



Community Resilience and Livelihoods (CRL) Project

Project Operations Manual (POM)

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Facilitating Partners (FPs): NGOs

Donors: The Afghanistan Resilience Trust Fund (ARTF)
and the World Bank (WB)



Table of Contents

Chapter 1: Introduction	6
1.1 Background	7
1.2 PDO and key objectives	7
1.3 Project Components	8
1.4 2024 Additional Financing for the Project	13
Chapter 2: Key Stakeholders and Roles and Responsibilities	13
2.1 Implementing Partner (IP)	14
2.2 Facilitating Partners (FPs)	14
2.3 Private Contractors	15
2.4 Community Representative Group (CRG)/ Gozar Assemblies (GAs)/ Consultative Groups (CGs)	15
2.4.1 Rural	15
2.4.2 Urban	15
2.5 Urban Areas Mosque Committees	16
2.6 World Bank/ IDA/ ARTF	16
Chapter 3: Preparatory Work Across Components	16
3A In Rural Communities	17
3A.1 Type of Communities	17
3A.2 Definitions	17
3A.3 Community Mobilization	18
3A.4 Public Resource Maps	19
3A.5 Rural: Community and Beneficiary Household Lists	20
3A.6 Community Resilience and Livelihood Project Socialization/Outreach Session	22
3A.7 Bilateral Sub-Grant Agreement Form (Rural)	22
3B In Urban Communities	23
3B.1 Type of Communities	23
3B.2 Where CCAP CDCs existed in urban project sites	23
3B.3 Where CRGs do not exist in urban project sites, the following will apply:	23
3B.4 Community Awareness Raising and CRG Mobilization	23
3B.5 Urban HHs Eligible for Social Grants	24
3B.6 Bilateral Sub-Grant Agreement Form (Urban)	24
Chapter 4: Entry Criteria for Access (ECAs)	26
4.1 What are CRLP Entry Criteria for Access (ECAs)?	26
4.2 Operationalizing the ECAs' Initial Conditions	27
4.3. Component 1 - Specific ECA conditions	27
4.4 Component 2 - Specific ECA conditions	28
4.5 Component 3 - Specific ECA conditions	28
Chapter 5: Component 1: Emergency Livelihoods Support and Services in Rural Areas	29
5.1 Background	29
5.3 Key definitions	29
5.4 Beneficiary selection	32
5.4.1 Actual Laborer Selection	33

5.5 Permissible project menu	34
5.6 Environmental and social risks and impacts screening	35
5.7 Allocation of grant and disbursement	36
5.8 Distribution of labor and Community Paid Labor Participation Attendance Sheet	37
5.9 Implementation	38
5.10 Completion of incomplete rural CCAP subprojects	38
5.11 Documentation and accountability	39
Chapter 6: Component 2: Emergency Livelihoods Support and Services in Urban Areas	40
6.1 Introduction	40
6.2 Implementation mechanism	41
6.2.1 Community targeting and subproject selection	41
6.2.1.1 Community targeting	42
6.2.1.2 Subproject selection	42
6.2.2 Environmental and social risks and impacts screening	43
6.2.3 Design	43
6.2.4 Beneficiary selection (LIW)	43
6.2.5 Supervision	43
6.2.6 Verification of labor participation and outputs	44
6.3 Eligible projects	44
6.3.1 Permissible list (indicative)	44
6.4 Distribution of labor and labor logs	44
6.5 Documentation and accountability	45
6.5.1 Subproject approval documentation	45
6.5.2 Subproject field documentation	45
Chapter 7: Component 3A: Social Grants for Women and the Most Vulnerable Households	46
7.1 Background/ Rationale	46
7.2 Eligible Households	46
7.3 Key Responsible	46
7.4 Social Grant Package	47
7.5 Social Grant Calculations and Ceilings Per Community	47
7.6 Final Selection of Households for Benefits	47
7.7 Procurement of In-Kind Packages	48
7.8 Distribution and Verification	48
7.9 Work Planning and Implementation	48
7.10 Monitoring and Reporting	48
Chapter 7B: Component 3b: Women's Economic Activities	49
7B.1 Introduction	49
7B.2 Coverage	49
7B.3 Beneficiary Identification	49
7B.4 Technical Training	50
7B.5 Asset Transfer	51
7B.6 Monitoring and Reporting	52
Chapter 8: Component 4 - Strengthening Community Institutions for Inclusive Service Delivery	53
8.1 Objective and Definitions	53

8.2 Grain/Food Banks	53
8.3 Capacity Building of CRGs (Rural/Urban) and Their Sub-Groups	54
Chapter 9: Environmental and Social Risk Management	57
9.1 Environmental and Social Management	57
9.2 Key Principles of Implementation	57
9.3 Standard Operation Procedure (SoP) – E&S Screening Process and Implementation of ESMF	58
9.4 Standard Operation Procedure (SoP) – Labor Management	58
9.5 Standard Operating Procedure (SOP) - Sexual Exploitation and Abuse (SEA) and Sexual Harassment (SH) Prevention/Mitigation	59
9.5.1 Implementation of SEA/SH Action Plan	59
9.6 Component 6: Implementation of activities related to SEA/SH risk mitigation for CASA 1000 Project	60
9.7 Standard Operating Procedures (SOP) - Stakeholder Engagement	60
9.8 Standard Operating Procedure (SOP) - Grievance Redress	61
Chapter 10: Monitoring and Evaluation (M&E). Management Information Systems (MIS) and Key Reporting	63
10.1 Overview	63
10.2 M&E Objectives	63
10.3 Stakeholder roles and responsibilities for M&E	63
10.4 Project Theory of Change / Results Framework	64
10.5 Project Measurement Plan	64
10.6 Data flow	65
10.7 Management Information System	65
10.8 Data quality assurance	65
10.9 Monitoring of the ECA	66
10.10 Citizen monitoring and oversight	66
10.11 Third Party Monitoring Agent	66
10.12 Evaluation	67
10.13 Key Reports	67
10.14 Post completion protocols	68
Chapter 11: Finance	69
11.1 Financial management overview	69
11.2 Financial management system	70
11.3 Project Financial management cycle	70
11.4 Disbursement and funds flow	72
11.5 CRGs Expenditure Accounting, Documentation, and Reporting by the NGOs	74
11.6 Project Specific Internal Audit	79
11.7 Third-party Monitoring	79
11.8 Facilitating Partners management of Subgrants	80
11.9 Due diligence - Facilitating Partners	82
Chapter 12: Procurement Management	84
12.1 Procurement Project Staff	84
12.2 Procurement Plan	85
12.3 Procurement of Goods, Services and Works	86
12.3.1 Procurement of works	86

12.3.2 Procurement of goods	86
12.3.3 Procurement of Services	86
12.4 Determining the Applicable Procurement Method	86
12.4.3 Procurement Templates and guideline	89
12.5 Procurement Records	89
12.6 Procurement Monitoring Arrangement	89
12.7 Simplified Procurement Procedures for C1 & C3 subgrant procurements	89
12.7.1 Facilitating partner responsibilities	89
12.7.2 Procurement Methods for Different Values	90
12.7.2.1 Single Source Procurement	90
12.7.2.2 Shopping	91
12.7.2.3 Request for Quotation (RFQ)	92
12.7.2.4 Direct Contracting	93
12.7.2.5 Documentation Related to Community Procurement	94
12.8 Preventing and Combating Fraud and Corruption	94
Chapter 13: Security Measures	94
13.1 Standard Operating Procedure (SOP) - Security Risk Management	95

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. 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 29th April 2022, for a total of US\$ 265 million from the ARTF, with an original closing date of 30th 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 31st 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 30th 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.¹ 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).

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, 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.

¹ 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, Paktya, Paktika; and Eastern region: Nangarhar, Lagman, Nuristan.

Target beneficiaries for participation as day laborers will be individuals from poor households. LIWs will provide around 60 days of work per beneficiary household² (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.

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 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.

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.

² 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.

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/idu0ba95440800fb504e13083fc077d4132723aa>

The disclosed version of the Restructuring Paper is available here:

<https://documents.worldbank.org/en/publication/documents-reports/documentdetail/099051724075536434/p17876010bd8e10a31b08f1ca9b3ca70626>.

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

<https://documents.worldbank.org/en/publication/documents-reports/documentdetail/099052623082011789/p1787600eabdbf03b0a17e0d15bdd0a8d23>.

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			
Total (rounded)	1 m HHs	484,000 HHs	1.5 m HHs	7.2 m	3.4 million persons	10.5 m	9.3 m	5.1 million persons	14.4 m

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 for³.

³ 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.

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 dissolved⁴ 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.

⁴ 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

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"> At the start of activities in communities, they have a minimum of 70 percent of representatives in place. <p>During implementation, 'Community Representative Groups' will:</p> <ul style="list-style-type: none"> Help coordinate assistance in their community including distribution of assistance; Assist with beneficiary targeting including identifying the most vulnerable households in their community for assistance; and Help to identify CRL cash-for-work schemes in rural areas or LIW schemes in urban areas. 	<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"> At the start of activities in communities, a minimum of 40 percent of "Community Representative Group" members are women. During implementation, women will: review and provide inputs on the Vulnerable Group beneficiary list for the Social Grants
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.

	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) 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.
- (b) 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:

- (a) Which neighborhoods have no representation in terms of male CRG members
- (b) Which neighborhoods have no representation in terms of female CRG members, and
- (c) 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 subprojects⁵. 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.

⁵ 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)

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.

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

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

* 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 Project⁶.

⁶ 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>

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 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 CFWG 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.

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 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.

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.

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
Total	520	350	234	870	754

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.

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
Subproject selection	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.
LIW beneficiary selection	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.

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 will advise on who may be included. CRG will provide an existing list of identified beneficiaries as guidance, where available.

GA and CG areas:

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

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 Gozar. See Annex IV for further detail.

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).

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 well⁷. UNOPS will re-confirm with the community, at the time of handover of the completed infrastructure subproject, on the total number of households benefited by the infrastructure.

6.5.2 Subproject field documentation

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

The 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).

⁷ 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.

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.

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.⁸

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

- 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"> • Water availability. 	Good local variety seeds (at least 5 vegetables/ pulses)
Food processing (jam and pickling)	<ul style="list-style-type: none"> • Water availability. 	Aluminum strainer, aluminum cooker, pulper machine, glass bottles and jars, raw materials.
Poultry	<ul style="list-style-type: none"> • Space to keep the poultry. 	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 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">• Create historical timeline of major disaster events• Review Public Resources Map and use it to create a disaster risk map and identify hazard areas/ vulnerabilities in the community• Discuss how different groups in the community are affected by disasters•	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">• 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• Receiving / Interacting with Outsiders who bring Aid (initial meeting, update beneficiary lists, aid distribution) <hr/> <ul style="list-style-type: none">• Review the Public Resources Map• 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• Create /Review CDP• Make Implementation Plans	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">• Each Sub-Groups makes action plans for their respective CDP Milestones <hr/> <ul style="list-style-type: none">• Discuss homestead gardening and its possibilities• Create Compound Maps and present these for discussion/visits• Planning for poor and very poor households to improve / establish gardens in private / public places• Identify male and female experts in the community		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">• Understand the importance of self-esteem and self-awareness and how to develop it• Feel more positive about self• Understand the importance of resilience and how to develop strategies for resilience	FP SOs (female)	GR/CPMT Members and all Welfare Group

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

(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 Framework⁹ (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 2007¹⁰. 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.

⁹ 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>)

¹⁰chrome-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.

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.

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.

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/SCH 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/CRG s; (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.

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

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

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

- 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 CFVGs 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; CFVGs 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

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 submit¹¹ 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 st January to 30 th April	15 th June
Second	01 st May to 31 st August	15 th October
Third	01 st September to 31 st December	15 th 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.

¹¹ 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:

- o 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
- o 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.
- o 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
- o 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.

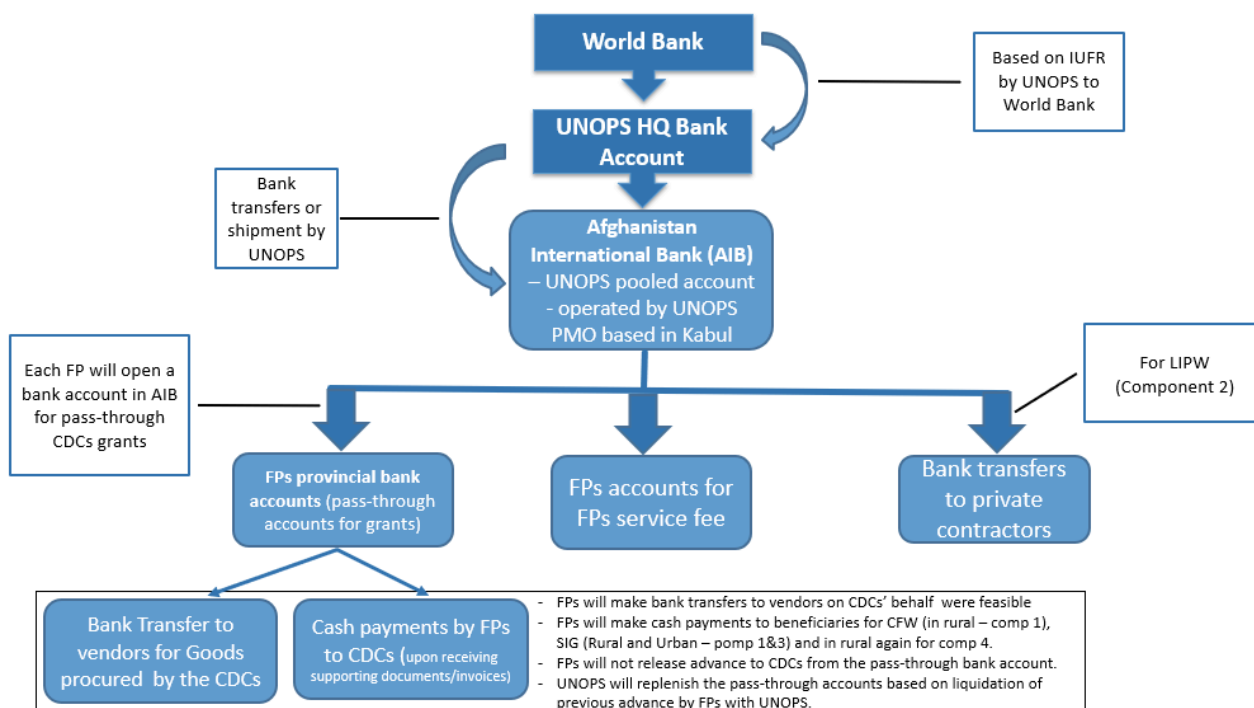
UNOPS will be responsible for transferring funds to Afghanistan via UNOPS' pooled bank account in the Afghanistan International Bank (AIB), a commercial bank, for payments within Afghanistan. In this regard, recognizing the high costs associated with the bank fee because of the prevailing banking situation 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.

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 the 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.



Component	Responsible for subgrant payments/ distribution	Modality agreed
Component 1: 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.
Component 2: 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.
Component 3: 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.
Component 4: 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.

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.

This box summarizes the Standard Operating Procedures (SOPs) instituted by UNOPS for the FPs for financial management:

Purpose:

How requests for payments and prepayments for Facilitating Partners (FPs) are processed and reconciled for prepayments? What relevant documents are required?

1. Required Documents:

1.1. C1 & C3:

- 1.1.1. Original Invoice
- 1.1.2. Disbursement Plan (verified by Rural Team Leader)
- 1.1.3. Relevant documents from CRLP Procurement Section;
 - 1.1.3.1. Copy of Requisition
 - 1.1.3.2. Copy of Signed Contract between UNOPS and FPs
 - 1.1.3.3. Copy of Purchase Order
 - 1.1.3.4. Copy of Amendment (if any)
 - 1.1.3.5. Copy of signed tripartite Agreement for ESCROW Account
 - 1.1.3.6. Bank Details for ESCROW Account
 - 1.1.3.7. MIS Forms
 - 1.1.3.8. Signed Request for Prepayment (UNOPS Internal Process)
- 1.1.4. Relevant supporting documents by FPs for prepayment reconciliation/settlement;
 - 1.1.4.1. Expenditure Report (scanned and data entry)
 - 1.1.4.2. Procurement forms for purchasing food items
 - 1.1.4.3. Payment receipts for any procurement (scanned only)
 - 1.1.4.4. Copy of food distribution form and the receipts
 - 1.1.4.5. Copy of approved forms
 - 1.1.4.6. Copy of receipts
 - 1.1.4.7. Other supporting documents which might be required during the reconciliation.

