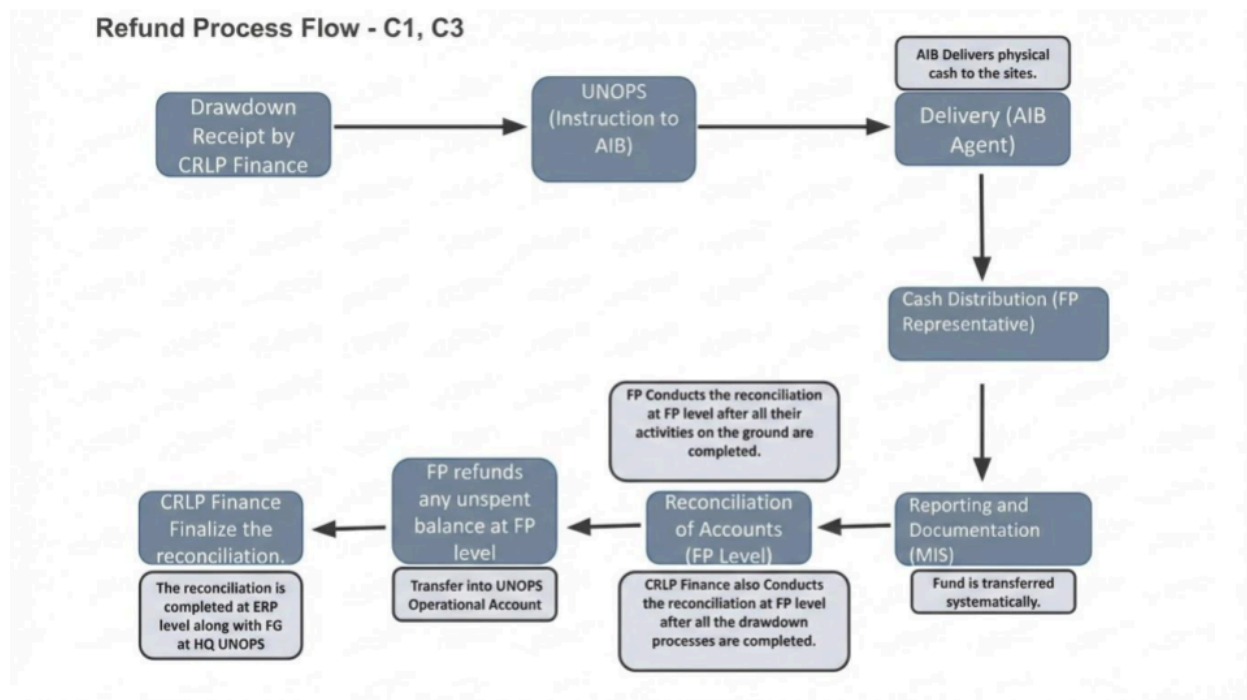
- Form 10 a– SG Food/Cash Distribution Verification (scanned and data entry)
- Form 10b – Asset Distribution for C3b

FPs will be required to retain all original forms, receipts and other supporting documentation in original form for each community provided with a CFWG or SG or both. FPs will maintain a minimum of one folder (both soft and hard) 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.

Facilitating Partners (FPs) shall submit to UNOPS comprehensive financial reports detailing both the advances received and the actual utilization of Community Food Work Grants (CFWG) and Support Grants (SG) at the field level. These reports must be accompanied by all relevant supporting documentation necessary for the reconciliation of advances.

Upon the completion of all CFWG subprojects and the SG-related food or 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 UNOPS ERP system.



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

## 11.9 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 of which UNOPS would engage 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, 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:

- 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.
- Verify the financial statements provided, including through: (a) check that the named auditor exists and that it has undertaken such audit; (b) check that financial statements provided in past bids are consistent to the one provided in this tender, if applicable.
- Verify financial soundness of the NGOs, including through external reports.
- 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.
- 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.
- If necessary, UNOPS may request a specialized company on Due Diligence to undertake the DD process.

**Anti-money laundering and anti-terrorism:**

Facilitating Partners, AIB and FMFB 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 sub-contractors 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 in 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](https://www.un.org/sc/suborg/en/sanctions/1267/aq_sanctions_list).

## Chapter 12: Procurement Management

The purpose of this chapter is to provide the actual routines of the procurement process for project procurement implementing staff. This is not to replace other guidelines or the directives; instead, this section is to help the staff on their day-to-day activities and provide them with guidance and links to relevant templates and standard procedures for the implementation of the project for which this manual is prepared.

UNOPS will follow its own procurement procedures as alternative procurement arrangements allowed by the World Bank's Procurement Framework Policy Section III.F. Procurement for the project will be carried out in accordance with the UNOPS Procurement Rules, Procedures and Guidelines to procure activities under the project.

The procurement activities will be governed by the UNOPS' Procurement Manual, Authoritative Revision AR 2024/07 dated 20 September 2024 . All procurements executed by UNOPS must be consistent with these regulations.

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 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
- e. 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.

UNOPS has also developed a community procurement manual in consultation with the World Bank and ensures that the Facilitating Partners (FPs) will have adequate procurement capacity to assist CRG s with community procurement activities in alignment with the procedures.

### 12.1 Procurement Project Staff

Procurement will contract additional 350 procurement processes for works under C2 and 6 FP contract, 5 professional service contract and 1 grant services agreement, in addition to the 520 works tenders, 6 FPS contracts consist of 5 professional contracts and 1 grant service agreement under the parent project.

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

- International Procurement Advisor 1 position), who will work under the direct supervision of the Head of Project, 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 (1 position) managing and administering the FPs contract reporting to the Procurement Advisor
- Procurement Specialist (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.
- Snr. Procurement Officer (ICS-9, 2 positions). One person will lead the procurement activities under C2, providing support to the C1 and C3 while the other person will lead on the contract administration and management of C2 contracts with primary reporting line to Procurement Specialist and secondary reporting to the Procurement Advisor.
- Procurement Officer (ICS 8, 2 positions). One person will support the procurement of C2 while the other person will support Procurement Specialists on reporting as well as procurement activities under C2.
- Procurement Associates (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 and retainers to support the procurement activities during the surge in procurement activities on a need basis.