1.2. C4:

- 1.2.1. Relevant Documents from FPs;
 - 1.2.1.1. Original Invoice
 - 1.2.1.2. Ledger for Reimbursable Costs
 - 1.2.1.3. Supporting Documents for reimbursable cost as per sampling
- 1.2.2. Relevant Documents from CRLP Procurement Section;
 - 1.2.2.1. Copy of Requisition
 - 1.2.2.2. Copy of signed Contract with FPs and PO, Amendment (if any)
 - 1.2.2.3. Payment Certificate
 - 1.2.2.4. FPs Valid License and Bank Details
 - 1.2.2.5. Verification of milestones achieved
 - 1.2.2.6. Supporting documents to original invoice (if any)

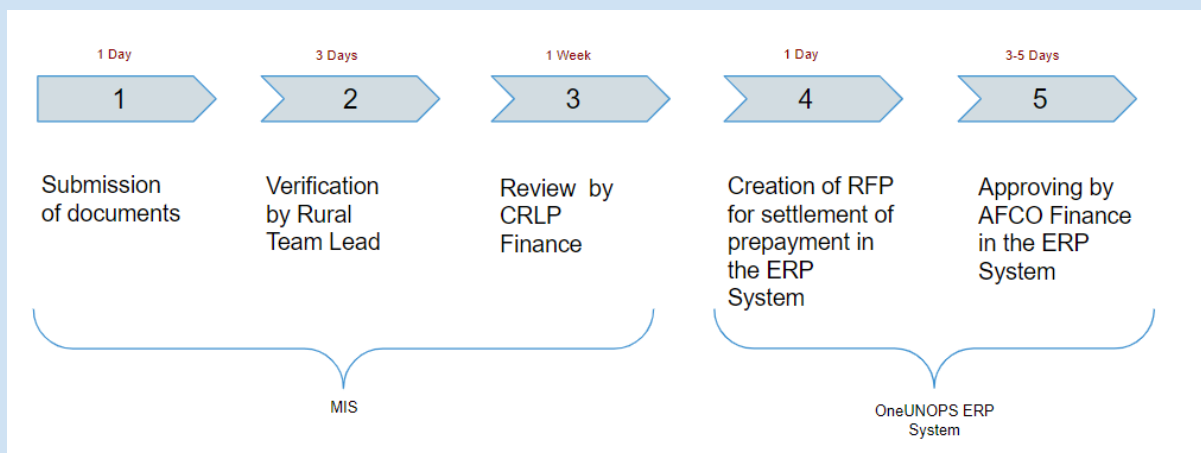
2. Process:

2.1. Prepayment for C1 & C3 (10-15 days):

The payment for Grants C1 and C3 will flow into the Escrow Accounts of the FPs in the forms of Prepayments. Transactions made to such accounts will be recorded as Prepayments. FPs will be responsible for settlements and documentation of the

prepayments. The prepayments will be recorded as disbursement when the settlements are completed.

- 2.1.1. The Rural Team completes the package (all the relevant documents) and submit it to the CRLP Finance team
- 2.1.2. The CRLP Finance Team reviews the documents and processes the prepayment in the ERP system (one.unops.org)
- 2.1.3. The prepayment is reviewed by the AFCO Finance team and is processed for further approval in the ERP system
- 2.1.4. The prepayment is further approved by the Authorized DoA (Delegation of Authority) in the ERP system
- 2.1.5. Amount is transferred into Escrow Account upon the prepayment approval in the ERP system



2.2. Escrow Account Management & Drawdown Process of Funds:

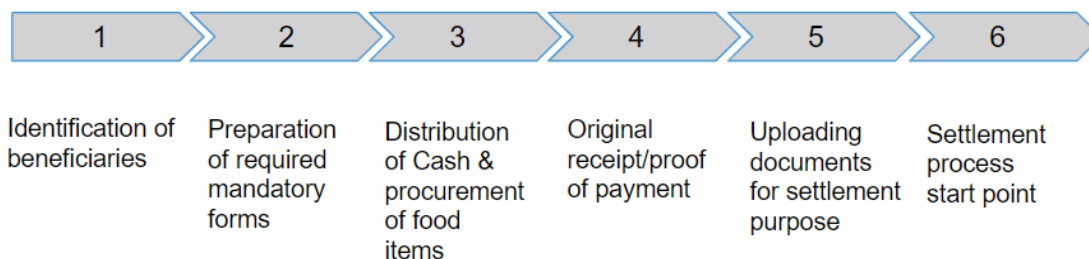
The Escrow Account for the FP is opened in Afghanistan International Bank (AIB) based on escrow agreement signed between the three parties: Donor (UNOPS), Implementer (FPs) and Agent (AIB). The Escrow Account is a pass-through account that is opened for the grants to the flow based on the design of the project. It is also a factor for the mitigation of financial risks. Fees are borne by the Donor (UNOPS) and UNOPS reconcile the escrow account periodically. Followings are the drawdown process of the Funds;

- 2.2.1. Once the funds are transferred into the escrow accounts in the form of prepayments, a drawdown letter needs to be submitted to AIB based on the planned disbursement to the end beneficiaries
- 2.2.2. The drawdown letter is signed by both parties; UNOPS and FP representatives
- 2.2.3. The letter has the information of the authorized individual to receive the funds on behalf of FP and distributes the cash to end beneficiaries
- 2.2.4. The letter has the information about the destinations where the AIB agent will have to deliver the cash into that can be in the form of listing.

2.3. Grant Distribution Process by FPs:

- 2.3.1. Once the funds are withdrawn from the escrow account, the FPs need to complete the distribution to the end beneficiaries based on the identified list of beneficiaries
- 2.3.2. In regards to the food packages, the FPs need to complete the procurement documentation
- 2.3.3. The required supporting documents/proof of payments and relevant forms should be uploaded in the MIS

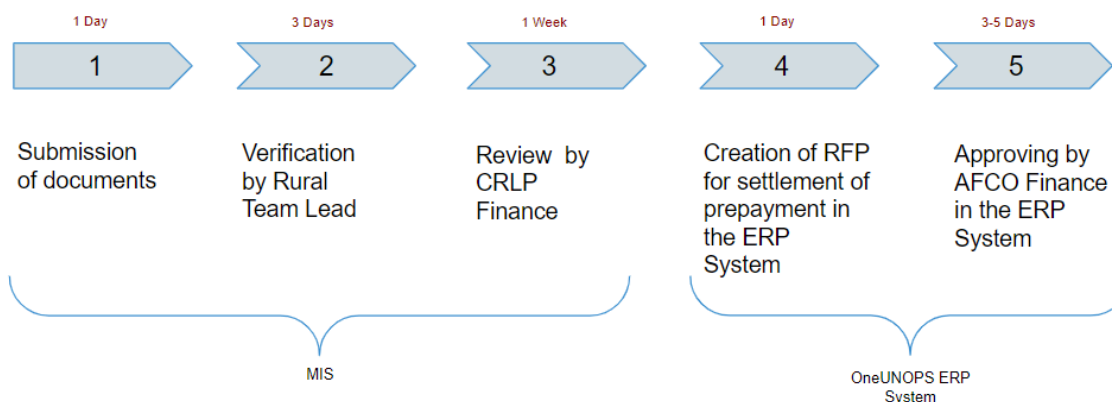
Workflow for Grant Distribution by FPs



2.4. Prepayment Clearance (approximately 2-5 days):

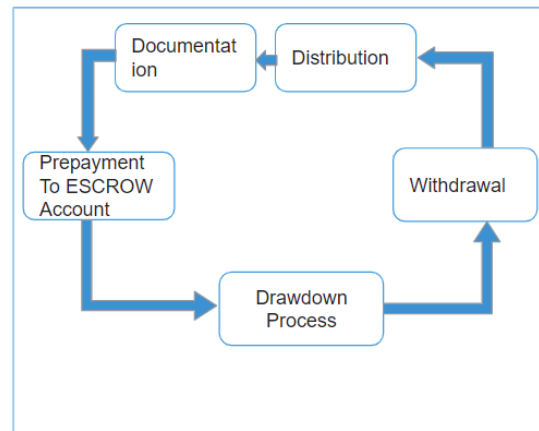
Once the funds are distributed to the end beneficiaries by FPs, the clearance documents should be prepared by the FPs to reconcile/settle the prepayments. The required forms and documents should be uploaded in the MIS followed by an expenditure report. UNOPS finance will receive those documents through 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.

- 2.4.1. The documents are submitted by FPs, verified by Rural Team Lead and reviewed by the CRLP Finance Team in the MIS
- 2.4.2. Request for Payment (RFP) is created by the CRLP finance team in the ERP
- 2.4.3. RFP is further reviewed and approved by AFCO Finance team in the ERP



Fund Flow Process (Overview)

1. Prepayment to ESCROW Account
2. Process of Drawdown Notice Letters
3. Withdrawal Amount from the ESCROW Account by FPs
4. Grant Distribution
5. Clearance/Documentation

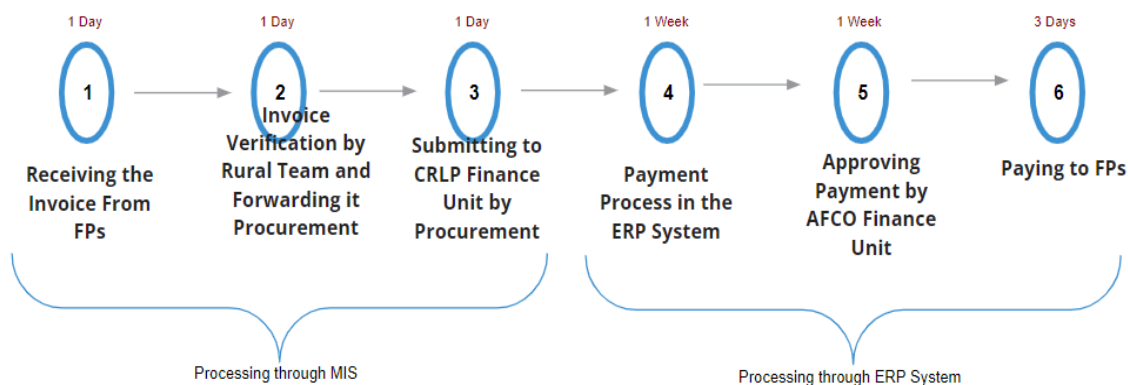


2.5. Payment to FPs - C4 (approximately 10-15 days)

The FPs should submit the invoices for their services to UNOPS after achieving the milestones as stated in their contracts.

- 2.5.1. Invoice is received from FPs in MIS
- 2.5.2. The invoice is verified by the Rural Team and forward to Procurement team in MIS
- 2.5.3. The procurement team will submit it to the CRLP Finance team after reviewing the documents
- 2.5.4. Request for Payment (RFP) is created in the ERP system after the documents are reviewed by the CRLP Finance team
- 2.5.5. The RFP will further be approved by the DoA AFCO Finance team in the ERP system
- 2.5.6. The amount will be transferred to FPs' accounts after the RFPs are approved in the ERP system

Workflow for Payment Process to FPs' Operational Cost & Fee (C4)



3. Important Notes (Conclusion):

3.1. Exchange Rate:

The funds will be transferred to the escrow account in USD, and the end beneficiaries will receive payments in AFN (Local Currency). According to the World Bank Financial Manual (WB FM), exchange rate gains and losses should not have an impact on the project. The FPs should use the same exchange rate as the AIB/FMFB when generating the prepayment settlement documentation.

3.2. Third Party Monitoring:

In accordance with the Fund's Administrative Agreement, the World Bank Monitoring Agent is responsible for verifying physical performance, confirming financial eligibility, and ensuring fiduciary safeguards are applied to ARTF-funded projects. It conducts verification of physical performance, financial eligibility, and fiduciary checks for expenditures. It is the duty of the FPs to make the documents available for verification. The monitoring frequency will be on a monthly basis.

3.3. Reporting:

FPs need to include expenditure reports in their prepayment settlement documents when reporting. The FP should contribute to the quarterly report as needed. As per the contract, it is the duty of the FP to provide UNOPS with a ledger of reimbursable expenses for validation and verification, including service charges as part of C4. The FP needs to share the supporting documentation after UNOPS conducts their verification and validation sampling.

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
Component 1 (Rural)	<ol style="list-style-type: none"> 1. Potential payments made to ineligible/ghost laborers, or inaccurate payments made to valid laborers. 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. 	<ol style="list-style-type: none"> 1. For the selected samples, confirm the eligibility of laborers and cross-check the physical verification of their existence and identity. 2. For the selected samples: <ul style="list-style-type: none"> • Review financial documentation (timesheets, contracts, etc.) to confirm validity and accuracy of the payments, and their compliance with approved policies. • Check that the procurement by facilitating partners 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.
Component 2 (Urban)	Potential payments made to ineligible/ghost laborers, or inaccurate payments made to valid laborers.	<ol style="list-style-type: none"> 1. For the selected samples, confirm the eligibility of laborers and cross-check with the physical verification of their existence and identity. 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.
Component 3	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"> 1. Confirm the eligibility of beneficiaries on the distribution lists and cross-check the physical verification of their existence and identity. 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 should be the Regional Operations Officers and the Rural Lead.

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. 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)
- 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.

FPs will provide UNOPS with monthly financial reports showing both advances received and the CFWG and SG utilization on the ground, with supporting documentation, for advance reconciliations. FPs are required to re-deposit any unutilized CFWG/ SG amounts for any community (after the completion of the CFWG subprojects and the SG food/cash distribution for that given community) back into the escrow accounts prior to submission of the Forms 7 and 9 for the given community.

After the initial advance for CFWGs and SGs for each lot, FPs may request subsequent advances for these grants when a minimum of 80 percent of the previous advance has been satisfactorily utilized on the ground, with the supporting paperwork (as stated above) available in the MIS. UNOPS monitors will physically verify a minimum of 50 percent of the utilization of each tranche prior to the next tranche of advances being released per FP.

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.

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

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 AFPO Procurement Authority
11	Contract Preparation and Signature	3	CRL Procurement
12	Review and signature of the Contract	2	AFPO Procurement Authority
13	Contract Administration: Payment Follow-up, Contract Dispute Management, Supplier Performance	End of the project timeline	Lead engineering team & Procurement
Total Working Days		42	

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		
Total Working Days		72	

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

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. 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.

Community Resilience and Livelihoods Project (CRLP)

Project Operations Manual (POM) Annexes

Project ID: P178760

Project Effective Date: May 4, 2022

Project Duration: May 2022 to December 2025

Implementing Partner (IP): United Nations Office for Project
Services (UNOPS)

Facilitating Partners (FPs): NGOs or NGO Consortia

Donors: World Bank and the Afghanistan Reconstruction Trust
Fund (ARTF)

Table of Contents

ANNEX I: Results Framework	5
ANNEX II: Theory of Change	7
ANNEX III: Measurement Plan	8
ANNEX IV: Components 2 and 3 (urban only): Community consultation guidelines/procedures	9
CRLP Form 1: CRG (Community Representative Group) Registration	14
CRLP Form 2: Full Community and Eligible Beneficiary Household List for Components 1 and 3 (Rural)	16
CRLP Form 3: Eligible Beneficiary Household List for Component 3a (Urban)	19
CRLP Form 4: Sub-Grants Agreement Form	22
CRLP Form 5: Cash for Work Plan	25
CRLP Form 6a: Urban LIWs Paid Labor Register	33
Form 6c: Community Based Paid Labor Expenditure Report	37
CRLP Form 7: CFW Monitoring and Reporting Form	39
Form 8: Urban Paid Labor Report	42
CRLP Form 9A: SG Plan	44
CRLP Form 9B: SG 3B Plan	46
CRLP Form 10A: SG Food/ Cash Distribution for Social Grants	47
CRLP Form 10B Rural Only : 3B Production Assets Package Distribution Verification	51
CRLP Form 11: Kitchen Garden and Grain Bank Monitoring and Reporting Form	53
ANNEX VI: Environmental and Social Management Framework (ESMF) Forms	56
ESMF Form 1: Negative Project List	56
ESMF Form 2: Environmental and Social Screening Form	57
ESMF Form 3: Sub-project Simplified ESMP	59
Abbreviated ESMP	60
Simplified Labor Management Procedures	66
GRM Form 2: Grievance Registration Form	76
GRM Form 3: Grievance Log Book	81
ANNEX VII: Procurement forms	82
UNOPS Procurement	82
Community Procurement	82
ANNEX VIII: Incident and Accident Reporting	83
ANNEX IX: Construction Supervision Templates & Guidelines	90
ANNEX X: Facilitating Partners Terms of Reference	91
ANNEX XI: Monitoring Forms	108

M&E Form 1: Spot-Check Monitoring Form (UNOPS)	108
M&E Form 2: Spot-Check Monitoring Form (FPs)	121
ANNEX XII: GRM Manual	133
1. Executive Summary	138
2. Grievance Redress Mechanism	140
4.1. GRM Staffing Structure	141
4.2. GRM Objectives	141
4.3. GRM Principles	142
4.4. Categories of Grievance	142
4.5. Grievance Uptake Channels	144
4.6. Grievance Redress Bodies	145
4.7. Community or Subproject GR/CPM Teams	146
4.8. Facilitating Partner and Urban GR Committee ("FP/Contractor GRC")	148
4.9. FP GBV/SEA/SH GR Committee("FP GBV GRC")	148
4.10. National GR Committee ("National GRC")	149
4.11. UNOPS GBV/SEA/SH GRC ("National GBV GRC")	149
4.12. World Bank Grievance Redress Services (GRS)	151
4.13. Processes	151
4.14. SEA and SH Grievances	155
4.15. Timeframe for Grievance Redress	157
3. Management Information System	159
4. Monitoring and Reporting	160
5. Publicity and Outreach	163
6. Annexes	163
8.1. Annex 1: Grievance Registration Form	163
8.2. Annex 2 - SEA/SH Case Registration Form	164
8.3. Annex 3: Grievance Logbook	165
8.4. Annex 4: GR/CPMT Members List	166
8.5. Annex 5: FP Monthly Report	166
8.6. Annex 6: Component 2 Regional Office Monthly Report	167
8.7. Annex 7: World Bank Tri-annual Report	168