## 12.2 Procurement Plan

UNOPS will maintain procurement plans describing all planned procurements for at least the coming 12-18 months of project implementation. The plans will be in the format agreed with the World Bank. The procurement plans will be updated on a semi-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 contracts or grant agreements. UNOPS should submit a revised procurement plan that reflects these changes for World Bank no objection. After the Bank agrees to the revised procurement plan, UNOPS can initiate and sign the contract/grant amendments.

For C2 civil works contracts, World Bank no objection is required when adding new activities to the procurement plan. After obtaining the Bank's agreement to the revised procurement plan, UNOPS can initiate procurement actions for the new activities added to the PP. Amendments to civil works contracts do not require World Bank no objection.

It is important for UNOPS to obtain World Bank no objection to updates to the procurement plan as stated above as the costs of any activity(ies) that are not part of the agreed procurement plan would be considered ineligible.

### Procurement Plan Workflow

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

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## **12.3 Procurement of Goods, Services and Works**

### **12.3.1 Procurement of works**

The expected procurement activities under the project include public works, i.e. construction/rehabilitation 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\$ 100,000 with an additional 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. with the overall cost of US\$ 65 million under the parent project and US\$ 45 million estimated under the additional financing activities, with a total cumulative amount of US\$ 110 million.

The procurement process will consist of the following steps:

Step 1: UNOPS will prepare the technical documents for selected subprojects through project and design team

Step 2: UNOPS will compile these in a procurement plan and activities with the Bank for approval

Step 3: After the receipt of the tender packages, UNOPS would commence the procurement process, using UNOPS procurement regulations and rules.

Step 4: UNOPS will sign the subproject contract with the selected private sector contractor and will supervise contract implementation

### **12.3.2 Procurement of goods**

The procurement will procure goods to support the implementation of the projects.

### **12.3.3 Procurement of Services**

The expected procurement of consulting services may include:

- a. Procurement of Facilitating Partners under AF
- b. Procurement of other I services to support the project

## **12.4 Determining the Applicable Procurement Method**

An approval for using Emergency Procurement Procedure has been granted for the Project till 31 December 2024. The EPP allows UNOPS to use simplified processes to facilitate rapid response during an emergency situation without compromising compliance with UNOPS procurement principles.

Under EPP, an RFQ may be used for solicitation of offers regardless of the value of the procurement and shall be deemed to be a formal method of solicitation.

RFQ will be used for solicitation of offers for all procurement processes under the Project, except for selection of Facilitating Partners under the parent project.

Considering the complexity of the assignment, under the RFP, the evaluation based on cumulative analysis is more appropriate than the lowest priced, most technically acceptable offer, which will be considered when using RFQ as a solicitation document.

#### 12.4.1 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 Manager / PM and CRL Procurement
3	Market Research and Preparation of Solicitation Document on eSourcing	1	Requesting office & CRL Procurement
4	Bid Flotation Period and management of the solicitation	10	CRLP Procurement
5	Bid Closing and Opening	1	CRLP Procurement / Bid Opening Committee
6	Preparation of Technical Evaluation Grid Sheet	1	CRL Procurement
7	Bid Evaluation and receipt of duly signed Evaluation Grid Sheet	10	Evaluation Committee
8	Financial Opening, Arithmetic check and Preparation of Comparative Financial Analysis against Estimated Price	4	Evaluation Committee
9	Bid Evaluation report (BER) Preparation and Electronic Signature	1	Evaluation Committee
10	Review of the tender for preclearance and award	3	UNOPS Reviewer and AFCO Procurement Authority
11	Contract Preparation and Signature	3	CRL Procurement
12	Review and signature of the Contract	2	AFCO Procurement Authority
13	Contract Administration: Payment Follow-up, Contract Dispute Management, Supplier Performance	End of the project timeline	Lead engineering team & Procurement
<b>Total Working Days</b>		<b>42</b>	

#### 12.4.2 Steps and Processing Times – Request for Proposal (RFP)

No.	Procurement Action	Recommended Time (days)	Remarks
1	Preparation of ToR as per the agreed Project Document and RFP ToR Preparation Guidelines	5	Project Manager/ PSO or designated Requester
2	Review of ToR and Supporting Documents (if any)	3	CRL Procurement
3	Market Research and Preparation of Solicitation Document	1	Requesting office & CRL Procurement
5	Bid Flotation Period	23	
6	Bid Closing and Opening	1	CRL Procurement/ Bid Opening Committee
7	Preparation of Technical Evaluation Grid Sheet	3	Evaluation Committee
8	Bid Evaluation and receipt of duly signed Evaluation Grid Sheet	5	Evaluation Committee
9	Financial Opening,	2	Evaluation Committee
10	Combined Report Preparation	3	Procurement officials
12	Arrange, Conduct Negotiation Meeting and Prepare Minutes	3	Evaluation Committee
13	LCPC/HQPCPC Submission Preparation	2	CRL Procurement
14	IPAS Review and Pre-clearance	2	UNOPS Reviewer and AFPO Procurement Authority
15	Local Contracts and Property Committee/Headquarters Contracts and Property Committee approval	14	UNOPS Procurement Authority
16	Contract Preparation and Signature	5	CRL Procurement
17	Contract Administration: Follow-up of Bank Guarantees; Insurance Policy; Payment Follow-up, Work Variations Follow-up, Contract Dispute Management, Supplier Performance		
<b>Total Working Days</b>		<b>72</b>	

### **12.4.3 Procurement Templates and guideline**

Below are common templates and guideline

- Procurement Manual Revision 7 dated July 2021
- Request for quotation
- Request for proposal
- Minor Works Contract
- Professional services contracts

## **12.5 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.

## **12.6 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 (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 civil works, food items, payment of wages to workers, and compliance to environmental and social risk mitigation requirements, including 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.