ANNEXES

ANNEX I: Results Framework

Project Development Objectives(s)		
The objective of the Project is to provide short-term livelihood opportunities and deliver urgent essential services in rural and urban areas.		
Indicator Name	Baseline	End Target
Provide short-term livelihood opportunities and urgent essential services in rural and urban areas		
Number of beneficiary households receiving livelihoods support (Number)	0	1,000,000
Number of vulnerable households receiving social grants	0	150,000
Number of female-headed households receiving social grants	0	Monitored for progress
Number of people with improved access to basic services	0	11,600,000
1. Emergency Livelihoods Support and Services in Rural Areas		
Number of working days created, Component 1	0	27,700,000
Number of working days created for women	0	Monitored for progress
Number of beneficiary households receiving cash for work	0	900,000
Displaced people (including returnees) and people in host communities provided with services and livelihoods	0	Monitored for progress
Returnees in rural areas who have been provided with services and livelihoods (number)	0	Monitored for progress
Number/type of rural climate-resilient activities completed (clean water, sanitation, road rehabilitation, agroforestry, etc.)	0	6,000
Number of people in rural areas benefiting from basic, climate-resilient infrastructure services (clean water, sanitation, road rehabilitation, agroforestry, etc.) disaggregated by gender	0	8,000,000
People who benefit from improved access to sustainable transport infrastructure and services (number)	0	Monitored for progress
Number of rural communities reached with program activities	0	7,000
2. Emergency Livelihoods Support and Services in Urban Areas		
Number of working days created, Component 2	0	5,700,000
Number of working days created for women	0	Monitored for progress
Number of beneficiary households receiving livelihood support through labor-intensive works	0	140,000
Displaced people (returnees and IDPs) and people in host communities provided with services and livelihoods (number)	0	Monitored for progress
Displaced people (returnees and IDPs) provided with services and livelihoods (number)	0	Monitored for

		progress
Number/type of urban climate-resilient activities completed (road rehabilitation, water infrastructure, drainage, sanitation, canal cleaning, etc.)	0	650
Number of urban residents benefitting from basic infrastructure services (road rehabilitation, water infrastructure, drainage, sanitation, canal cleaning, etc.)	0	3,550,000
Urban residents who benefit from improved access to sustainable transport infrastructure and services	0	Monitored for progress
Number of cities reached with program activities	0	10
3. Social Grants for Women and the Most Vulnerable in Rural and Urban Areas		
Number of vulnerable households receiving cash transfers, social/livelihood grants	0	150,000
Number of female-headed households	0	Monitored for progress
Number of vulnerable households with persons with disabilities	0	Monitored for progress
Number of women benefiting from women's economic activities assistance	0	Monitored for progress
Share of rural female-headed households (C3b beneficiaries) engaged in a livelihood activity (Percentage)	0	40
4. Strengthening Community Institutions for Inclusive Service Delivery especially for Women		
Number of CRG s operating under the project and receiving social and technical support	0	7,400
Number of established CRG s with women participating	4,000	7,400
5. Implementation Support		
Percentage of grievances received that are resolved	0	70
Percentage of sampled community respondents (male/female) satisfied with project activities	0	70

ANNEX II: Theory of Change

Activities	Outputs	PDO/Intermediate Outcomes	High-level Outcomes
Component 1: Emergency Livelihoods Support and Services in Rural Areas <ul style="list-style-type: none">Cash-for-work, short-term livelihood opportunitiesSmall rural community infrastructure rehabilitation	Temporary employment opportunities provided to 1,144,000 rural households Approximately 7,600 rural community infrastructures built or rehabilitated in 9,050 communities	Short-term livelihood opportunities provided and urgent essential services delivered in rural and urban areas <ul style="list-style-type: none">Beneficiary households receiving livelihoods supportVulnerable households receiving social grants14.4 million Afghans with improved access to basic services	Community and household resilience is strengthened Households have increased income and consumption Urgent basic services are sustained Community institutions are preserved
Component 2: Emergency Livelihoods Support and Services in Urban Areas <ul style="list-style-type: none">Short-term livelihood opportunitiesSmall urban community infrastructure works	Temporary employment opportunities provided to 177,000 urban households Approximately 830 urban infrastructures built or rehabilitated in 10 cities		
Component 3: Social Grants for Women and the Most Vulnerable in Rural and Urban Areas <ul style="list-style-type: none">Cash, financing for food/grain banks, livelihood activities	195,000 vulnerable households assisted through cash, food/grain banks or livelihood activities		
Component 4: Strengthening Community Institutions for Inclusive Service Delivery especially for Women <ul style="list-style-type: none">Support for community mobilization, planning, implementation and monitoringSupport women and vulnerable groups to access health, education & other basic services	Community groups strengthened and trained Women’s groups provided with services and assistance	Increased capacity of community-level institutions	
Assumptions: <ul style="list-style-type: none">The project’s financial payment system will be operational and reliableSecurity conditions in project areas allow for continued operationsImplementing agencies will have safe and unhindered access to targeted areas and populationsCDCs are operational and effective partners in supporting beneficiary identification, assistance distribution, and monitoring			

ANNEX III: Measurement Plan

[23455 - CRL - WB/ARTF results framework](#)

ANNEX IV: Components 2 and 3 (urban only): Community consultation guidelines/procedures

Introduction

All cities of Afghanistan have community level governance institutions. Some localities have Community Development Councils (CDCs) while others do not. The most common urban community structure is Shura-e-Gozar meaning Gozar Assembly (GA). Gozar means neighborhood. It is headed by Wakil-e-Gozar, who is elected by the community and has official status with the local municipality. He/she represents his/her members of the community at various government platforms, international and non-governmental organizations. CRGs and GAs will be the main entry points for humanitarian, relief and development intervention. GA members include Wakil-e-Gozar as a head of the neighborhood and others as members, which include Imam of the neighborhood mosque, street representatives, retired teachers and other influential persons in the community. Size of the GA usually does not exceed 10 persons in each neighborhood.

For the proposed Community Resilience Program by the World Bank in partnership with UNOPS, CRGs and GAs can be useful community instruments to facilitate communication with community members and reflect their urgent services needs in CRLP by engagement with UNOPS. In situations where both CRGs and GAs exist, CRGs will be used as a mechanism for community consultation for the delivery of CRLP. In situations where CCAP CDCs/GAs do not exist, UNOPS will facilitate the establishment of Consultative Groups (CGs), which will play the same role as CDCs/GAs but will be CRLP-specific (this is expected in exceptional circumstances).

Functions of GAs/CRGs/CGs (for Labor Intensive Works (LIWs) – component 2):

Following is a potential list of the functions of CRGs/GA/CGs in the context CRLP:

- 1) Main channel of communication between UNOPS and community members
- 2) Represent the community in the consultation process with UNOPS to identify and prioritize their services needs that fit within the scope of CRP and can be implemented quickly with viable impacts.
- 3) Identify in consultation with community members labor intensive works (LIWs) and propose to UNOPS in accordance with the long list of applicable project types. Most CCAP CDCs and GAs already have their list of potential infrastructure projects that need to be further developed and filtered to be eligible for CRP.
- 4) Verify boundary/en-catchment area for their Community /GA for LIWs beneficiaries.
- 5) While UNOPS is responsible, they may support it in community-level social and environmental impact checks for the proposed projects. Although CRGs s/GAs/CGs cannot get involved in more technical level social and environmental impacts issues, they can provide information and assist UNOPS teams of potential social and environmental issues and propose/facilitate in the mitigation measures. Every effort should be made to convince CRGs/GAs/CGs to propose projects that have no or minimal impacts for quick implementation.
- 6) Where needed facilitate the availability of right of way.
- 7) Facilitate UNOPS in conflict resolution during various phases of the project
- 8) Provide input to the planning and design of projects, as needed. CRGs s/GAs/CGs cannot be involved in technical details of projects, but they should know the overall scope of the project. For example, they should know and agree about the length and width of an access road. Also, they should know and agree on the locations where water points can be installed. CRGs s/GAs/CGs have better understanding of the local environment and can facilitate UNOPS.
- 9) Support the project oversight during implementation by protecting the project's assets.
- 10) Accept hand-over of completed projects by UNOPS
- 11) For LIWs in CRG areas, CRG s will help identify poor households in the community that can be potentially hired as unskilled laborers for the infrastructure projects. CRGs have developed lists of poor households (eligible for LIWs) in their area and would share these with the contractors as guidance for hiring the local labor for LIWs. However, the role of

CRGs s will remain advisory (i.e. contractors may liaise with CRGs s on who may be included and where to hire labor from etc) . The general rule for hiring the unskilled laborers is through 'Self-Identification'. In case of non-CDC areas, contractors would use the "Self-Identification" process for hiring the local unskilled laborers (as no prior list of poor households exists in those areas), however GA/CGs can help in resolving any grievances.

Functions of GAs/CRGs /CGs (for Social Inclusion Grants (SIGs) – component 3 urban)

CRGs are to provide recommendations on the vulnerable households in their respective communities eligible for grant under component 3. These include women headed households, disabled body headed households, or households with all members below age 18 (orphans). FPs would verify the list and channel the grants directly to the households.

In situations where no CCAP CDCs exist, relevant Mosque Committees (MCs) will help identify eligible households for grants under component 3. GAs/CGs have no role in identifying the eligible households for component 3. FPs would verify the list and channel the grants directly to the households.

Composition of GAs/CRGs and Establishment of CGs

GAs/CRG s should be representative of the communities so that all members feel ownership and inclusion. GAs/CRG should have diversity in terms of age, ethnic minorities and other social groups. However, due to the urgency of CRP and desperate needs of vulnerable Afghans for *cash for work* intervention, no new/or GAs are to be formed through CRP in case GAs do not exist in a community. Most communities already have GAs/CRGs and Wakil-e-Guzars. In communities with no pre-existing GAs, UNOPS will facilitate the creation of Consultative Groups (CGs) with similar composition as GAs and playing the same role with regards to CRP. However, CGs will be project-specific and are not supposed to act like permanent community structures like CRGs /GAs.

Establishment of CGs

UNOPS will facilitate the selection of members and heads of the CGs and it will work with communities to encourage inclusion and diversity. The issue of gender is sensitive due to the current political and security environment. However, participation of women in consultations is essential in order for their voices to be heard. One of the alternatives for women participation in GAs is to facilitate the formation of a subgroup of female members of CRGs /GAs and CGs. UNOPS will work with community members to determine a mechanism for women's participation in the process. Every effort should be made for women's safety, dignity and their inclusion in the process. The following step-by-step process is to be followed by UNOPS Social Organizers (SOs) to facilitate the establishment of CGs:

Step 1: Initiate engagement with the Gozar by contacting the largest of the local mosques in the Gozar in case the Gozar has more than one mosque.

Step 2: Meet with the Imam of the Masjid (Mosque) and other community members with the help of the Imam Masjid. To the extent possible, women community members should be contacted as well. This will require female SOs in the UNOPS team in addition to males. Introduce CRLP and investigate if any GA existed in the community before. If yes, ask for details that might be helpful.

Step 3: Discuss with community members and agree on the most feasible method for electing the members and head of the CG. The following two methods can be used as appropriate.

Secret Ballot: Under this method, ballot boxes will be placed at a specific location like a mosque or other convenient location where eligible community members will vote for members as well as the head of the CG.

Public Gathering: Under this method, community members will gather at a mosque or a gathering place. The nominees for CG membership and head positions will be announced and community members can vote by raising their hands.

Both of the above methods have their pros and cons and UNOPS has the responsibility to determine the best course of action based on the circumstance of a particular Gozar.

Step 4: The Mosque and other community members will make announcements to the wider community about the selection process, venue, date and time. The UNOPS will monitor the election process in close consultation with the community and announce the results to the community members and document the results. UNOPS should make every effort to make the selection process as inclusive and participatory as possible.

Project Selection

UNOPS must ensure that project selection is fair and rational in terms of scope (i.e. size, target group and location). Lessons learnt from the past show some cases where GAs influence the project type, location and target groups by favoring particular groups. This must be avoided in close consultation with GAs through effective communication strategies. In order to make sure the selected projects are not in contradiction/duplication with other municipal/development plans in the project area, the UNOPS team shall ensure this issue before selection of the project. For this purpose, the UNOPS team can read to the local municipal authorities to make sure the project does not deviate/duplicate from their plans. CRGs are to be consulted in areas where they are already established under CCAP and EZ-KAR. Where CDCs/GAs do not exist, CGs will be used as community consultation mechanisms for project selection.

Community Consultation Process

Figure 1. shows the community consultation process. However, it can be adapted to the particular situation of the target community. The process flow diagram shows the steps where an interaction between UNOPS and GAs/CRGs is needed.

Given that CRLP is more relief oriented and less development-oriented, it requires a fast-track community consultation process involving UNOPS and GAs/CRGs on behalf of local urban communities. The project selection consultation based on the positive list of activities is expected to take a maximum of two days. Only one project per Community/GA is envisioned unless there are circumstances where GAs is considered too large to cover the majority of poor households for LIWs (refer to Project Operational Manual, Urban Section). Project selection, concept development, planning, design and implementation are the primary responsibilities of UNOPS. However, communities will play a crucial role of facilitation, support, coordination, information sharing, protection of assets during implementation and post implementation as well as operation and maintenance.

Figure 1: GA/CRGs/CGs Work Process Flow Diagram

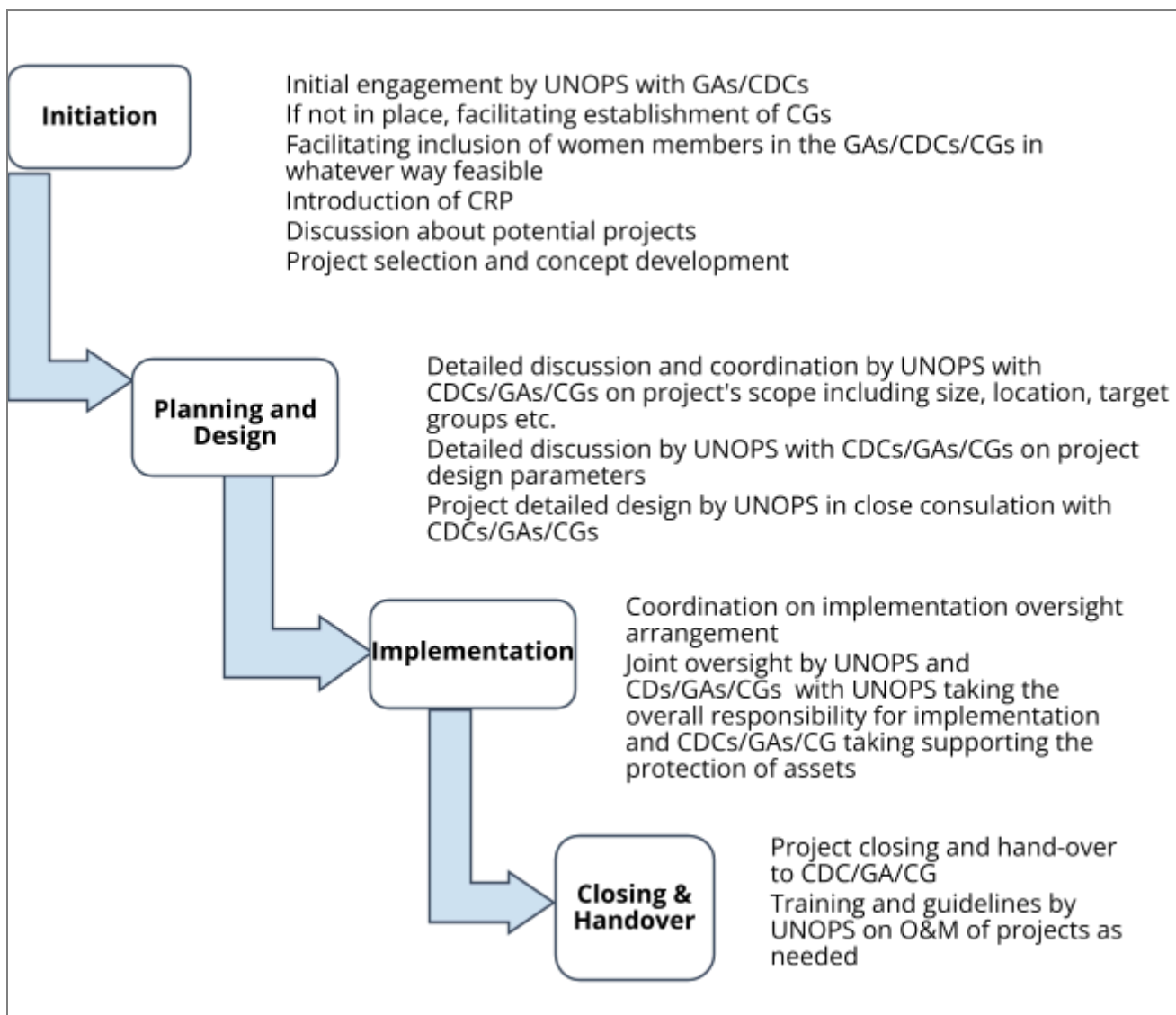


Figure 2: Establishment Process of Consultative Groups

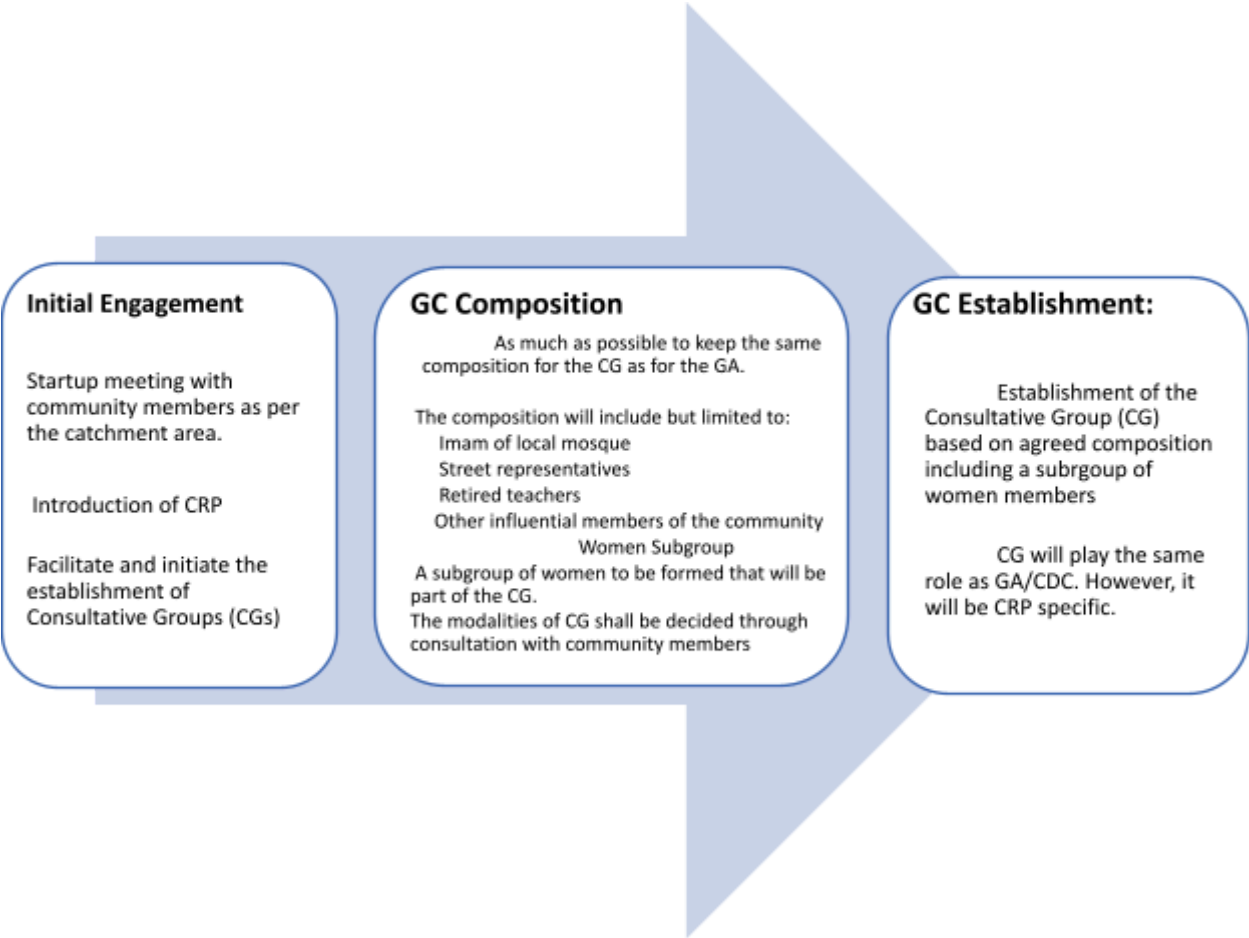


Figure 2 shows the establishment process of Consultative Group (CGs) facilitated by UNOPS in close consultation with local community members. This is applicable to locations that do not have CDCs/GAs. The catchment area associated with the CG (for LIWs and SIGs) is based on two criteria. Community that lies within the radius of average size of CRG in that city or 250 HH, whichever is greater. Representatives from such communities will be formed as a Consultative Group for the projects.

CRLP Form 1: CRG (Community Representative Group) Registration

Required for both Urban and Rural Project Areas Community Representative Groups.

Note: The RM (Resource Map) will help the FP SOs to know the real status of community households so that they select the new members based on the households size.

Province: _____ District/ City: _____

For rural areas: Community Name: _____ Community ID: _____

For urban areas: Project Site Name: _____, Project Site ID: _____

GPS Latitude: _____(decimal) GPS Longitude: ____ (decimal)

FP Name: _____ Date of SOs Filling this form: _____(dd/mm/yyyy)

Part A (To be filled by SO immediately after accessing the Community Representatives membership for ECA conditions):

Note: Based on community households size each community should have a minimum of 10 and a maximum of 20 Community Representatives Group members (the number of representatives should be determined based on the number of community households).

(a) Male CRG members: _____(b) Female CRG members: _____ (c) total CRG members _____

Whether the community representative group membership meets ECA's?

ECA 1 condition (i.e. number of community representatives Group positions need to be filled.): Yes/ No

ECA 2 Whether the Community Representative Group membership meets ECA 2 condition 1 (i.e. at least 40% of Community Representatives are women): Yes/ No

Where the community meets both of the ECAs stated above, the FP/ UNOPS SOs proceed to work with the community and fill out the table below to register the CRG for the CRLP. Where the community does not meet one or both of the ECA conditions stated above, the community will be given four weeks to six weeks starting from the time the project is introduced in a community to allow ECA 1 and ECA 2 to be met.

Part B: To be filled by the SOs after CRG constitution:

The following serve as the Community Representatives Group of the stated community for the CRLP:

Full Name	Father's/ Husband's Name	Tazkira #	Phone number	Sex (M/ F)	Signature/ Thumbprint	Other Leadership Position Malak/Arb ab/Wakil/M ulla- Imam/ Elder	Position in Community Representatives Group, Member (MN) Main Focal Point (MFP), Female Focal Point (FFP) Male Focal (MFP),

Confirmed by the FP female social organizer (Name & signature): _____

Confirmed by the FP male social organizer (Name & signature): _____

Confirmed by the FP Provincial Manager/District Manager (Name & signature): _____

CRLP Form 2: Full Community and Eligible Beneficiary Household List for Components 1 and 3 (Rural)

Province: _____ District: _____ Date: _____(dd/mm/yy)

Rural Community Name: _____ Rural Community ID: _____

Table 1: List of all HHs in the community and which ones qualifies for C1, C3a and C3b

** C3 categories are as follows: Female headed households (FHH), headed by disabled/ elderly (DIS), headed by drug addicts (DA)

Part A (to be completed for all HHs in each mohalla by a youth volunteer from that mohalla)										To be filled by the FP in consultation with the CRG				To be filled by HH head	
#	Mohalla Name	Details of the HH Head					HH Member #		State if HH is IDP (I)/ returnee /refugee	Please tick if HH is eligible for any of these (Note: C1 and C3 cannot overlap, but C3a & C3b can)				If C3, state category **	Signature/ thumbprint verifying info
		Name	Gender	Tazkira	Phone #	Father's name	M	F		C1/ CFW	C3a	C3b	"Well off"		
1															

Table 2: Summary of the above

Mohalla #	Total # of HHs	Population #			# of IDP/returnee / refugee HHs	C1/ CFW eligible HHs		C3a eligible				C3b eligible # of HHs	# of IDP/returnee HHs included for C3a or C3b
		M	F	Total		Total # of HH eligible	# of IDP/returnee HHs /Refugee	Total # of HH eligible	# FHH	# DIS	# DA		
Totals													

Form 2b: Final Selection of Beneficiaries

- Selection Process:** If the number of eligible households for Components C1, C3a, or C3b in Tables 1 and 2 is greater than the available budget, the CRG members and FP Social Organizers must follow the step-by-step guidelines to prioritize the finally list of beneficiaries for each component.
- Marking Households NOT selected:** Households that **are not** selected should be circled in Table 1. Then an updated summary count should be written in Table 3 below.

Table 3: Summary of final selection based on names NOT CIRCLED:

Mohalla #	C1/ CFW Selected HHs			C3a Selected				C3b Selected # of HHs				C3 a & b IDP/ Returnee Households	
	Total # of HH Selected	# of IDP Households Selected	# of Returnee/ Refugee Households Selected	Total # of HH Selected	# FHH	# DIS	# DA	Total # of HH Selected	# FHH	# DIS	# DA	# of IDP Households Selected	# of Returnee/ Refugee Households Selected
Totals													

Confirmed by CRG Main Focal Point (Name, signature/ thumbprint): _____

Verified by FP male Social Organizer (Name, signature): _____

Verified by FP female Social Organizer (Name, signature): _____

Approval by FP Provincial Manager/District Manager (Name, signature): _____

CRLP Form 3: Eligible Beneficiary Household List for Component 3a (Urban)

Province: _____ City: _____ Date: _____ (dd/mm/yy)

Project Site (Name): _____ Project Site (ID): _____

This Project site includes the following CRGs or MCs:

#	CRG/ MC Name	CRG/ MC ID	Estimated # of HHs	Estimated # of population
1				
2				
3				
4				
Totals				

Form 3a:

In urban areas, only fill out table for those HHs eligible for C3a (SG) and not other HHs.

HHs that qualify for Component 3 SG for 1 or more of the following reasons: FHHs =F, Headed by disabled (mentally/ physically challenged/ very elderly) = DIS, HHs headed by drug addicts = DA

Table 1:

#	CRG/ MC Name	Name of head of HH	Father's Name	Gender	Tazkira #	Phone #	# of HH Members		State reason why eligible for C3a (as indicated above)	State if HH is, Permanent resident (PR) IDP (I) or Returnee/ refugee (R)	Signature/ thumbprint of HH head	Signature / thumbprint of relevant CRG/ MC member if no phone or tazkira for HH
							M	F				

Table 2: Summary

CRG/ MC Name	If eligible for C3a (SG), # of HH									Total
	FHH			D			O			
	Permanent	IDP	Returnee/ Refugee	Permanent	IDP	Returnee/ Refugee	Permanent	IDP	Returnee/R efugee	
Total										

Form 3b: Final Selection of C3 Beneficiaries

- Selection Process:** If the number of eligible households for Components C3 is greater than the available budget, the CRG/Mosque Committee members and FP Social Organizers must follow the step-by-step guidelines to prioritize the final list of beneficiaries.
- Marking Households NOT selected:** Households that **are not** selected should be circled in Table 1. Then an updated summary count should be written in Table 3 below

C3a Selected				C3 IDP Returnee Households		
Total # of HH Selected	# FHH	# DIS	# DA	# of PR Households Selected	# of IDP Households Selected	# of Returnee/ Refugee Households Selected

Table 3: Summary of final selection based on names NOT CIRCLED:

Confirmed by:

CRG/ MC Name	CRG/ MC Main Focal Point's Name	Main Focal Point's phone number	Main Focal Point's Tazkira number	Main Focal Point's signature or thumbprint

Verified by FP male Social Organizer (Name, signature): _____

Verified by FP female Social Organizer (Name, signature): _____

Approval by FP Provincial Manager/District Manager (Name, signature): _____

CRLP Form 4: Sub-Grants Agreement Form

(1 per CRG meeting the ECAs for component 1 and component 3 rural or urban, or 1 per Mosque Committee for urban areas component 3 where CRGs were not present)

Province: _____ District/ City: _____

Coverage: Urban Project Site for Comp 3 and 4 OR Rural Community for Comp 1, 3 and 4

Urban Project site name: _____, Urban project site #: _____

Rural Community Name: _____, Rural Community ID #: _____

FP Name and Acronym: _____(_____)

Date of Agreement: _____(dd/mm/yyyy)

For Rural Communities Only:

Component 1: The Cash-for-Work Grant (CFWG) for the given community has been determined to be a total of Afghani _____ (AFN _____) that will be used to finance the following subprojects with total _____ number of households and _____ population directly benefitting from the paid labor, and _____ population expected to benefit from the basic services of the completed subprojects:

Subproject 1: _____ (title) costing AFN _____

Subproject 2: _____ (title) costing AFN _____

Subproject 3: _____ (title) costing AFN _____

Component 3a: The Social Grants for the given community Afghani _____ (AFN _____) that will be used to provide in-kind/ food packages (each costing AFN _____) to a total of _____ eligible vulnerable households, with a total population of _____, Transportation Cost _____

Component 3b: The Women's Economic Activities Grants for the given community Afghani _____ (AFN _____) that will be used to provide productive assets package (each costing AFN _____) to a total of _____ eligible households, with a total population of _____,

For Urban Communities Only:

Component 3: There are a total of _____ vulnerable households identified as eligible for the social grants for this community. With each household entitled to a sum of AFN 10,000, the total social grants for this community has been determined to be Afghans (AFN _____)

Key Roles and Responsibilities of CRGs (Or Mosque Committee for Urban Component 3):

Across Components (urban and rural): Ensure full membership of the CRG to represent the whole community and promptly inform the FP of any member(s) leaving the community/ passing away/ or in any way becoming unable/ unwilling to continue as a CRG member. Ensure participation in all activities of the CRG, in close consultation of the constituents of the community. Facilitate free and safe access of FP and IP staff (both male and female) within the community. Facilitate full inclusion, access and participation of women community members, and women CRG/ CRG sub-group members in all Project and other developmental activities, including in areas where there are no CRGs.

Component 1 (rural): Support the FP in creating the community profile, resource map, and prepare the eligible beneficiary households lists for the labor under this component. Select subprojects for the CFWG. Support the FP in conducting community procurement exercises for the goods/ services required for the CFWG subprojects. Support the FP in maintaining a labor attendance sheet benefitting from the paid labor under the CFWG. Ensure that community members working on projects understand health and safety measures while working on subprojects.

Component 2 (urban): Support the UNOPS social organizers in identifying potential LIW sub projects within the community. Provide the Component 2 contractors with existing lists of eligible laborers from within the community for the paid labor subcomponents.

Component 3 (rural): Identify the eligible beneficiary households and support the FP in preparing the eligible beneficiary household lists for the social grants and women's economic activities under this component. Support the FP in the procurement and the distribution of the in-kind/ food packages for the eligible households for the social grants.

Component 3 (urban): Support the FP in identifying and preparing the eligible beneficiary household lists for the social grants under this component. Support the FP as needed in the distribution of the social grant to eligible beneficiaries households.

Component 4 (rural): Set-up and maintain food banks. Attend all the trainings and capacity building activities provided by the FP under this component and apply them for the development of the community.

Component 4 (urban): Attend all the trainings and capacity building activities provided by the FP under this component and apply them for the development of the community.

Key Roles and Responsibilities of FPs:

Component 1: Work with the CRG in identifying CFWG subprojects and potential beneficiaries in the given community. Implement the approved CFW, in close coordination with the CRG. Make payments to suppliers/ service providers for the procurements under this Component. Make timely payments for the eligible laborers under the CFWGs. Ensure full reporting for the same to the IP. Provide health and safety orientation to laborers working on subproject sites and ensure that community laborers are aware of health and safety measures.

Component 3 (rural): Work with the CRG in identifying the eligible beneficiary households for the social grants and women's economic activities in the given community. Support the CRG in the procurement and distribution of the in-kind/ food packages under the social grants and make payments to the suppliers/ transporters for the same.

Component 3 (urban): Work with the CRG/ mosque committee in identifying the eligible beneficiary households for the social grants in the given community. Distribute the social grants in the agreed cash modality to the eligible households within the community.

Component 4 (rural): Support the CRG in the establishment of the food bank, and in the community's stop-hunger campaigns. Train the CRG and its sub-groups in a defined set of ____ trainings over the course of ____ visits in ____ months.

Component 4 (urban): Train the CRG and its sub-committees in a defined set of ____ trainings over the course of ____ visits in ____ months.

AGREEMENT: We agree that we have been informed about the above roles and responsibilities with regard to each of the stated components of the CRLP that covers this community, and we agree to fulfill the same satisfactorily and in line with the Project Operations Manual and the Trainings provided to us.

On behalf of the FPs (Name and Signature):

FP SO (Male): _____

FP SO (Female): _____

FP Provincial Manager/District Manager: _____

On behalf of the Rural CRGs (Name and Signature/ Thumbprint):

CRG Main Focal Point: _____

CRG Female Focal Point: _____

CRG Male Focal Point: _____

On behalf of the Urban CRGs or MCs: (Name and Signature/ Thumbprint):

Name of CRG/ MC	ID of CRG/ MC	Name of CRG/ MC Main Focal Point	Signature of CRG/ MC Main Focal Point

CRLP Form 5: Cash for Work Plan

PART ONE: To be filled by the FP Staff in Consultation with the FP/PIU MIS/Database:

Date: _____ (dd/mm/yyyy, Gregorian calendar)

Province: _____ District: _____

Community Name: _____ Community ID: _____

GPS Coordinates: _____

Date when current CRG was registered: _____

of households in a community = **A** = ____

70% of the total households who will form beneficiaries for the paid labor = **B** = $0.7 \times A$

The estimated minimum paid labor component of the CFWG for that community = $B \times 11700 = \mathbf{C}$ = AFN _____

The estimated maximum non-labor component of the CFWG for that community = $(C \times 20) / 80 = \mathbf{D}$ = AFN _____

CFWG entitlement for that community = $C + D = \mathbf{E}$ = AFN _____

Estimated number of labor days = $C / 450 = \mathbf{F}$ = _____ days

Estimated number of paid laborers = $F / 26 = \mathbf{G}$ = _____ laborers

Total # of households proposed for the CFWG labor component: _____

The existence of skilled laborers in a subproject would affect the total number of labor days available for unskilled laborers, because the skilled laborer wage rate is higher. In such cases, the unskilled laborers may receive less than 26 days of work. On the other hand, in some cases, if the number of beneficiary HHs is small and the number of labor days needed is large, each beneficiary HH may receive more than 26 days of paid labor too.

List in the table below the infrastructure that is permissible for maintenance/ repair/ expansion/ rehabilitation OR exceptionally for construction under the CFWG:

Subproject title	Year of original completion	Current Functionality*	Approximate # of beneficiaries within the community	Approximate cost for repairs/ maintenance(AFN)	Approximate time (in months) needed for the repairs/ maintenance if needed	Prioritization by the community on which subprojects can be repaired using CFWG (1 as highest priority and 5 as lowest Rank top 5 only)

*Note 1: Use: 'Functional and in good condition', 'functional but in poor condition' or 'Not functional'. Attach photographs showing conditions.