## **12.7 Simplified Procurement Procedures for C1 & C3 subgrant procurements**

### **12.7.1 Facilitating partner responsibilities**

The CRLP contracted Facilitating Partner (FP) is primarily responsible for procurement of all goods, works and services utilizing the CRLP sub-grants, i.e. the Cash for Work Grants (CFWG, under Component 1) and the Social

Grants (SG, under the Component 3) for the implementation of approved subprojects under Component 1 and the purchase of the in-kind food packages under rural Component 3. The FP will implement community procurement by engaging the CRGs as their primary focal points within the communities for this Project's Components 1 and 3. A minimum of three and a maximum of five persons from each CRG are recommended to handle the community's procurement.

**Note:** Component 1 is intended to generate labor within the communities. As such, no part of the labor component under Component 1 may be outsourced to any third party or external contractor, and all paid labor generated must 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 (including forms prescribed in the Annexes and invoices received) must be maintained by the FP for future audit. 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 3 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 CRG s exist in both urban and rural areas, and the MCs in urban areas without CRGs.

## 12.7.2 Procurement Methods for Different Values

Four types of procurement methods are used based on the estimated contract value and availability of suppliers/subcontractors (refer to Table below). These methods apply to all community procurement using CRLP grant funds by the communities.

Procurement Methods	Contract Value Limits
Single Source Procurement	Less than or equal to US\$ 1,500
Shopping	From 0 to US\$ 5,000 or equivalent
Request for Quotation (RFQ)	Above US\$ 5,000 or equivalent
Exceptional: Direct contracting	Above US\$ 1,500 Up to US\$ 55,000 USD or equivalent

### 12.7.2.1 Single Source Procurement

Single Source Procurement may be used when the contract value of the goods/works/services to be purchased is less than or equal to US\$ 1,500 or equivalent. The contracting authority is only required to collect one offer. If the total price(s) stated on the offer is less than or equal to US\$ 1,500 or equivalent, the contracting authority may simply purchase the same. The only documentation necessary would be the one offer (in Procurement Form 1 - ITQ), the corresponding invoice and the payment receipts. The payments for the goods/ works/ services must be made by the FP only after the CRG Main Focal Points has verified that the received goods/completed works/services are as per the agreed offer. (Note: Where multiple vendors, suppliers, contractors are available within the district, communities are advised not to use the Single Source Procurements



#### Forms template

- Community Procurement Form 1 – Bid Quotation
- Community Procurement Form 2 – Bid Evaluation
- Community Procurement Form 3 – Purchase Order/ Receipt form
- Community Procurement Form 4 – Receipt for delivery

#### 12.7.2.2 Shopping

Shopping is used when the estimated total contract value to be paid for the required goods/works/services is up to US\$ 5,000 or equivalent at Community level. (Note: The FP holds the right to handle the procurement entirely without the support of the CRG . In some cases, the FP may opt to combine similar procurement requirements of more than one community into a single procurement exercise. In such cases, it should be noted that the bid opening and bid evaluation mentioned below will remain with the FP and not the Community Representatives.).

The process is as follows:

The CRG , with the FP, fills out an 'Invitation to Quote' (Procurement Form 1) and distributes it to three or more potential bidders. All invitations must be distributed on the same day to provide equal time for bidders to prepare their offers. A minimum of one calendar week must be allowed between the distribution and the deadline for submission of offers.

Bidders must present their offers (in the same Form 1, with additional information added in separate pages if required) in sealed envelopes to the designated FP/CRG at the location specified and before the submission deadline. The CRG open the envelopes of the offers received before the submission deadline. A member of the Community reads out the name of each bidder and the total amount of each offer. Each member of the CRG who participated in the bid-opening signs (or puts a thumb-print on) each page of each opened offer. One member of the Committee prepares a minute of the meeting listing the persons who participated in the bid opening, the number of offers received before the submission deadline, the names of the bidders and the amounts of each of the offers opened.

The opened offers must be evaluated by a Bid Evaluation Sub-Committee comprising a minimum of three members and a maximum of five members. For complex technical offers (and which procurements may be complex needs to be defined during the preparation of the bidding documents itself), one or two persons from the FP Office and/or the UNOPS who possesses the required know-how (and which is neither submitting a bid nor linked in any way whatsoever with any of the bidders) will also form part of the Subcommittee. (Note: In cases where a FP and/or UNOPS staff member has helped prepare the technical specifications stated in the Form 2, it is required that the same individual(s) does not participate in the bid evaluation).

The Bid Evaluation Form (Procurement Form 2) should be used for the evaluation of the offers. The price, delivery time, delivery place, meeting the technical specifications, warranty period (if any), and technical qualifications (expertise) and performance record of the bidder are aspects of offers that must be taken into consideration. The offer which is the lowest priced, technically responsive offer by a reputable, qualified supplier/contractor is selected for contract award, based on a simple majority decision of the Bid Evaluation Committee. In those cases where the contract is awarded to a bidder other than that with the lowest priced offer, a detailed justification must also be included. The results are recorded in Form 3 and the form is signed by all members of the Bid Evaluation Committee.

After the Form 2 is completed and signed, the FP proceeds with preparation of a Purchase Order (PO or Procurement Form 3) for the selected bidder. Once the Procurement Form 3 is prepared, it must be signed (which signifies the approval) by the FP engineer before it is issued to the vendor. The vendor/supplier acknowledges acceptance of the PO by signing and stamping the PO and returning it to the FP. A copy of the signed PO may also be provided to/retained by the vendor/supplier but the original must be available with the FP .