The community agrees that the prioritization shown above was done through a consultative process: Yes/ No: _____

Total Estimated Costs for the use of the CFWG is broken up as follows: (Note: Total costs in the table below should amount to 100% of the CFWG grant for that community)

Subproject	Labor Costs (AFN)		Non Labor Costs (AFN)			Subtotals Labor Costs (AFN)	Subtotals Non Labor Costs (AFN)	Total Costs for SP (AFN)
	Skilled Labor	Unskilled Labor	Materials	Equipment	Administrative costs			
1								
2								
3								
Total AFN								

% for each								
% for labor and non-labor	___% of CFWG is for labor component		___% of CFWG is for non-labor components.					

Note: increasing the ratio of non-labor portions from 20% Maximum to up to 40% is only permissible for the construction of new permissible subprojects on a case-by-case basis after review by the FP and approval by the UNOPS Rural Team Lead in writing.

Note: The total number of actual laborers (skilled and unskilled) may be less than or equal with the total # of targeted laborers.

The total # of laborers in subprojects (may be 1, 2 or 3 subprojects) may be less than or equal with the CFWG targeted laborers.

The details for the ___ subprojects under this proposal are as shown below:

Subproject 1:

Title: Repairs/ Maintenance/Extension/Rehabilitation/Construction of _____

GPS Latitude: _____(decimal e.g ##.#####) GPS Longitude: _____(decimal e.g ##.#####)

Where not construction:

Year when the original infrastructure was completed: _____

Year when the infrastructure was last repaired/ renovated/ maintenance done: _____

State briefly what the current Repairs/Maintenance/Extension/Rehabilitation/Construction will include:

State the names and the ID number of neighborhoods (mohallas) in the community and indicate which mohallas will benefit from the infrastructure to be repaired/maintained/extended/Rehabilitated/ constructed. If there are mohallas that do not benefit from the infrastructure, provide a reference to Sub-project 2 or 3, where these mohallas do benefit.

Mohalla Name	Mohalla ID	Benefitting from the potential repair/ construction under C1: Yes or No	If not benefitting from this subproject, does the mohalla benefit from the other subprojects of the CRLP C1: Yes or No

Total cost estimate for the subproject: AFN _____

Cost of the subproject to be from the grant: AFN _____

List the total subproject main cost items, broken down into labor and non-labor costs:

Labor Costs (80% or more recommended)		Non Labor Costs (20% or less recommended)		
Unskilled labor	Skilled labor	Materials	Equipment	Administrative costs

Total AFN = _____	Total AFN = _____	Total AFN = _____	Total AFN = _____	Total AFN = _____
Total for labor costs = AFN _____		Total for non-labor costs = AFN _____		
Total % of grant for labor = _____%		Total % of grant for non-labor = _____%		

Estimated labor provision:

Laborers	Unskilled labor		Skilled labor		Total labor	
	# HHs or laborers	# labor days	# HHs or laborers	# labor days	# HHs or laborers	# labor days
Men						
Women						
Total						

Estimated # of households in the community that will benefit from the labor generated by this subproject implementation = _____

Estimated # of households in the community that will benefit from the subproject completion itself = _____

Expected start date of the subproject: _____(dd/mm/yyyy, Gregorian calendar)

Expected end date of the subproject: _____(dd/mm/yyyy, Gregorian calendar)

Brief design/ SOW of the subproject is attached as Annex 1 of this form.

*Note: Add the same box as above for Subprojects #2 and #3 where required.

Note: Add picture of the infrastructure to be repaired, highlighting the repair/maintenance work needed, and brief design/SOW of the subproject as annexes

Note: Social and environmental safeguards have been considered in this proposal. Given that the repairs/ maintenance proposed are for existing infrastructure, no social or environmental challenges are foreseen; however, the FP engineers need to make sure that works (maintenance/repair) is in compliance with the ESS guidelines.

The above contents have been reviewed and verified as accurate:

CRG Main Focal Point: _____

CRG Female Focal Point: _____

CRG Male Focal Point: _____

The above contents have been reviewed and verified by:

FP Social Organizer: _____

FP Engineer: _____

Approved by:

FP Provincial Manager/District Manager: _____

The disbursement of 100% of the CFWG due to this community is now approved. UNOPS may now make the disbursement of the total value of this CFW grant to the FP for this community via the agreed disbursement mechanisms.

UNOPS Finance Officer: _____

(Full names) *(Signatures)*

CRLP Form 6a: Urban LIWs Paid Labor Register

Please use 1 per household. Only 1 primary laborer can be employed per household. However, in the event that the primary laborer cannot work for the LIWs, the secondary laborer designated from the same household can be allowed to work instead. Both primary and secondary laborers in a given household are recorded on the same log-sheet.

Date: _____ (dd/mm/yy, Gregorian calendar)

City: _____ District: _____ Subproject Contract # _____

CRG /GA/CG Name/No.: _____ CRG/GA/CG ID: _____

Skilled labor LIWs rate in AFN _____ /day/laborer.

Unskilled labor LIWs rate in AFN _____ /day/laborer.

Household name is _____

Primary laborer from a given household: name _____, Tazkira # _____, father's name _____, sex _____ (male/ female), age _____ years.

Secondary laborer from a given household: name _____, Tazkira # _____, father's name _____, sex _____ (male/ female), age _____ years.

Note: Where the laborer does not have a valid Tazkira, that belonging to another member of the same household may be used (in which case both name of the Tazkira owner and number needs to be recorded). Where no member of the household has a valid Tazkira, one of the CRG /GA office bearers needs to certify the identity of the laborer as belonging to the given household in the community.

Labor: _____

(Signature/Fingerprint)

The above contents have been reviewed and verified as accurate (for Unskilled Labor only):

CRG /GA/CG for Unskilled and CRLP Rep. for Skilled Laborers:

(full names) (signatures)

Contractor Rep.: _____
(full names) (signatures)

Company Seal:

Note: The copy of National Identity (Tazkira) shall be attached to this form.

Community Resilience and Livelihoods Project (CRLP)
Component 1: Rural Livelihoods/ Cash for Work (CFW)
Form 6b Rural: Community Paid Labor Participation/ Attendance Sheet

Province:_____ District: _____FP: _____Community Name: _____ Community ID: _____

Subproject (SP) IDs: (1)_____ (2)_____ (3)_____ Date:_____

This is to confirm that the following persons have participated in paid labor (Note: Skilled labor = S (AFN 700, Unskilled labor = U, AFN 450)

★★ = Signature/ thumbprint of laborer confirming both # of labor days and payments received

#	Household Name	Full Name of Laborer (M/F)	Sex	S P 1/ 2/ 3	Labor S/ U	Permanent/IDP/Returnee	1	2	3	4	5	6	7	8	9	10	11	12	13	14	# of paid labor days/ HH	Amount received per HH	** Paid labor fingerprint
							5 / 9	6/ 9	7 / 9	8 / 9	9/ 9	1 0 / 9	1 1 / 9	1 2/ 9	1 3/ 9	14 / 9	15 / 9	1 6/ 9	17 / 9	18 / 9			
1																							

[illegible]

*** Total number of actual beneficiary HHs for C1/ CFW = A = _____. Total number of beneficiary HHs (A) that are IDP = B = _____. Total number of beneficiary HHs (A) that are returnees/ refugees = C =_____

FP Project Engineer Verification:	FP SO Verification:	CRG Main Focal Point
Verif.		
Name:	Name:	Name:
Signature/Date:	Signature/Date:	Signature/Date:

Form 6c: Community Based Paid Labor Expenditure Report

Province:

District:

Community Name:

CRG Code:

Date

Note: This sheet should be filled out after each payment to laborers, and each period's sheet should be processed separately. After the first period the cumulative reports should be generated and the number of laborers should not be double-counted. In case the number of laborers increased (New laborers are included) only the increased number will be counted with previous ones.

Paid Labor Current Period Summary Report

S/N	Type of Labor	Number of Laborers		Number of Labor Days worked		Total Wages Paid AFN	Total Wages USD
		Male	Female	Male	Female		
1	Skilled						
2	Unskilled						
Total							

Paid Labor Cumulative Summary Report

S/N	Type of Labor	Number of Laborers		Number of Labor Days worked		Total Wages Paid AFN	Total Wages USD
		Male	Female	Male	Female		
1	Skilled						
2	Unskilled						
Total							

Prepared by: _____

Position/Title: FP District Engineer

Signature:

Approved by: _____

Position/Title: FP Provincial Manager/District Manager

Signature:

CRLP Form 7: CFW Monitoring and Reporting Form

Date: _____ (dd/mm/yyyy, Gregorian calendar)

Province: _____ District: _____

Community Name: _____ Community ID: _____

The following table is to be completed jointly by the FP social organizer and engineer in close consultation with the wider community (and/or the CPM team where they exist), immediately after work completion on the proposed subproject(s):

Part 1: Subproject Completion Info

Subproject 1: _____

Title: Repairs/ Maintenance/Extension/Rehabilitation/Construction of

Status at time of monitoring:

- Completed satisfactorily and as per proposal
- Completed satisfactorily but not as per proposal
- Not completed satisfactorily (as per wider community)

Work start date (dd/mm/yyyy): _____ Work completion date (dd/mm/yyyy): _____

Whether work completion timeline was as stated in the proposal (Y/N)

Proposed budget: AFN _____

Actual budget, where completed: AFN _____

Deviation from proposed budget: AFN +/- _____

Output	Activity	Unit	Planned Values	Actual Values

Laborers	Unskilled labor		Skilled labor		Total labor	
	# HHs or laborers	# labor days	# HHs or laborers	# labor days	# HHs or laborers	# labor days
Men						
Women						
Total						

For this subproject	# HH			# Population
	PR	IDP	RT	
# of Direct Beneficiaries				
# of Indirect Beneficiaries				

***Note:** a photograph showing the infrastructure that was maintained/ constructed under this grant should also be attached.

Subproject 2: _____

Title: Repairs/ Maintenance/Extension/Rehabilitation/Construction of

Status at time of monitoring:

- Completed satisfactorily and as per proposal
- Completed satisfactorily but not as per proposal
- Not completed satisfactorily (as per wider community)

Work start date (dd/mm/yyyy): _____ Work completion date (dd/mm/yyyy): _____

Whether work completion timeline was as stated in the proposal (Y/N)

Proposed budget: AFN _____

Actual budget, where completed: AFN _____

Deviation from proposed budget: AFN +/- _____

Output	Activity	Unit	Planned values	Actual Values

Laborers	Unskilled labor		Skilled labor		Total labor	
	# HHs or laborers	# labor days	# HHs or laborers	# labor days	# HHs or laborers	# labor days
Men						
Women						
Total						

For this subproject	# HH			# Population
	PR	IDP	RT	
# of Direct Beneficiaries				
# of Indirect Beneficiaries				

***Note:** a photograph showing the infrastructure that was maintained/ constructed under this grant should also be attached.

Part 2: Community Closure Info

Community level summary

Proposed CRG budget: AFN _____

Actual CRG budget: AFN _____

Deviation from proposed budget: AFN +/- _____

Indicator Final Actual Beneficiaries	# HH			# Population
	PR	IDP	Returnee	
# of Direct Beneficiaries *				
# of Indirect Beneficiaries *				

*Please see the definitions of these as described in the CRLP POM. No double counting of the same HH/ population should take place for total beneficiaries in communities with more than 1 subproject.

The above contents have been reviewed and verified as accurate by:

CRG Main Focal Point: _____

CRG Male Focal Point: _____

CPM 1 _____

CPM 2 _____

The above contents have been reviewed and approved by:

Social Organizer: _____

Engineer: _____

FP Provincial Manager: _____

Form 8: Urban Paid Labor Report

Subproject Title	Please write here
Contract No.	Please write here
Contractor Name	Please write here
Subproject Location	Please write here
Date	Please write here

I. Households Summary

S/N	Number of Direct Beneficiaries (Total of Local + IDPs + Returnees)		Direct Beneficiaries (Locals)		Direct Beneficiaries (IDPs)		Direct Beneficiaries (Returnees)		Remarks
			Male	Female	Male	Female	Male	Female	
1	Previous								
2	This Period								
Total									

Note: Paid Labor Logbook Register Sheet (Form #6a) shall be attached for all beneficiaries as supporting documents.

II. Paid Labor Summary

S/N	Type of Labor	Number of Laborers benefited		Number of Working days created		Wage per Day	Total Wages Paid	Remarks
		Male	Female	Male	Female			
1	Skilled							
2	Unskilled							
Total								

Note: Original attendance sheet should be attached as support documents to this form.

Prepared by:

Position/Title:

Signature:

Company Seal: _____

CRLP Form 9A: SG Plan

Province: _____ District/ City: _____ Date: _____(dd/mm/yyyy)

Community Name: _____ Community ID: _____

Where urban project site: Project Site Name: _____ Project Site ID: _____

Where Communities meeting ECA does not exist: Name of Mosque (s) from which mosque committee will serve for the beneficiary identification for the CRLP SG:

A) Households eligible and marked as finally selected in Form 2 or 3 for social grants.

Total # of HHs residing in the community currently (Form # 2 or 3) = A= _____

Total # of HHs from A that are shown as eligible for the SG grants in this community (Form #2 or 3)= B = _____

Total # of HHs from B that are finally selected as social grant beneficiaries (only HHs that are not circled as excluded in Form 2 or 3) = C = _____

Finally selected HHs as a percentage of total households = $(C/A) \times 100 =$ _____ %

Beneficiary households that will be covered under the SG (finally selected households and not all eligible households in case of budget constraints)	# of households	Total population in the households
F = Female headed households		
D = Headed by Disabled/very elderly persons (as per POM definition)		
O = Headed by drug addict		
Total number selected finally for the SG (sum of above)	C	

B1) SG for Rural Communities = AFN 10,000 x C = AFN _____ = SG, Admin Cost= AFN 6,000, Total SG Budget= SG+ 6,000= AFN _____ (not to exceed a maximum of AFN 150,000).

B2) SG for Urban Communities = AFN 10,000 x C= AFN _____ (not to exceed a maximum of AFN 700,000 per urban project site)

C1. Brief proposal of how the food will be distributed per beneficiary household on average in rural areas. The same package will be used for all eligible households, irrespective of the number of members in the household. The cost per package per household should not be lower than AFN 9,500 or higher than AFN 10,500.

Food/ goods	Quantity	Unit	Unit cost (AFN)	Total cost (AFN)
Wheat flour/ rice (1 mandatory)		Kg		
Dried beans/ lentils (1 mandatory)		Kg		
Cooking oil (optional)		Litre		
Sugar (optional)		Kg		
Salt (optional)		Kg		
Other (specify)				
Total				

C2. Brief proposal of how the cash will be distributed per beneficiary household in urban areas:

The above Proposal/Plan is confirmed by representatives of all parties as shown below:

_____ Rural CRG Main Focal Point (Name and Signature/Thumbprint)
For and on behalf of the CRG

For urban project sites:

CRG / MC Name	CRG / MC ID	Main Focal Point Name	Main Focal Point Signature/Thumbprint

_____ FP Provincial Manager (Name and Signature)
For and on behalf of the FP

CRLP Form 9B: SG 3B Plan

Province: _____ District: _____ Date: _____(dd/mm/yyyy)

Community Name: _____ Community ID: _____

Identified SG 3B Eligible Household Numbers

Beneficiary households that will be covered under the 3B	# of households	Total population in the households
A= Female headed households		

Total # of FHHs residing in the community currently (Form # 2) = B= _____

% of total FHHs that are shown as eligible for the 3B grants in this community = $A/B \times 100$ = _____

SG 3B Grant = \$ 150 (10,500) AFN x B = AFN _____

3B related training sessions must be delivered to the beneficiaries ahead of asset distribution and the physical participation of the beneficiaries must be confirmed in the training sessions.

Production Assets Package Details to be provided

Note: The same package applies to all beneficiary HHs in the given community.

Production Assets	Quantity	Unit	Unit cost (AFN)	Total cost (AFN)

The above Proposal/Plan is confirmed by representatives of all parties as shown below:

_____ Rural CRG Main Focal Point (Name and Signature/Thumbprint)
For and on behalf of the CRG

_____ FP Provincial Manager/District Manager (Name and Signature)
For and on behalf of the FP

CRLP Form 10A: SG Food/ Cash Distribution for Social Grants

Social Grants Distribution Verification Form

Province: _____ District/ City: _____ FP Name: _____

In Rural Areas: Community name: _____ Community ID #: _____

In Urban project sites: Project name: _____ Project ID #: _____

In Non-CRG urban areas: Name of the Mosque from which mosque committee is serving in this project _____

FP Field Staff filling this form (full name): _____ Title: _____

Date (to be filled at the community level): _____ dd/mm/yyyy

of HHs who are to receive SG food package (rural)/ cash (urban): _____ (Note: FP and CRG members to ensure that only the HHs not marked as both eligible AND finally selected for the C3a/ SG will receive the social grant benefits, and that this is clearly communicated to the community, especially those HHs that meet the criteria but cannot be covered for C3a given budget limitations).

Rural per HH eligible food package is as shown below:

Item	Qty	Unit	Unit price (AFN)	Total price (AFN)

Admin Cost for rural communities: AFN _____

*Note: SOs need to verify that none of the households included have able bodied adults that can participate in the paid labor under comp 1 (rural) or 2 (urban). Also, SO needs to state which of the criteria stated in the POM for SG is met by the given HH to be considered eligible for the same. *Why eligible for the SG: FHH , Disabled as per POM definition (DIS), drug addict headed (DA).