The vendor/supplier is expected to provide the goods/works/services within the stated delivery time in the PO. On delivery of the ordered goods or completion of the ordered works/services, an inspection is made of the same by the FP engineers. Any discrepancies between the required specifications in the PO and the goods/services/works actually delivered/rendered must be corrected by the vendor before any final payment is made. If the goods/services/works provided do not meet the required specifications in the purchase order and the vendor/service provider/contractor refuses to make the necessary amendments speedily, the FP may issue the vendor/service provider/contractor with a 'rejection memo'. The memo effectively rejects the goods/services/works provided, or any part thereof, by stating how they do not meet the required specifications and that payments will not be made for the same. If there is a discrepancy between only the quantities mentioned in the purchase order and that in the goods/services/works delivered, the FP must record the discrepancy in the Receiving Report Box at the bottom of the PO, as well as any amounts to be deducted from the final payment. If the FP is satisfied with the goods delivered/works completed/services rendered, he/she signs the receiving report as accepted, it informs the FP of the same and the FP proceeds with payments for the same.

#### **Forms template**

- Community Procurement Form 1 – Bid Quotation
- Community Procurement Form 2 – Bid Evaluation
- Community Procurement Form 3 – Purchase Order/ Receipt form
- Community Procurement Form 4 – Receipt for delivery

#### **12.7.2.3 Request for Quotation (RFQ)**

Any procurement related to the CFWG/SG above US\$ 5,000 or equivalent at community level will have to follow RFQ guidelines. When RFQ is being used for community grant-based procurement, the responsibility for the same is transferred from the FP engineers to the FP's Provincial or Central Unit.

The process is as follows:

The CRG, with the FP, fills out an RFQ Goods and Service (Procurement Form 5) and distributes it to three or more potential bidders. All invitations must be distributed on the same day to provide equal time for bidders to prepare their offers. A minimum of one calendar week must be allowed between the distribution and the deadline for submission of offers.

Bidders must present their offers (in the same Form 5, with additional information added in separate pages if required) in sealed envelopes to the designated FP/CRG representative at the location specified and before the submission deadline. The bid opening panel should consist of at least 3 persons and shall complete the procurement form 7 – RFQ Evaluation Report. The CRG members open the envelopes of the offers received before the submission deadline. A member of the CRG reads out the name of each bidder and the total amount of each offer. Each member of the CRG who participated in the bid-opening signs (or puts a thumb-print on) each page of each opened offer. One member of the Committee prepares a minute of the meeting listing the persons who participated in the bid opening, the number of offers received before the submission deadline, the names of the bidders and the amounts of each of the offers opened.

The opened offers must be evaluated by a Bid Evaluation Sub-Committee comprising a minimum of three members and a maximum of five members. For complex technical offers (and which procurements may be complex needs to be defined during the preparation of the bidding documents itself), one or two persons from the FP Office and/or the UNOPS who possesses the required know-how (and which is neither submitting a bid nor linked in any way whatsoever with any of the bidders) will also form part of the Subcommittee. (Note: In cases where a FP and/or UNOPS staff member has helped prepare the technical specifications stated in the Form 5, it is required that the same individual(s) does not participate in the bid evaluation).

The Bid Evaluation Form (Procurement Form 7) should be used for the evaluation of the offers together with the form 7.1. The price, delivery time, delivery place, meeting the technical specifications, warranty period (if any), and technical qualifications (expertise) and performance record of the bidder are aspects of offers that must be taken into consideration. The offer which is the lowest priced, technically responsive offer by a reputable, qualified supplier/contractor is selected for contract award, based on a simple majority decision of the Bid Evaluation Committee. In those cases where the contract is awarded to a bidder other than that with the lowest priced offer, a detailed justification must also be included. The results are recorded in Form 3 and the form is signed by all members of the Bid Evaluation Committee.

After the Form 7 is completed and signed, the FP proceeds with preparation of a Purchase Order (PO or Procurement Form 8) for the selected bidder. Once the Procurement Form 8 - Purchasing Order is prepared, it must be signed (which signifies the approval) by the FP engineer before it is issued to the vendor. The vendor/supplier acknowledges acceptance of the PO by signing and stamping the PO and returning it to the FP. A copy of the signed PO may also be provided to/retained by the vendor/supplier but the original must be available with the FP.

The vendor/supplier is expected to provide the goods/works/services within the stated delivery time in the PO. On delivery of the ordered goods or completion of the ordered works/services, an inspection is made of the same by the FP engineers and prepare procurement form 8 - Receipt report. Any discrepancies between the required specifications in the PO and the goods/services/works actually delivered/rendered must be corrected by the vendor before any final payment is made. If the goods/services/works provided do not meet the required specifications in the purchase order and the vendor/service provider/contractor refuses to make the necessary amendments speedily, the FP may issue the vendor/service provider/contractor with a 'rejection memo'. The memo effectively rejects the goods/services/works provided, or any part thereof, by stating how they do not meet the required specifications and that payments will not be made for the same. If there is a discrepancy between only the quantities mentioned in the purchase order and that in the goods/services/works delivered, the FP must record the discrepancy in the Receiving Report Box at the bottom of the PO, as well as any amounts to be deducted from the final payment. If the FP is satisfied with the goods delivered/works completed/services rendered, he/she signs the receiving report as accepted, it informs the FP of the same and the FP proceeds with payments for the same.

#### **Forms template**

- Community Procurement Form 5 – RFQ Goods and Service
- Community Procurement Form 6 – Bid Opening Report
- Community Procurement Form 7 – RFQ Evaluation Report
- Community Procurement Form 7.1 – Offers Evaluation Report Table
- Community Procurement Form 8 – Purchasing Order
- Community Procurement Form 9 – Receipt Report

#### **12.7.2.4 Direct Contracting**

Direct Contracting is used to procure goods/works/services from one source without following the competitive procedure, if the estimated contract value is up to AFN 5 million when any one or more of the following conditions may apply:

- 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 to follow 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
- e) When the administrative costs associated with competitive bidding tasks are likely to be high relative to the value of the goods procured.

When any of the above conditions apply, the CRG , with assistance from the FP authorized person, must prepare a letter or memo of explanation addressed to the UNOPS Focal Person. The letter should describe which of the five situations listed above necessitate(s) Direct Contracting, the name and full details of the vendor or NGO that is willing to provide the required goods/works/services, and the total amount quoted for the same. The UNOPS Focal Person must examine the justification provided. If satisfactory, the authorization must be signed by the UNOPS Head of Project *prior to* the FP undertaking Direct Contracting. Both the memo explaining the circumstances and the approved authorization form must be maintained on record, along with the contract documents for future audits and/or post reviews.

#### **12.7.2.5 Documentation Related to Community Procurement**

One of the responsibilities of both the FPs and UNOPS is to 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.

**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.**

### **12.8 Preventing and Combating Fraud and Corruption**

All persons and entities must observe the highest standard of ethics. Specifically, all such persons and entities must take all appropriate measures to prevent and combat Fraud and Corruption, and refrain from engaging in Fraud and Corruption in connection with the use of the proceeds of the project financing. Further detail on Preventing and Combating Fraud and Corruption can be accessed through the link below:

[www.worldbank.org/debarr](http://www.worldbank.org/debarr)

#### **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: [www.worldbank.org/debarr](http://www.worldbank.org/debarr). The list is updated every three hours.

## Chapter 13: Security Measures

### 13.1 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.

**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 UNOPS Project Manager in the PIU is directly responsible for the implementation of the security risk management system. For this purpose, UNOPS will maintain a Security Officer. The Security Officer will be located in the UNOPS main office and support the UNOPS Project Manager. 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 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:

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.

**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.

## Chapter 14: Earthquake Response

### Executive Summary

On 31 August 2025, a magnitude 6+ earthquake struck eastern Afghanistan, with its epicenter in Nurgal and Chawkay districts, Kunar Province, followed by aftershocks, including another strong tremor on 4 September. The disaster has resulted in 2,205 deaths, 3,640 injuries, and 6,782 houses destroyed (ANDMA, 4 September 2025)<sup>12</sup>. Communities in Dewagal Valley, Chawkay district—covering 58 CDCs—were severely impacted.

This emergency proposal outlines an immediate four-month intervention to restore essential infrastructure, support livelihoods, and assist vulnerable households using the existing CRLP structures and Community Development Councils (CDCs). Key activities include Cash-for-Work (CFW), rehabilitation of damaged sub-projects, and distribution of social grants/food packages to 7,000 households. The project will coordinate closely with the Earthquake Committee, provincial authorities, and community elders to ensure rapid and effective implementation.

Total budget: USD 1.71 million (sourced from CRLP Lot 6, AF1 savings). The proposed intervention aims to stabilize affected communities, restore basic services, and prevent further displacement during this critical emergency period.

Further details are provided in Annex IV.

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12

<https://reliefweb.int/report/afghanistan/iom-afghanistan-flash-update-6-earthquake-eastern-afghanistan-kunar-nangarhar-laghman-07-september-2025>

## Chapter 15: Digital Payment Pilot

The CRL project will undertake a pilot of the AIB digital payment solution. This initiative will ensure secure payments to beneficiaries in both urban and rural locations. The onboarding process of beneficiaries involves the upload of fully customisable Know Your Customer (KYC) data fields and secure biometric information, input through tablet technology, that creates a unique identity within the system and is embedded into an offline smart card. Secure biometric identification, verification and authentication can then be undertaken at the time of payment. AIB Agents are equipped with a Biometric Point of Sale (POS) device for offline real-time transaction processing at the payment point - connectivity is required only once in 24 hours for upload of system data. Cash out of payment cards can be undertaken in full at the time of payment, or in part, with the balance of funds remaining securely on the card for future use. Through a powerful online reporting system, data is updated on a daily basis showing when payments and cash-out has taken place, as well as providing a detailed breakdown of the beneficiary data. The system is highly customisable for the CRL project data and reporting requirements. The digital payment project will initially be piloted in sample sites for C1, C2 and C3 components. The project will have access to the AIB MIS system and associated BI reports. The outcomes of this pilot will inform the design and subsequent scale-up of digital payment systems for this component under CRLP AF2.

This digital payment system will improve transparency through real-time tracking and reduce the security risks and human errors associated with manual cash handling. As part of control measures, the CRLP team will conduct a thorough review and vetting process to ensure that payment instructions include only recipients who have been duly registered for payment. The Finance team will further review the list before submitting the final payment instructions to the bank. Regular reconciliations will be carried out to confirm that all disbursed funds were paid to the correct recipients and in the correct amounts.

**The Data Protection Insert**, outlined in Section 15.7 , which forms part of the POM guidelines (and is integral to the AIB and UNOPS Agreement for the digital payment facility), provides detailed guidance on the collection, processing, storage, and protection of data.

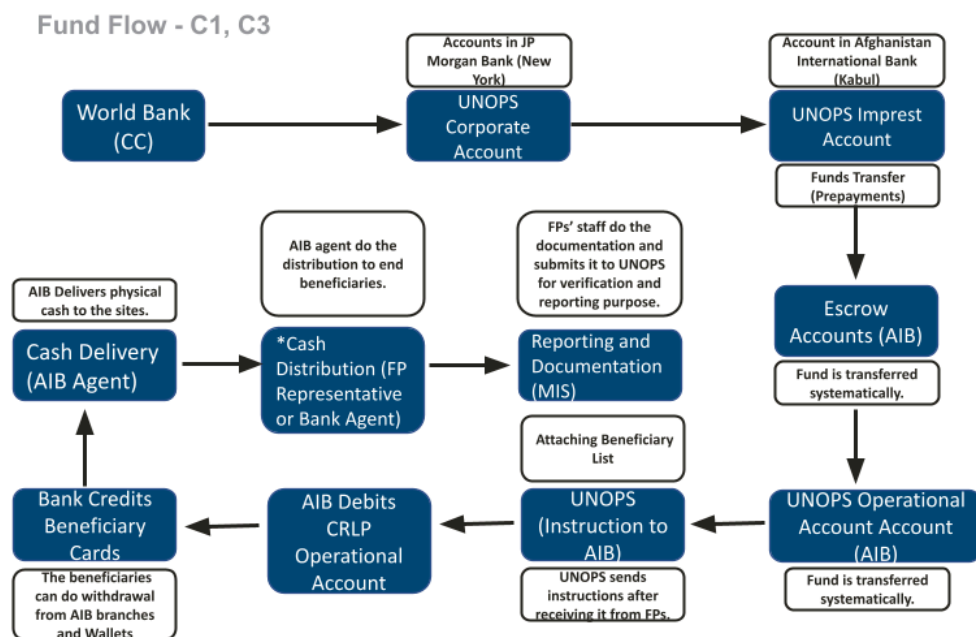
### 15.1 Disbursement and funds flow for Digital Payments - FPs and Contractors