** Note: Residency status must be marked out with one of the following: Permanent/ long term resident (PR), IDP (I), Returnee/ refugee (R)

Note: Where no tazkira number is available for the head of the household, that of any other member of the household can be used. If no member of the household has a valid tazkira or a functional phone number, the CRG member of the given neighborhood can sign indicating he/ she has verified the HH's eligibility and receipt of the package under social grants, whether cash or food.

# of HH	Household and HH Head details (To be filled as part of the SG beneficiary HH confirmation)										Distribution verification (To be filled during the distribution)		
	Mohalla Name in rural, and CRG/ MC name in urban.	Full name	Father's Name	M/F	Age	Tazkira # if available	Phone #	Why eligible for SG?*	# of HH members	Residency status (PR. I/ R)**	Rural: Whether food package received matched the above table (Y/ N). Urban: indicate the cash received amounted to AFN	Signature or thumbprint confirming receipt of the stated food package or the cash	CRG Signature/Thumb Print for Tazkira Verification
1													
2													
3													
4													
Total rural													

In cases of urban communities, please state the name of the CRG/ MC first.													
If urban, first community/ CRG/ MC name: _____, ID: _____													
1													
2													
3													
4													
5													
If urban, second community/ CRG / MC name: _____ ID _____													
6													
7													
8													
9													
10													
11													
Total													

A total of _____ HHs have been provided by the social grant (C3a) in kind/ cash.
 Of this, _____ are PRs, _____ are IDP HHs and _____ are returnee/ refugee HHs.
 Of this, _____ are FHHs, _____ are headed by disabled/ elderly, _____ by drug addicts.

The above stated distribution has been verified in person for every HH listed by:

FP Social Organizer (Name and Signature): _____

Rural CRG Main Focal Point (Name and Signature): _____

For urban project sites:

CRG / MC Name	CRG / MC ID	Main Focal Point Name	Main Focal Point signature

Verification for both urban and rural distribution for this given community/ site, by FP social organizer who participated: Name _____, Title _____

CRLP Form 10B Rural Only : 3B Production Assets Package Distribution Verification

Beneficiary Household Distribution Verification per Neighborhood (For Component 3b, Asset Transfers only)

Province: _____ District: _____
 Community name: _____ Community ID #: _____ FP Name: _____

FP Field Staff filling this form (full name): _____ Title: _____
 Date (to be filled at the community level): _____ dd/mm/yyyy

Per HH Production Assets Package is as shown below:

Item	Qty	Unit	Unit price (AFN)	Total price (AFN)

Note: Where no tazkira number is available for the head of the household, that of any other member of the household can be used. If no member of the household has a valid tazkira or a functional phone number, the CRG member of the given neighborhood can sign indicating he/ she has verified the HH's eligibility and receipt of the Production Asset Package under component 3B.

Mohalla Name	Full name	Father's Name	Age	Tazkira # if available	Phone #	Whether the FHH received 3A (Y/N)	Whether the FHH household participated in the 3b related trainings (Y/N)	Whether the Production Assets package received matched the above table (Y/ N).	Signature or thumbprint confirming receipt of the Production Assets package	CRG Signature/Thumb Print for Tazkira Verification

Total										

The above stated distribution has been verified in person for every HH listed by:

FP Social Organizer (Name and Signature): _____

CRG Main Focal Point (Name and Signature): _____

CRG Female Focal Point (Name and Signature): _____

CRLP Form 11: Kitchen Garden and Grain Bank Monitoring and Reporting Form

Date: _____ (dd/mm/yyyy, Gregorian calendar)

Province: _____ District: _____

Community Name: _____ Community ID: _____

Part 1: Grain Bank Information:

Food Items		
What has been Collected	KG/Unit	Total Cost
Non Food Items		

of Beneficiaries Received Grain Bank Package at least once:

How many below categories HHs are supported by Grain Banks					
# of Very Poor Households (at least once)			# of Poor households (at least once)		
Permanent	IDP	Returnee	Permanent	IDP	Returnee

Part 02: Kitchen Garden information:

Total # of kitchen gardens created	Which type and how many HHs have created kitchen gardens?				
	# of Very Poor HHs	# of Poor HHs	# of Middle HHs	# of Better off HHs	Total # of HHS kitchen Gardens created

The above contents have been reviewed and verified as accurate by:

CRG Main Focal Point: _____

CRG Female Focal Point: _____

CRG Male Focal Point: _____

Community Representative 1 _____

Community Representative 2 _____

The above contents have been reviewed and approved by:

Female Social Organizer _____

Male Social Organizer _____

FP Provincial Manager/District Manager: _____

CRLP Form 12 Rural Only : C3B Technical Training Attendance Sheet

Date: _____ (dd/mm/yyyy, Gregorian calendar)

Province: _____ District: _____

Community Name: _____ Community ID: _____

Note: If at the community level, each of the beneficiaries have chosen only one activity, the following table will be filled for only one activity, otherwise, if some of the participants have chosen one activity and the other have chosen another activity then both parts of the table should be filled.

Activity 01: # of Women Technically Trained in Kitchen Garden/Jam/Pickling				
#	Training/Session Name	# of Sessions Conducted	# of Hours each session conducted	# of participants trained
Activity 02: # of Women Technically Trained in poultry				

The above contents have been reviewed and verified as accurate by:

CRG Female Focal Point: _____

The above contents have been reviewed and approved by:

Female Social Organizer _____

FP Female Lead Trainer: _____

CRLP Form 13: C4 Training Tracking Form

Province: _____ District: _____ Date: _____(dd/mm/yy)

Community Name: _____ Rural Community ID: _____

#	Rural /Urban	Training/Session	Start Date	End Date	# of Hours Session Conducted	Total # of Participants	Frequency of Participation	# of CRG Members Trained		# of CRG Sub group Members Trained		# of Community Members Trained		Total
								M	F	M	F	M	F	
1	Rural	A. Disaster and Hazard Mapping B. Disaster Risk Preparedness and Mitigation					New Participants							
2	Rural / Urban	A. How to Deliver Inclusive Aid and Review of CDP B. Review/ Creation of CDP					Existing Participants							
							New Participants							
3	Rural	A. Sub-Group Planning and Mitigating Seasonal Hunger through Grain Banks B. Homestead/ Kitchen Gardening					Existing Participants							
							New Participants							
4	Rural / Urban	Self-Confidence and Self Care					Existing Participants							
							New Participants							

5	Rural / Urban	Resilience					Existing Participants							
							New Participants							
Grand Total														

Position	Name	Signature
Community Representative focal Point 1		
Community Representative focal Point 1		

Endorsed by the Community Representatives focal Points above mentioned trainings are conducted.

Filled By :

Verified By:

FP Male SO Name:_____

FP Provincial Manager/DistrictManager:_____

Signature:_____

Signature:_____

FP Female Social Organizer Name:_____

Signature:_____

CRLP Form 14: CRG Sub-Groups Registration Form

Province: _____ **District:** _____

For rural areas: Community Name: _____, Community Code: _____

For urban areas: Project Site Name: _____, Project Site ID: _____

Urban Community Name: _____, Urban Community Code: _____

FP Name: _____ **Date Sub-Groups Established:** _____ (dd/mm/yyyy)

Objectives: The objective of the CRG Sub-Groups (**Grievance Redress/Community Participatory Monitoring Team (GR/CPMT) , O&M and Disaster Risk Management Subgroup, Community and Family Welfare and Vulnerable Group Development**) to take the lead on key areas of work and to ensure that the responsibility of development work in the community does not only lie with the Community Representatives Group.

Grievance Redress/Community Participatory Monitoring Team (GR/CPMT)								
#	Name	Father's/ Husband's name	Age	Gender M/F	Occupati on	Neighborhood (Mahalla) Name	Phone Number	Signature
1								
2								
3								
4								

5								
6								
7								
8								
9								

Community O&M and DRM (operation and maintenance and Disaster and Risk Management) Representatives									
#	Name	Father's/ Husband's name	Position: CRG Member (M) Sub-Group Member (SM)	Age	Gender M/F	Occupatio n	Neighborhood (Mahalla) Name	Phone Number	Signature
1									
2									
3									
4									
5									
6									

7									
8									

Community and Family Welfare and Vulnerable Group Development									
#	Name	Father's/ Husband's name	Position: CRG Member (M) Sub-Group e Member (SM)	Age	Gende r M/F	Occupation	Neighborhood (Mahalla) Name	Phone Number	Signature
1									
2									
3									
4									
5									
6									
7									

8									
9									
10									
11									
13									

In confirmation of the above:

On behalf of the CRG; All 3 Focal Points (Male/Female):

Confirmed by Main Focal Point: _____

Confirmed by Female Focal Point: _____

Confirmed Male Focal Point: _____

(Full Name)

(Signature/Thumbprint)

On behalf of the FP; Confirming that the selection of these Sub-Groups members were conducted step by step guideline visits guideline/ training manual and the above is verified:

Confirmed by the FP female Social Organizer: _____

Confirmed by the FP male Social Organizer: _____

Confirmed by FP District Manager: _____

(Full Name)

(Signature)

ANNEX VI: Environmental and Social Management Framework (ESMF) Forms

ESMF Form 1: Negative Project List

The following activities cannot be financed under the project:

Sub-project ID/title:	Province/District :
Type of Project:	Date :

S/N	Activities	Yes/No
1	Weapons, including but not limited to mines, guns, ammunition, and explosives.	
2	Procurement of chainsaws.	
3	Support of production of any hazardous goods on this negative list, including alcohol, tobacco, arms, and controlled substances.	
4	Road rehabilitation or construction into protected areas.	
5	Any activity with impacts on critical habitats (including Ab-i-Estada Waterfall Sanctuary; Ajar Valley (proposed) Wildlife Reserve; Dashte-Naware Waterfall Sanctuary; Bande Amir National Park; Kole Hashmat Khan (proposed) Waterfall Sanctuary).	
6	Any activity that would cause damage on non-replicable cultural property (including the following sites: monuments of Heart, monuments of Bamiyan Valley, archeological site of Ai Khanum, sites and monuments of Ghazni, Minaret of Jam; Mosque of Haji Piyanda /Nu Gunbad, Balkh Province, Stupa and Monastery of Guldarra, sites and monuments of Lashkar-I Bazar, Bost, archeological site of Surkh Kotal).	
7	Activities, equipment or materials that have alternative prior sources of committed funding.	
8	Political or electoral campaign materials or donations in any form.	
9	Salaried activities that employ children below the age of 18 years.	
10	Activities that unfairly exploit women or men at any age.	
11	Activities that increase the vulnerability of subgroups or households or increase the overall inequality of communities.	
12	Any activity on land that has disputed ownership or tenure rights.	
13	Any activity that would cause land acquisition or voluntary land donation.	
14	Vehicles (including tractors, threshers, trucks, and buses).	
15	Any activity likely to increase social tensions and/or risk of violence beyond the given context.	
16	Any activity with significant environmental and social impacts and risks that require ESIA.	
17	Any other activity ruled out by the ESMF.	
18	Any activity that requires payments to government officials or institutions.	
19	Any activity on land that is considered dangerous due to security hazards or the presence of unexploded mines or bombs.	
Name of engineer/CRG that filled in the checklist:		
Signature:		

ESMF Form 2: Environmental and Social Screening Form

Sub-project ID/title:						Village / area:	
Type of Project:						District / municipality:	
Involved CRG name (if applicable):						Province :	
Start date of sub-project:						End date of sub-project:	
Nature of sub-project		Category of sub-project				Mitigation Measures	Costs
No	Environmental Consequences	No Impact	Low Impact	Medium Impact	High Impact		
1	Is the activity a cause for air pollution?						
2	Is the activity a cause for sound pollution?						
3	Is the activity a cause of the cutting of hill slopes and earth removal from borrow areas?						
4	Will the activity create solid or liquid wastes that cause potential contamination of surface water and groundwater supplies?						
5	Is the activity cause for substantial changes to water quality and quantity?						
6	Does the activity cause the alteration of water flow?						
7	Are there environmentally sensitive areas (protected areas, forests, national parks or wetlands) near the sub-project area?						
8	Is the project cause for vegetation and tree removal?						
9	Does the activity threaten endangered and threatened species?						
10	Does the activity cause livestock reduction?						
11	Will the excavation and quarry operation effect the environment?						
12	Is the selected site exposed to floods?						
13	Is the selected site exposed to avalanches or rock fall?						
14	Is the water source exposed to any contamination or pollution risk?						
15	Is a system used for the extraction of groundwater for irrigation purposes?						
16	Is the subproject diverting water from the stream that could decrease the water share of the downstream communities?						
17	Is there enough water available all year around for running the hydropower						

	system/and sun for water solar pumps?						
Occupational Health and Safety Consequences							
18	Is there a risk of work-related accidents?						
19	Does the activity have human health and safety risks, during construction or later?						
20	Is the selected site exposed to land mines, unexploded ordnance, or explosive remnants of war?						
21	Is there a security risk for project workers and assets in the area?						
Social Consequences							
22	Is there a risk of vulnerable people being excluded from project benefits?						
23	Is there a risk of child or forced labor?						
24	Is there a risk of GBV/SEA/SH for female project workers or beneficiaries?						
25	Will the project result in the involuntary resettlement of individuals or families?						
	Will the sub-project require the acquisition of land (public or private, temporarily and permanently) for its development?						
26	Will the activity create conflict among the people?						
27	Will the activity cause loss of livelihoods?						
28	Are there any important cultural or archeological sites nearby?						
29	Will anyone be prevented from using economic resources (e.g. pasture, fishing locations, forests) to which they have had regular access?						
30	Might the project adversely affect communities or vulnerable people living in the area?						
Note: (1) N and P impacts: Mark (N) for No impacts (2) Low Impacts: Mark (X) for Low impact. Low impact refers to activities with manageable impacts on the environment (3) Medium Impacts: Mark (X) for medium impacts. Medium impacts refer to activities that involve additional support and planning, implementation, and monitoring of mitigation measures in order to decrease the potential impact. (4) High Impacts: Mark (X) for High Impact.							
Name of engineer/ E&S Safeguard Specialist/Social Mobilizer that filled in the checklist:							
Signature:							

ESMF Form 3: Sub-project Simplified ESMP

Following the screening process, and the identification of negative, medium and high risks and impacts for a sub-project, implementers will fill out the below simplified ESMP for the specific sub-project. **This ESMP only needs to be completed in the case of medium and high risks and impacts per the screening form.**

Date:							
Project ID: Title							
Name of village / district / municipality / province:							
CRG ID code if applicable:							
Name of engineer filling in ESMP:							
Estimated Start Date of Subproject:				Estimated End Date of Subproject:			
No	Risk or Impact	Description of Mitigation Measures	Monitoring Methods	Monitoring Frequency	Monitoring results	Corrective actions required	Person responsible
1							
2							
3							
4							
5							
6							

Abbreviated ESMP

Following the screening process, and the identification of negative, medium, and high risks and impacts for a sub-project, implementers will fill out the below simplified ESMP for the specific sub-project. **This ESMP only needs to be completed in the case of medium and high risks and impacts per the screening form.**

Date:							
Project ID / Title:							
Name of village / district / municipality / province:							
CRG ID code if applicable:							
Name of engineer filling in ESMP:							
Estimated Start Date of Subproject:				Estimated End Date of Subproject:			
No.	Risk/Impact	Description of Mitigation Measures	Monitoring Methods / Indicators	Monitoring Frequency	Monitoring results	Corrective actions required	Person responsible
1	Air pollution	<ul style="list-style-type: none"> - Suppress dust during construction by water spraying and dampening where necessary - Practice good general housekeeping at the work site; sweep off the drilled-out materials - Implement speed limit for heavy machinery - Cover trucks carrying soil, sand, and stone with tarpaulin sheets to prevent avoid spreading - Keep all construction-related traffic below 15 mph on streets within communities. - Maintain maximum speed of 20 mph in the work area. - Avoid removing vegetation so that large areas are not exposed to wind. 	<ul style="list-style-type: none"> - Evidence that spraying of water is conducted - # of trucks that are covered with tarpaulin - Site inspection & Reports 				
2	Noise pollution	<ul style="list-style-type: none"> - Try to minimize the use of noisy equipment. - Properly cover the noise producing equipment. - Provide proper ear covers to the workforce who are 	<ul style="list-style-type: none"> - Evidence equipment cover 				

		<p>involved in the noisy activities.</p> <ul style="list-style-type: none"> - Community awareness, i.e., public notification of construction operations will incorporate noise considerations; methods to handle complaints will be specified. 	- Site inspection & Reports				
3	Cutting of hill slopes and earth removal from borrow areas	<ul style="list-style-type: none"> - Proper restoration of borrow areas, excavated soil and construction debris to avoid impacts. - Identify and demarcate locations for material storage and ensure that borrow pits are >50 meters away from critical areas such as steep slopes, erosion-prone soils, and areas that drain directly into sensitive water bodies. - Limit extraction of material in authorized and demarcated borrow pits. - Rehabilitation of quarries and borrow pits. - Borrow pits should be selected at the specific place, not sensitive area. 	- Site inspection & Reports				
4	Solid or liquid wastes that cause potential contamination of surface water and groundwater supplies	<p>Efficient use of materials. Avoid and minimize waste production. Waste must be treated or disposed of. Identify designated areas for waste disposal. Control all construction waste (including cuttings) generated by the sub-project and dispose of it at approved disposal sites (> 300 m from rivers, lakes or wetlands). Implement initiatives for reuse, recycling and the segregation of waste. Machinery and equipment shall be maintained in good working condition and shall be regularly inspected for leaks. Establish and enforce daily cleaning procedures, including maintenance of facilities and proper disposal of construction waste. Waste materials generated due to construction activities must be managed to avoid any environmental adverse impact including water and air pollution. All materials should be confined to government land.</p>	<ul style="list-style-type: none"> - Evidence of waste bin - Identification of disposal area - Site inspection & Reports 				