Upon receiving payment instructions from the CRLP project, AIB will credit the recipients' AIB cards with funds drawn from the CRLP project account. UNOPS will use CRLP operational account for funds disbursements under rural component (C1 and C3) and UNOPS AFCO imprest account for funds disbursements under urban component (C1).

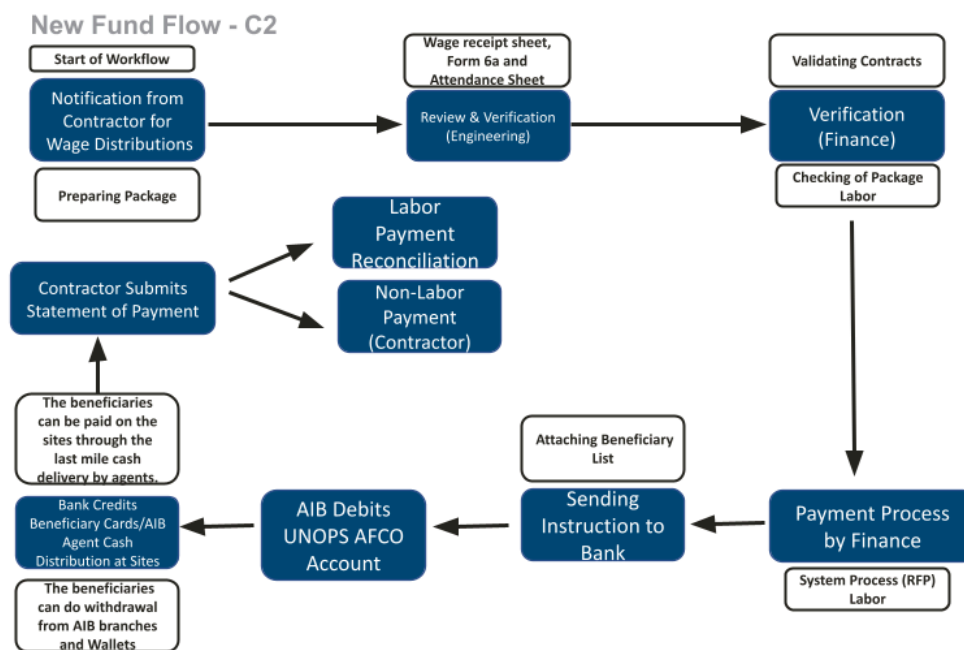
Below is the snapshot of the overall fundsflow in consideration of the UNOPS operational account for the digital payments related to rural and urban components of CRLP.



### 15.1.1 C1 and C3 Funds Flow - Labor



### 15.1.2 C2 Funds Flow - Labor and Non-labor



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## 15.2 The UNOPS Role for Labor Wage distribution for Rural and Urban activities

UNOPS will coordinate with the Afghanistan International Bank (AIB) to manage and implement tasks related to labor wage distribution:

### 15.2.1 Labor On boarding/Biometric Registration Notification

Inform AIB at least three (3) days in advance of any planned labor on boarding/Biometric Registration activities.

### 15.2.2 Wage Distribution Planning and Communication

Inform AIB in writing at least three (3) days in advance of the labor wage distribution date, including time and location. The Employer shall also provide the wage receipt sheets in line with approved documentation standards submitted by the FP or contractor.

### 15.2.3 Document Verification

Review and verify that the attendance sheets, wage receipt sheets, and Form 6A are accurate and consistent for all listed laborers. The Employer shall ensure that all verified documents are uploaded to a designated shared folder accessible by authorized personnel.

### 15.2.4 Mobilize and coordinate with AIB

UNOPS will play a leading mobilizing and coordinating role in relation to labor on boarding /Biometric Registration and wage distribution:

- **Biometric Registration** - UNOPS will coordinate with AIB to deploy its agent to the project site to conduct biometric registration of laborers. This includes collecting biometric data and other required personal details in accordance with UNOPS standards. Registration shall only be completed for laborers with approved and completed Form 6A documentation. The data entered in the AIB Paycode system must match the information in Form 6A.
- **Onboarding Follow-up** - In case a second or more rounds of onboarding are necessary, UNOPS will coordinate with AIB to send an agent upon Employer' request to complete the process.
- **Attendance and Payment Cards** - The UNOPS will coordinate with AIB to ensure that the AIB agent visits the site on the scheduled wage distribution date to issue payment cards to laborers who are both registered and listed on the verified attendance sheet.
- **Wage Distribution and Authentication** - The UNOPS will coordinate with AIB to ensure the distribution of labor wages on-site in the presence of the UNOPS and the FP's representatives. Payments shall be confirmed through laborer fingerprint authentication using AIB's POS system. The payment will be done directly by AIB field agents at a fixed rate of AFN 450 per unskilled labor-day and AFN 700 per skilled labor-day to the labourers.
- **Data Storage** - The UNOPS will coordinate with AIB to maintain an organized and secure digital repository of all wage distribution-related documents, including biometric records, for audit and monitoring purposes.
- **Data Upload and Access** - The UNOPS will coordinate with AIB to ensure the upload of all labor payment transaction data and give access to the authorized UNOPS personnel to monitor all wage disbursements and transaction logs and synchronise it with the CRLP MIS system.