5	Vulnerable people being excluded from project benefits	<p>Implement and monitor Project GRM (UNOPS)</p> <p>All types of workers can apply for the Project GRM at any time, where grievances can be filed directly with the IP or the PIU (in cases where they concern an IP or contractor).</p> <p>Implement labor management procedures</p> <ul style="list-style-type: none"> - Conduct induction training/ Toolbox talk for contractor CRGs. 	<ul style="list-style-type: none"> - GRM cases addressed - Labor screening list - Site inspection & Reports 				
6	Risk of work-related accidents (Worker health and safety risks (OHS))	<p>The equipment used in the works should be routinely serviced to ensure proper and safe equipment functionality.</p> <p>Use of safety signage to warn contractor workers and visitors to the site.</p> <p>Provision of adequate signage and communication of risk to workers and communities.</p> <p>Provision of PPE for workers</p> <p>Provision of first aid kits.</p> <ul style="list-style-type: none"> - Conduct induction training/ Toolbox talk for contractor personnel, visitors, CRGs ... etc. 	<ul style="list-style-type: none"> - Accidents/incident's logs - Lost time incidents/near miss incidents recorded. - Training provided on OHS - Site inspection & Reports 				
7	Concrete Mixer Machine related risk and accident	<p>Locate the mixer on floated and ground level; block the wheels before starting up the machine.</p> <p>Location away from traffic or where traffic is controlled;</p> <p>Avoid use in confined spaces due to emission of exhaust gasses;</p> <p>Reduction in manual handling or positioning of cement bags close to the equipment;</p> <p>Use restricted to trained operators only;</p> <p>Workers or operators have to keep their hands, clothing and tools away from the moving part of the mixer.</p> <p>Never leave the running mixer unattended.</p> <p>Disconnect the power or shut off the engine from the concrete mixer, before servicing, maintaining or cleaning, adjusting, and installing accessories or attachments.</p> <p>Care should be taken while cleaning the drum.</p> <p>Keep the working area clean and dry</p> <p>Do not allow children to play on or around the Mixer.</p> <p>Avoid overloading the mixing drum</p>	<ul style="list-style-type: none"> - Accidents/incident's logs 				

		<p>Clear away debris and obstructions that could cause the operator to trip and fall on or into the Mixer.</p> <p>Don't wear loose clothing that could get caught up in the mixer.</p> <p>Do not attempt to clean out a cement mixer while it is operating; turn off the mixer before cleaning the machine. Turn it off before adding any accessories and especially when refueling.</p> <p>Do not move the Mixer while it is in use.</p> <p>Be sure to wear the obligatory personal protective equipment (PPE) at all times when handling concrete mixers.</p> <p>Only people with professional skills or experience may handle Concrete Mixer.</p>	<ul style="list-style-type: none"> - Lost time incidents/near miss incidents recorded. - Training provided on OHS - Concrete Mixer Safety Inspection Checklist logs - Site inspection & Reports 				
8	Risk of child or forced labor	<p>Comply with the Labor management procedure.</p> <p>Set a minimum age for all types of work (in compliance with national laws and ESS2) and document the age of workers upon hiring.</p> <p>Raise awareness of communities/suppliers to not engage in child labor.</p> <p>Conduct induction training/ Toolbox talk for contractor personnel, visitors, CRGs ... etc.</p>	<ul style="list-style-type: none"> - #of violations (child, forced labor). - Verification & screening of labor list under age 18. - #of awareness campaigns. - Site inspection & Reports 				
9	Risk of GBV/SEA/SH for female project workers or beneficiaries	<p>Comply with the measures prescribed in the SEA Action Plan.</p> <p>Sensitization/community awareness of project workers.</p> <p>Implementation of a GRM to handle these types of complaints.</p> <p>Each contractor to implement Code of Conduct for the workers with specific obligations with regards to SEA/SH.</p> <p>Conduct GBV/SEA/HS awareness training for all involved stakeholders/parties.</p> <p>The contractor shall comply with all relevant national laws and regulations relating to gender equality and GBV.</p>	<ul style="list-style-type: none"> - # of SEA/SH related complaints recorded - % of workers signed CoC. - # of SEA/SH awareness training. - GRM Records 				

		Conduct induction training/ Toolbox talk for contractor personnel, visitors, CRGs ... etc.	- Site inspection & Reports				
10	Security risk for project workers and assets in the area	UNOPS to follow UN security protocols for direct workers. Provision of security risk assessments to NGOs and contractors. NGOs and contractors to provide local security protocols and demonstrate availability to relevant security SOPs. - Conduct induction training/ Toolbox talk for contractor personnel, visitors, CRGs ... etc.	- % of NGOs and contractors that provide local security plan - % of NGOs and contractors that have relevant SOPs in place. - Site inspection & Reports				
11	Traffic Disruption	Mark safe access routes for pedestrians. Maintain vehicle speeds of 20 mph or less within the work area at all times. Maintain the provision of traffic signs Conduct safety training for construction workers before starting work. Stop all work in cases of heavy rain or any other emergency.	- Evidence of traffic sign - Site inspection & Reports				
12	UXO/ERW Riks	In case any non-explosive materials covered in the project site, project workers and the adjacent communities shall be notified of the UXO. Stop work immediately upon discovery of any explosive material in the project site and announce the discoveries to the Project Manager and notify relevant authorities. Each public organization and individual owning structures in proximity of the work site will be notified of the existence of the explosives materials. A danger zone will be created and ensured that all personnel, vehicles, and livestock are cleared from the zone. The UXO Protocol shall be in place and effective, in the event an UXO is discovered during the activities;	Site inspection & Reports				

		<p>In the settlement area, necessary steps (it might be evacuation of the area) will be taken to avoid damage to the people and property</p> <p>A danger red flag will be displayed prominently in all directions to the danger location.</p> <p>Responsible agencies and persons (Chief of police/District Governor/Mine Clearance Agencies) should be contacted to remove, manage and transport explosive material.</p>					
13	Prohibitions	<p>The following activities are prohibited on or near the subproject site:</p> <p>Cutting trees for any reason outside the approved construction area;</p> <p>Disturbance to any artifact with architectural or historical value; Fire building;</p> <p>The use of firearms (except by authorized security guards);</p> <p>Use of alcohol by workers</p>	Site inspection & Reports				

Simplified Labor Management Procedures

In accordance with the requirements of Environmental and Social Standards 2 (ESS 2), simplified Labor Management Procedures (LMP) were developed for the project. The LMP set out the ways in which the UNOPS will manage all project workers in relation to the associated risks and impacts. The objectives of the LMP are to: Identify the different types of project workers that are likely to be involved in the project; identify, analyze and evaluate the labor-related risks and impacts for project activities; provide procedures to meet the requirements of ESS 2, ESS 4 and applicable Afghan legislation.

The simplified LMP will be applied with due consideration to the requirements of national laws, the interrelatedness of ESS2 with other Environmental and Social Standards in general and ESS4 in particular.

The following categories of workers have been identified for the project. The LMP will apply for all categories:

Table below shows Worker Categories

Category	Description
Direct Workers	Workers employed directly by UNOPS, including staff and consultants.
Contracted Workers	People engaged through third parties to perform work related to core functions of the project, regardless of location. Under this category are employees of any non-governmental implementers, including international or national NGOs, CSOs or contractors.
Primary Supply Workers	People engaged by UNOPS, NGOs or contractors as primary suppliers. These include, for example, suppliers of road rehabilitation materials like gravel or other goods required.
Community Workers	People employed or engaged in providing community-based project interventions.

The LMP will apply to project workers including full time, part-time, temporary and seasonal. The forecast of the types of workers required per Project component is as follows:

Component 1: Emergency Livelihoods Support and Services in Rural Areas: Direct workers from UNOPS for the management and supervision of activities; contracted workers from the FPs and contractors for the implementation of activities (including construction / rehabilitation activities); primary supply workers for construction and rehabilitation activities; and community workers for LiWs and cash-for work activities.

Component 2: Emergency Livelihoods Support and Services in Urban Areas: Direct workers from UNOPS for the management and supervision of activities and well as for the implementation of activities; contracted workers from the contractors for the implementation of activities (including construction / rehabilitation activities); primary supply workers for construction and rehabilitation activities; and community workers for LiWs activities.

Table below shows the Labor Risk and Impact Assessment

Risk/Impact	Analysis (Magnitude, Extent, Timing, Likelihood, Significance)	Risk Mitigation Measures to be reflected in contract documents
ESS2: Labor and working conditions		
Poor working conditions: unsafe work environment	Due to the protracted conflict in Afghanistan and the weakness of formal justice institutions, employees' working conditions may be poor and the project needs to ensure that such working conditions are not acceptable. The impact is significant in that it may manifest in exploitation of the very community that the project intends to benefit, i.e. community workers, but also contracted workers may be affected.	Supervision of contractor Labor Management Practices is essential to mitigate against this risk. A Contractor checklist will be used. The project will ensure rigorous workers' GRM are in place, so that workers can articulate violations of their rights and receive redress.
Poor working conditions: violation of workers' rights	The implementation of the existing articles in practice may not be very strong, given the weak judicial system	The project will ensure through the workers' GRM that workers can articulate violations of their rights and receive redress.
Use of child labour	Minimum age of employment in Afghanistan is 18.	The project will only allow deployment- in all project worker categories - from the age of 18. The project will require the Implementation of age verification procedures by contractors for all its prospective employees
Worst forms of child labour	Children are deployed in the worst forms of child labor, including in armed conflict, commercial sexual exploitation, and forced labor in the production of bricks and carpets.	The project will only allow deployment- in all project worker categories - from the age of 18. The project will require the Implementation of age verification procedures by contractors for all its prospective employees
Injuries at the workplace	The employer is obligated to provide adequate measures for health & safety protecting staff against related risks, including the provisions of a safe and clean work environment and of well-equipped, constructed and managed workplaces that provide sanitary facilities, water and other basic tools and appliances. However, PPE may be scarce for contracted workers or community workers, and health and safety regulations may not exist or not be enforced.	Contractor occupational risk assessments and mitigation plans will be devised and implemented. Implementation of OHS Plan
ESS4: Community Safety and Health		
Labor influx and GBV	There is likely to be internal movement of people from areas outside the project areas to seek employment and associated benefits from within targeted communities. Furthermore, there is a small chance that contracted workers may be brought into communities to conduct construction works. Population movement due to labor influx may result in GBV/SEA cases.	All contractors will implement the Labor Influx Management Procedure; a SEA/SH Action Plan will be implemented. Implementation of code of conducts to be signed by project workers and enforced by all contractors

Key Procedures: The project is guided by the recognition of the importance of employment creation and income generation in the pursuit of poverty reduction and inclusive economic growth. It will promote sound worker-management relationships and enhance the development benefits of a project by treating workers in the project fairly and providing safe and healthy working conditions. UNOPS, FPs/NGOs and contractors will ensure the full accomplishment of the objectives of ESS2. For ease of reference, all employers will be referred to as contractors. This will exclude UNOPS.

Recruitment and Replacement Procedure: The objective of this procedure is to ensure that the recruitment process and placement of skilled/unskilled laborers (see procedure below for community workers) to be conducted in a manner which is non-discriminatory and employees are inducted to all essential work-related matters. The contractor is to adhere to flexibility in the working hours of female laborers, who need to attend emergency family or child care at the proximity of the project site as well as considering the local and cultural sensitivities (if presence).

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
- CRGs will advise on who may be included. CRGs 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 selected CRG/GA/CG considering equitable distribution of laborers across the Gozar. Considering the current situation and in regards to the recent returnees from neighboring countries and IDP due to flood, out of selected CRG/GA/CG will be treated separately with the confirmation and availability of supporting documents and check/verified by UNOPS.

The skilled labor will be hired from the selected CRG/GA/CG, in case of non-availability, contractor needs to obtain the confirmation of CMEs prior assigning of any skilled labor which shall be hired out of the CRG/GA/CG.

The following activities need to be considered;

1. Contractor submits a resource allocation plan to the UNOPS for review and approval. Where it clearly specifies the Number of workers required groupwise (as applicable) for each individual site activities as per the Contract.
2. Contractor publishes the Labor announcement in the appropriate method of Public Notice or word of mouth through the head of GA & CRG/CG for community workers) to ensure all potential candidates have access to the information, including women, actively addressing risks of nepotism.
3. Contractor launches a self-selection process for beneficiaries from within the GA area with the consultation of Gozar Assemblies/CG (as needed). The primary implementation/management role will rest with UNOPS and the contractors. CRGs/GAs/CGs will play supporting roles as mentioned above.
4. Shortlisted and recruit candidates ensuring the following;
 - As much as possible, at least 7 percent selected candidates are women.
 - As much as possible, at least 7 percent of engaged employees are women.
 - Screen off candidates under the age of 18 years or above 65 years.
5. On recruitment and prior to engaging any labor at the project site the contractor makes sure they have filled Form 006a properly for each individual and available at project site. Contractor makes sure they have registered the secondary laborer, otherwise no one will be acceptable to work as a secondary laborer.
6. Based on the site requirement, and approval of UNOPS, the contractor may consider the Surveyor, First Aid Focal Point (the HSSE officer remains responsible for any HSSE issues at project site, he needs to be well trained to provide possible support if needed), and machinery operator (excluded drivers) as part of the skilled labor, in addition to the project key staff e.g. PM, QC, HSSE and CLOs (Male & Female) that shall not pay from wages.
7. Before commencement of work, hiring entity will ensure employee is inducted on the essential work related issues which include the following;
 1. Key Job Specifications
 2. Terms and Conditions of Employment
 3. Special Codes of Conduct
 4. Disciplinary Procedures
 5. Workers' Grievance Mechanism
 6. Freedom to join and participate fully in natural disaster response, at the proximity of the project site, after clearance by CRL CME.
 7. Key Environmental and Social aspects of the project and the ESMF
 8. Emergency Preparedness

8. Maintain all such employment records available for review by UNOPS, the World Bank, or Regulatory Authority.

Occupational Health and Safety (OHS) Procedures: The objective of the procedure is to achieve and maintain a healthy and safe work environment for all project workers (contracted workers and community workers) and the host community.

1. On procurement for contractors, the UNOPS CME/CLO will avail the ESMF to the aspiring contractors so that contractors include the budgetary requirements for OHS and community health and safety measures in their respective bids.
2. The contractor will develop and maintain an OHS management system that is consistent with the scope of work, duration of contract and IFC General Environmental Health and Safety Guidelines (EHSGs) on Occupational Health and Safety.
3. Contractor will adopt all E&S risk mitigation measures proposed for the subproject.
4. Contractor appoints an appropriately qualified and experienced Safety, Health and Environmental Officer whose responsibilities is to advise the employer on OHS related issues.
5. Contractor provides preventive and protective measures, including modification, substitution, or elimination of hazardous conditions or substances informed by assessment and plan.
6. Contractor provides for appropriate training/induction of project workers and maintenance of training records on OHS subjects.
7. Contractor documents and reports on occupational accidents, diseases and incidents as per ESMF guidance.
8. Contractor provides emergency prevention and preparedness and response arrangements to emergency situations including and not limited to workplace accidents, workplace illnesses, flooding, fire outbreak, disease outbreak, labor unrest and security.
9. Contractor shall maintain all such records for activities related to the safety, health, social and environmental management for inspection by the UNOPS, the World Bank, or the TPMA.

Contractor Management Procedure: The objective of this procedure is to ensure that the UNOPS Representative in the field offices has contractual power to administer oversight and action against contractor noncompliance with the LMP.

1. The CME/CLO shall avail all related documentation to inform the contractor about requirements for effective implementation of the LMP.
2. Before submitting a bid for any contract, the contractor shall incorporate the requirements of the ESMF, including the LMP.
3. Contractor to provide a Labor Recruitment Plan
4. Contractor to ensure all workers sign a Code and Conduct
5. Contractor to show evidence of OHS and Emergency Preparedness procedures

6. Contractor to submit the progress reports on the implementation of the mitigation measures, including those of the LMP, and allow the CME/CLO access to verify the soundness of the contractor's implementation of the requirements of the LMP.
7. Where appropriate, the UNOPS may withhold contractor's payment until corrective action(s) is/are implemented on significant noncompliance of the LMP. The following are some of the noncompliance that contractors need to take note of:
 - Failure to submit mandatory monthly & quarterly progress reports.
 - Failure to avail for inspection specified documentation pertaining to the implementation of risk mitigation measures.
 - Failure to notify and submit incident and accident investigation report in a timely manner.
 - Failure to appoint or replace a competent and experienced EHS officer
 - Recruitment of nontechnical staff from outside the local community.

Procedure for Primary Suppliers: The objective of the procedure is to ensure that labor-related risks, especially child and forced labor as well as serious safety issues to the project from primary supply workers are managed in line with the requirements of ESS2.

The UNOPS and all contractors/implementers will undertake the following measures: Procure supplies from legally constituted suppliers. The legal registration ensures that the company is legally obliged to comply with all applicable labor laws in Afghanistan, which makes it possible to assume mainstreaming of the labor laws within the supplier's firm. This will include ensuring evidence of: certificate of incorporation; make a physical check on the supplier's labor management system, including OHS, any past work related environmental or occupational incidents, age restrictions (18 and above), employment is voluntary.

Procedure for Community Workers:

The objective of this procedure is to ensure the community workers offer their labor voluntarily and that they are agreeable to the terms and conditions of employment.