- **Support to Monitoring and Auditing Processes** - UNOPS will coordinate with AIB to ensure its full cooperation with monitoring teams, provide access to all relevant labor payment documentation, and assist in the auditing or verification of labor and wage records upon request or laborer claims about wages amounts.

**Delays Related to AIB Wage Distribution** - If the labor wage distribution is delayed due to AIB processing issues, biometric onboarding delays, system failures, or lack of coordination, the Contractor must inform the Employer immediately.

### **15.3 The AIB Role for Labor Wage Distribution**

AIB will be responsible for the following tasks related to labor wage distribution:

**15.3.1 Onboard the Customer's beneficiaries/employees** - Onboarding on the designated sites will be specified by the Customer. Registration shall only be completed for beneficiaries who have approved and completed Form 6A documentation, and all data entered in the Service Provider's systems shall match the information contained in Form 6A. Where additional rounds of onboarding are necessary, deploy agents upon the Customer's request to complete the process.

**15.3.2 Maintain an online MIS system (Power BI)** - Provide and maintain an online MIS system (Power BI) and ensure that the Customer's authorized personnel can access all beneficiary, transaction logs, and wage distribution information. The Service Provider shall upload all labor payment transaction data, and synchronize such data with the CRLP MIS system.

**15.3.3 Process beneficiary payments** - Process beneficiary lists received from the Customer's Authorized Signatories, subject to the availability of funds in the Customer's designated accounts; and credit all specified cardholders' wallets upon receipt of such lists

**15.3.4 Coordinate AIB Bank Agents** - Ensure agents attend the designated sites on the scheduled wage distribution dates to issue payment cards and release cash payments. Payments must be confirmed through a beneficiary's presence, and confirmed through fingerprint authentication using the Services Provider's POS system.

**15.3.5 Beneficiary validation and Wage payment procedures** - Ensure that payment cards are only issued to beneficiaries who are both registered and listed on the verified attendance sheet. Wage distribution shall be carried out on-site in the presence of the Customer's and the FP's representatives.

**15.3.6 Payments** - Distribute payments directly to beneficiaries at bank/agent branches or designated sites, in accordance with agreed terms, including the relevant fixed payment rates.

**15.3.7 Secure documentation repository and MIS accessibility** - Maintain a complete, organized, and secure digital repository of all related documentation, including biometric records, onboarding, wage distribution, and E-cash transactions, and shall provide the Customer with access to such records through the online MIS.

**15.3.8 Communication** - Promptly notify the Customer of any issues or delays in processing E-cash transactions or onboarding if found by the bank.

**15.3.9 Support for monitoring, verification and audit activities** - Cooperate fully with the Customer's monitoring and audit activities, by providing access to relevant documentation and assisting in the verification of payment records upon request. The Service Provider shall also assist in the auditing or verification of labor and wage records in response to a beneficiary's claims about wage amounts.

**15.3.10 Non-payment verification** - Consult in good faith with the Customer regarding any non-payment circumstances.

- a) If the Customer becomes aware that the Service Provider has failed to pay any Beneficiaries in accordance with the applicable agreement or payment instruction under this Agreement, the Customer may give the Service Provider a Notice requesting the Service Provider to submit reasonable documentary evidence:
  - that the Beneficiary/ies, have received all amounts due; or
  - that satisfies the Customer that the Service Provider is reasonably entitled to withhold or refuse payment to the Beneficiary/ies.
  - The Customer may, in its absolute discretion, pay directly those Beneficiaries, the amount the Customer determines as due and for which the Service Provider has failed to submit the evidence described in sub clause (a). Thereafter, the Customer shall give a notice to the Service Provider stating the amount paid directly, and accordingly recover any such amount paid as a debt due from the Service Provider to the Customer.

**15.3.11 Female Personnel and Agents**

Endeavour to deploy female personnel and agents to conduct biometric registration/on-boarding and wage distribution/payment interactions with female beneficiaries. Where deployment of female personnel is not possible due to legal, cultural, security, or other constraints, the Service Provider shall consult with UNOPS to agree on appropriate alternative arrangements that maintain access for female beneficiaries without compromising the safety or dignity of personnel or recipients.

## **15.4 The FP or Contractor Responsibilities**

### **Labor Recruitment, Documentation and Wage Distribution Coordination**

The FP or contractor will be responsible for the following tasks related to Labor administration that encompass labor recruitment, documentation and management, and on site coordination with UNOPS and AIB Bank to ensure effective labor wage distribution:

#### **15.4.1 Labor Recruitment, Documentation and On site Coordination with AIB**

The FP or contractor shall recruit laborers in accordance with UNOPS regulations, in collaboration with the CRG/local Gozar, and maintain a publicly accessible list of selected laborers. The FP or contractor is responsible for completing Form 2/Form 6A and collecting National ID (NID) copies for each laborer. The FP or contractor shall do on site coordination with AIB field Agent to ensure that an AIB field agent conducts biometric registration and gathers all required labor details as specified by UNOPS.

#### **15.4.2 Labor Deployment**

Laborers shall be deployed to the site based on project needs, and only those who have completed the AIB onboarding process may be allowed to work. The FP or contractor must ensure that the number and type of skilled and unskilled laborers deployed align with the requirements outlined in items 1314.01A and 1314.01B of the BoQ.

#### **15.4.3 Attendance and Biometric Verification**

The FP or contractor shall maintain daily attendance records, including laborers' fingerprint stamps, and apply the FP or contractor's official stamp to validate the records.

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#### **15.4.4 Pre-Wage Distribution Documentation**

Prior to labor wage disbursement by AIB, the FP or contractor shall submit the duly signed and stamped wage sheet, attendance sheet, and Form 2/Form 6A to the Employer Representative for review and verification. These documents must be submitted in time for the Employer to notify AIB of the scheduled wage distribution.

#### **15.4.5 On-site Coordination for Wage Distribution**

On wage distribution days, the FP or contractor shall facilitate the visit of the AIB field agent by providing suitable space and ensuring the availability of all listed laborers. The FP or contractor shall support smooth execution of wage payments during the distribution sessions.

#### **15.4.6 Document Consistency and Timeliness**

Ensure that all submitted documents are accurate, complete, and consistent. The FP or contractor shall be responsible for resolving any discrepancies in coordination with the Employer. All documents must be submitted in a timely manner to avoid delays in wage disbursement.

#### **15.4.7 Support to Monitoring and Auditing Processes**

The FP or contractor shall fully cooperate with Employer and AIB monitoring teams, provide access to all relevant labor documentation, and assist in the auditing or verification of labor and wage records upon request.

### **15.5 Step by Step Process as per Workflow for C1 and C3**

#### **15.5.1 Funds Transfer to UNOPS Corporate Account**

Upon the successful signing of an agreement with UNOPS, the funds will be transferred to 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.

#### **15.5.2 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.

#### **15.5.3 Cash Transfer to CRLP Escrow Account**

CRLP finance will request the transfer of cash from the Imprest account to the CRLP escrow account through the "cash in transit" process. The escrow account is a dedicated account used to hold funds on behalf of the project for Facilitating Partners specifically. The funds are transferred from the Imprest account to the escrow account to be used exclusively for the CRLP project's objectives. The cash-in-transit process ensures secure and accurate transfer.

#### **15.5.4 Transfer from Escrow Account to CRLP Operational Account**

CRLP finance will request the transfer of funds from the escrow account to the operational account, following the cash in transit process. In parallel, CRLP finance records the prepayment voucher in the UNOPS ERP system. This transfer marks the movement of funds that will be used for day-to-day project implementation of rural components. The prepayment voucher records the transaction in the UNOPS ERP (Enterprise Resource Planning) system, ensuring traceability and auditability of the funds.

#### **15.6.5 Payment Request through Disbursement Plan**

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CRLP finance receives a payment request from Facilitating Partners (FPs) through the disbursement plan. The disbursement plan is a critical document that outlines how funds will be distributed to various stakeholders. It provides a transparent breakdown of how the funds should be allocated based on project milestones or operational needs.

#### **15.5.6 Verification and Processing of Drawdown**

CRLP finance verifies and processes the drawdown based on the disbursement plan and sends instructions to AIB. Verification ensures that the requested drawdown aligns with the available funds and the disbursement plan. AIB is responsible for executing these instructions by reviewing and processing the payment request in line with signed agreement with UNOPS.

#### **15.5.7 AIB Review and Validation Process**

AIB reviews the request from UNOPS and after validation, debits the CRLP operational account. The validation process involves a thorough review of the fund request to ensure it is legitimate, accurate, and within the agreed budgetary constraints.

#### **15.5.8 Transfer to Beneficiary Cards**

After the onboarding process for each beneficiary, the bank transfers the beneficiary funds by Debiting the CRLP project operational account and Crediting beneficiary cards. This step marks the point where individual beneficiaries are prepped to receive their funds. Beneficiary onboarding ensures that the right recipients are identified, and their cards are loaded with the funds they are entitled to.

#### **15.5.9 AIB Agent Delivers Cash to Distribution Points**

AIB agents physically deliver the cash to designated distribution points. Distribution points are set up in collaboration with Facilitating Partners (FPs) to ensure that beneficiaries in various locations can access their funds. Security and accountability are paramount during the physical delivery process.

#### **15.5.10 Actual Distribution to End Beneficiaries**

AIB agents conduct the actual distribution of cash to the end beneficiaries using Point of Sale (PoS) machines in the presence of FP focal points and CRG (Community Representative Group) members. The recipients will have the option to either cash out their entire wages, or make a partial withdrawal. Cash receipt vouchers are provided for each transaction. PoS machines are used to digitally record each transaction, ensuring accountability and reducing the risk of human error. The presence of FP focal points and CRG members adds a layer of oversight and ensures the transparency of the process.

#### **15.5.11 Reporting and Documentation by Field Partners (FPs)**

After cash distribution, FP personnel submit reports and documentation through the project Management Information System (MIS) within four weeks. The reporting process involves compiling detailed transaction data, photos, and beneficiary lists, ensuring that every disbursement is tracked. The MIS is a tool used to monitor the progress of the project and keep stakeholders informed about the distribution outcomes.

#### **15.5.12 Follow-up for Timely Clearance and Settlement**

UNOPS CRLP conducts follow-up activities to ensure timely clearance and settlement 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.

## **15.6 Finance Reconciliation**

### **15.6.1 Reconciliation of Payments**

Payment reconciliation will be conducted on a weekly basis to ensure accuracy and transparency of labor disbursements. This process will involve a cross-verification of payment records against data provided by AIB , MIS (for C1 and C3), and all relevant supporting documents. This process will involve: review of the distribution from the dashboard and compare it with the list provided to AIB initially.

### **15.6.2 Bank Statement Reconciliation**

Finance will match the payments made by AIB with corresponding entries in the bank statement. Required documents for reconciliation will include the bank statement, payment worksheet submitted by the bank and payment supporting documents. The worksheet is an important reference document and will include at a minimum key information for each laborer such as FP name and CRG code for C1 and C3, 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. Finance will investigate any differences between internal records and bank data - such as missing transactions, duplicate payments or incorrect amounts. Errors will be corrected by initiating a documented follow up with the bank or laborer. Corrections will be made within 10 working days. CRLP Finance will maintain documentation of reconciliation performed, proof of payment and resolution notes

### **15.6.3 Contract Wise Reconciliation**

Finance will also carry out a contract level reconciliation in order to make sure that the disbursements do not exceed the signed contract, and also the FPs and contractors are accounted for the overall funds they received from UNOPS CRLP.

### **15.6.4 Financial Closure**

All financial transactions related to the digital payment pilot will be finalized before the contract ends with FP and contractors

## **15.7 Data Protection Insert**

### **15.7.1 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.

### **15.7.2 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.

### **15.7.3 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.



#### **15.7.4 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 (ten) 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.

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## **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

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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.