The UNOPS, FP and contractors using community workers will apply the following guidelines when dealing with community workers:

1. FPs and contractors have to produce a recruitment plan and have it reviewed and approved by the UNOPS.
2. FPs and contractors have to meet and document resolution of meetings with the community on the intended community workers recruitment. The resolution shall include details on nature of work, working times, age restrictions (above 18 and below 65), remuneration amount, method of payment, timing of payment, individual signatory or representative signatory of meeting resolution, employment is voluntary, community CoC.
3. Contractors will have the terms and conditions discussed, explained, negotiated and documented through joint community meetings, with each community employee showing consent through

appending of their signature and the resolutions or signing the attendance register of the meeting which made the employment resolutions.

4. FPs and contractors have to Induct community workers on key LMP issues, including SEA/SH, project GRM, OHS, HIV awareness, and safe use of equipment and lifting techniques Periodically as detailed in the concerned ESMP

Procedure for Non-Discrimination and Equal Opportunity:

The objective of this procedure is to ensure that recruitment and treatment of project workers is based on the principle of equal opportunity and fair treatment.

The UNOPS, FPs and contractors will apply the following guidelines when dealing with workers:

1. There will be no discrimination with respect to any aspects of the employment relationship, such as: Recruitment and hiring; Compensation (including wages and benefits; Working conditions and terms of employment; Access to training; Job assignment;; Termination of employment; Or disciplinary practices
2. Harassment, intimidation and/or exploitation will be prevented or addressed appropriately
 - a. Special measures of protection and assistance to remedy discrimination or selection for a particular job will not be deemed as discrimination.
 - b. Vulnerable project workers will be provided with special protection.

Grievance Redress Mechanism for all Workers: All workers, including community workers will apply the Project GRM to register any work-related grievances. Workers are encouraged to solve matters with their respective employer where possible. However, all types of workers can apply for the Project GRM at any time, where grievances can be filed directly with the contractor/ ACRLP GRT or UNOPS.

GRM Form 2: Grievance Registration Form

Part 1: General Information (to be filled by GRM Focal Point)

Grievance ID:		Date Registered:	<u>dd / mm / yyyy</u>	Grievance Priority:	<input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High
Update Channel:	<input type="checkbox"/> Hotline Number <input type="checkbox"/> Web Portal <input type="checkbox"/> Social Media <input type="checkbox"/> Verbal/Helpdesk <input type="checkbox"/> Petition <input type="checkbox"/> Email <input type="checkbox"/> SMS <input type="checkbox"/> Other: _____				
Focal Point Name:		Organization:	<input type="checkbox"/> FP <input type="checkbox"/> Contractor <input type="checkbox"/> UNOPS		

Part 2: Grievance Detail (information to be asked from complainant)

Complainant Name:		Father's Name:		Gender:	<input type="checkbox"/> Male <input type="checkbox"/> Female
Phone #:		Email Address:			
Province:		District/City:		Community/GA:	
Status of Complainant:	<input type="checkbox"/> CRG <input type="checkbox"/> Community Member <input type="checkbox"/> Main Focal Point <input type="checkbox"/> FP Staff <input type="checkbox"/> Other: _____				
Detail of Grievance:					
Grievance Against:	<input type="checkbox"/> CRG Member <input type="checkbox"/> Community Member <input type="checkbox"/> CRG Main Focal Point <input type="checkbox"/> Elder/Malik/Commander <input type="checkbox"/> FP Staff <input type="checkbox"/> UNOPS Staff <input type="checkbox"/> Other: _____				

Complainant Signature (optional) _____

Part 3: Analysis and Classification (to be filled by GRM focal point)

Type of Grievance: <input type="checkbox"/> Grievance <input type="checkbox"/> Inquiry <input type="checkbox"/> Suggestion	
Grievance Category:	
Inquiry	<input type="checkbox"/> Community Plan <input type="checkbox"/> Subproject Budget <input type="checkbox"/> Project Coverage <input type="checkbox"/> Other: _____
Suggestion	<input type="checkbox"/> Community Plan <input type="checkbox"/> Subproject Design <input type="checkbox"/> Project Coverage <input type="checkbox"/> Other: _____
Corruption:	<input type="checkbox"/> Misuse of Fund <input type="checkbox"/> Theft <input type="checkbox"/> Request for Bribe <input type="checkbox"/> Other: _____
Harassment:	<input type="checkbox"/> Violence <input type="checkbox"/> Harassment <input type="checkbox"/> Other: _____
Misbehavior Staff:	<input type="checkbox"/> Weak Awareness <input type="checkbox"/> Punctual <input type="checkbox"/> Favoritism <input type="checkbox"/> Staff Behavior/Attitude <input type="checkbox"/> Other: _____
Environmental Safeguards:	<input type="checkbox"/> Improper Site Selection <input type="checkbox"/> Mitigation Measures problematic <input type="checkbox"/> Cutting trees/degradation of pasture problematic <input type="checkbox"/> Air/water/noise pollution <input type="checkbox"/> Others _____
Social Safeguards:	<input type="checkbox"/> Land (Donation/Purchase by Community/Public) Problematic <input type="checkbox"/> Compensation issue <input type="checkbox"/> Others _____
Infrastructure Construction:	<input type="checkbox"/> Poor design <input type="checkbox"/> Poor quality (workmanship) <input type="checkbox"/> Cost of Project Problematic <input type="checkbox"/> Selection of Project Site Problematic <input type="checkbox"/> Project captured by elites / powerful persons <input type="checkbox"/> Labor Selection Problematic <input type="checkbox"/> Wage Payment <input type="checkbox"/> Labor Mobilization (voluntary work) – includes labor is coerced <input type="checkbox"/> Others _____
Financial / Procurement:	<input type="checkbox"/> Non-transparency of accounts / records <input type="checkbox"/> Untimely disbursement of funds <input type="checkbox"/> Poor Quality of Material <input type="checkbox"/> No competitive bidding <input type="checkbox"/> Problematic Contractor Selection Process <input type="checkbox"/> Others _____
Monitoring:	<input type="checkbox"/> CPM/GRC does not exist <input type="checkbox"/> CPM/GRC team does not monitor <input type="checkbox"/> Social Audit not conducted <input type="checkbox"/> Social Audit Problematic <input type="checkbox"/> Others _____
Gender:	<input type="checkbox"/> Women are not invited <input type="checkbox"/> No space for women <input type="checkbox"/> Information is not shared <input type="checkbox"/> Other: _____

Part 4: Referral (to be filled by GRM focal point, attached any non-confidential document received from complainant)

Grievance ID:		Date Referred:	<u>dd / mm / yyyy</u>	Grievance Priority:	<input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High
Unit/Person Name:		Redressal Expected Date:			
Recommendations:					

GRM Focal Point Signature (optional) _____

Part 5: Redressal (to be filled by redresser, attached all supporting documents completed during redressal)

Action Taken:	<table border="1"> <thead> <tr> <th>Action Taken</th> <th>Date (dd/mm/yyyy)</th> </tr> </thead> <tbody> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> </tbody> </table>		Action Taken	Date (dd/mm/yyyy)														
	Action Taken	Date (dd/mm/yyyy)																
Decisions Made:	<table border="1"> <tbody> <tr><td> </td></tr> <tr><td> </td></tr> <tr><td> </td></tr> <tr><td> </td></tr> </tbody> </table>																	
Is complainant satisfied with the decisions:	<input type="checkbox"/> Satisfied <input type="checkbox"/> Not Satisfied, why: _____																	
If not satisfied, what should the complainant do?																		

Date grievance resolved: _____

Redresser Name _____

Redresser Signature _____

Part 6: Feedback (initial feedback to be provided to complainant within 3 days by GRM Focal Point)

Do you consider the grievance as resolved (to be answered by GRM Focal Point)?	<input type="checkbox"/> Yes <input type="checkbox"/> No, why _____ <input type="checkbox"/> Partially resolved, Issues resolved: _____ Issues not resolved: _____ Why not resolved: _____
Initial feedback date:	<u>dd / mm / yyyy</u>
Final feedback date:	<u>dd / mm / - yyyy</u>
Is the complainant satisfied with the solution?	<input type="checkbox"/> Satisfied <input type="checkbox"/> Not Satisfied, why: _____

GRM Focal Point Signature (optional) _____

GRM Form 3: Grievance Log Book

This log book to be maintained by GRM Focal Point, for each province a separate log should be used.

Province Name: _____

No	GID	District/City	Date grievance received (dd/mm/yyyy)	Complainant Name	Phone #	Priority L=Low M=Medium H=High	Grievance Type G=Grievance I=Inquiry S=Suggestion	Date Referred (dd/mm/yyyy)	Date Resolved (dd/mm/yyyy)	Feedback Date (dd/mm/yyyy)	Remarks
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ANNEX VII: Procurement forms

UNOPS Procurement

- [Procurement Manual Revision 7 dated July 2021](#)
- [Request for quotation Section I](#)
 - [Sections II, III, IV, V](#)
 - [Section VI - Returnable Schedules](#)
- [Request for proposal Section I](#)
 - [Sections II, III, IV, V](#)
 - [Section VI - Returnable Schedules](#)
- [Minor Works Contract](#)
 - [Minor Works - 1 Instrument of Agreement](#)
 - [Minor Works - 2 General Conditions of Contract](#)
 - [Minor Works - 3 Particular Conditions of Contract](#)
 - [Minor Works - 4 Schedules](#)
 - [Minor Works - 5 Notices and Communications](#)
- [Professional services contracts](#)

Community Procurement

- [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](#)
- [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](#)

ANNEX VIII: Incident and Accident Reporting

Part A: World Bank Incident Classification Guide

Indicative

- Relatively minor and small-scale localized incident that negatively impacts a small geographical areas or small number of people
- Does not result in significant or irreparable harm
- Failure to implement agreed E&S measures with limited immediate impacts

Serious

- An incident that caused or may potentially cause significant harm to the environment, workers, communities, or natural or cultural resources
- Failure to implement E&S measures with significant impacts or repeated non-compliance with E&S policies incidents
- Failure to remedy Indicative non-compliance that may potentially cause significant impacts
- Is complex and/or costly to reverse
- May result in some level of lasting damage or injury
- Requires an urgent response
- Could pose a significant reputational risk for the Bank.

Severe

- Any fatality
- Incidents that caused or may cause great harm to the environment, workers, communities, or natural or cultural resources
- Failure to remedy serious non-compliance that may potentially cause significant impacts that cannot be reversed
- Failure to remedy Serious non-compliance that may potentially cause severe impacts Is complex and/or costly to reverse
- May result in high levels of lasting damage or injury
- Requires an urgent and immediate response
- Poses a significant reputational risk to the Bank.

Part B: To be completed by Borrower within 24 hours

B1: Incident Details

Date of Incident:	Time:	Date Reported to PIU:	Date Reported to WB:
Reported to PIU by:	Reported to WB by:	Notification Type:	
Full Name of Main Contractor:		Full Name of Subcontractor:	

B2: Type of incident (please check all that apply)¹

Fatality ☐ Lost Time Injury ☐ Displacement Without Due Process ☐ Child Labor ☐ Acts of Violence/Protest ☐
 Disease Outbreaks ☐ Forced Labor ☐ Unexpected Impacts on heritage resources ☐ Unexpected impacts on biodiversity resources ☐ Environmental pollution incident ☐ Dam failure ☐ Other ☐

¹See Annex 1 for definitions

B3: Description/Narrative of Incident

Please replace text in italics with brief description, noting for example:

- I. What is the incident?**
- II. What were the conditions or circumstances under which the incident occurred (if known)?**
- III. Are the basic facts of the incident clear and uncontested, or are there conflicting versions? What are those versions?**
- IV. Is the incident still ongoing or is it contained?**
- V. Have any relevant authorities been informed?**

B4: Actions taken to contain the incident

Short Description of Action	Responsible Party	Expected Date	Status

For incidents involving a contractor:
 Have the works been suspended (for example, under GCC 8.9 of Works Contract)? Yes ☐; No ☐;
 Trading name of Contractor (if different from B1): N/A
 Please attach a copy of the instruction suspending the works. N/A

B5: What support has been provided to affected people

Note 1: Incident Types

The following are incident types to be reported using the environmental and social incident response process:

Fatality: Death of a person(s) that occurs within one year of an accident/incident, including from occupational disease/illness (e.g., from exposure to chemicals/toxins).

Lost Time Injury: Injury or occupational disease/illness (e.g., from exposure to chemicals/toxins) that results in a worker requiring 3 or more days off work, or an injury or release of substance (e.g., chemicals/toxins) that results in a member of the community needing medical treatment.

Acts of Violence/Protest: Any intentional use of physical force, threatened or actual, against oneself, another person, or against a group or community, that either results in or has a high likelihood of resulting in injury, death, psychological harm, deprivation to workers or project beneficiaries, or negatively affects the safe operation of a project worksite.

Disease Outbreaks: The occurrence of a disease in excess of normal expectancy of the number of cases. Disease may be communicable or may be the result of unknown etiology.

Displacement Without Due Process: The permanent or temporary displacement against the will of individuals, families, and/or communities from the homes and/or land which they occupy without the provision of, and access to, appropriate forms of legal and other protection and/or in a manner that does not comply with an approved resettlement action plan.

Child Labor: An incident of child labor occurs: (i) when a child under the age of 14 (or a higher age for employment specified by national law) is employed or engaged in connection with a project, and/or (ii) when a child over the minimum age specified in (i) and under the age of 18 is employed or engaged in connection with a project in a manner that is likely to be hazardous or interfere with the child's education or be harmful to the child's health or physical, mental, spiritual, moral or social development.

Forced Labor: An incident of forced labor occurs when any work or service not voluntarily performed is exacted from an individual under threat of force or penalty in connection with a project, including any kind of involuntary or compulsory labor, such as indentured labor, bonded labor, or similar labor-contracting arrangements. This also includes incidents when trafficked persons are employed in connection with a project.

Unexpected Impacts on heritage resources: An impact that occurs to a legally protected and/or internationally recognized area of cultural heritage or archaeological value, including world heritage sites or nationally protected areas not foreseen or predicted as part of project design or the environmental or social assessment.

Unexpected impacts on biodiversity resources: An impact that occurs to a legally protected and/or internationally recognized area of high biodiversity value, to a Critical Habitat, or to a Critically Endangered or Endangered species (as listed in IUCN Red List of threatened species or equivalent national approaches) that was not foreseen or predicted as part of the project design or the environmental and social assessment. This includes poaching or trafficking of Critically Endangered or Endangered species.

Environmental pollution incident: Exceedances of emission standards to land, water, or air (e.g., from chemicals/toxins) that have persisted for more than 24 hrs or have resulted in harm to the environment.

Dam failure: A sudden, rapid, and uncontrolled release of impounded water or material through overtopping or breakthrough of dam structures.

Other: Any other incident or accident that may have a significant adverse effect on the environment, the affected communities, the public, or the workers, irrespective of whether harm had occurred on that occasion. Any repeated non-compliance or recurrent minor incidents which suggest systematic failures that the task team deems needing the attention of Bank management.

Part C: To be completed by Borrower (following investigation)

C1: Investigation Findings

Please replace text in italics with findings, noting for example:

- I. Where and when the incident took place,*
- II. Who was involved, and how many people/households were affected,*
- III. What happened and what conditions and actions influenced the incident,*
- IV. What were the expected working procedures and were they followed,*
- V. Did the organization or arrangement of the work influence the incident,*
- VI. Were there adequate training/competent persons for the job, and was necessary and suitable equipment available,*
- VII. What were the underlying causes; were there any absent risk control measures or any system failures,*

C2: Corrective Actions from the investigation to be implemented (To be fully described in Corrective Action Plan)

Corrective Action Plan is attached under separate cover.

Part C cont.: To be completed by Borrower (following investigation)

C3a: Fatality/Lost time Injury information

Immediate cause of fatality/injury for worker or member of the public (please check all that apply) ²:

1. Caught in or between objects ☐ 2. Struck by falling objects ☐ 3. Stepping on, striking against, or struck by objects ☐ 4. Drowning ☐ 5. Chemical, biochemical, material exposure ☐ 6. Falls, trips, slips ☐ 7. Fire & explosion ☐
8. Electrocution ☐ 9. Homicide ☐ 10. Medical Issue ☐ 11. Suicide ☐ 12. Others ☐
- Vehicle Traffic:** 13. Project Vehicle Work Travel ☐ 14. Non-project Vehicle Work Travel ☐
15. Project Vehicle Commuting ☐ 16. Non-project Vehicle Commuting ☐ 17. Vehicle Traffic Accident (Members of Public Only) ☐

Name	Age/DOB	Date of Death/Injury	Gender	Nationality	Cause of Fatality/Injury	Worker (Employer)/Public

²See Annex 2 for definitions

C3b: Financial Support/Compensation Types (To be fully described in Corrective Action Plan template)

1. Contractor Direct ☐ 2. Contractor Insurance ☐ 3. Workman's Compensation/National Insurance ☐
 4. Court Determined Judicial Process ☐ 5. Other ☐ 6. No Compensation Required ☐

Name	Compensation Type	Amount (US\$)	Responsible Party

C4: Supplementary Narrative

Note 2: Definition of fatality/injury immediate causes

1. **Caught in or between objects:** caught in an object; caught between a stationary object and moving object; caught between moving objects (except flying or falling objects).
2. **Struck by falling objects:** slides and cave-ins (earth, rocks, stones, snow, etc.); collapse (buildings, walls, scaffolds, ladders, etc.); struck by falling objects during handling; struck by falling objects.
3. **Stepping on, striking against, or struck by objects:** stepping on objects; striking against stationary objects (except impacts due to a previous fall); Striking against moving objects; Struck by moving objects (including flying fragments and particles) excluding falling objects.
4. **Drowning:** respiratory impairment from submersion/immersion in liquid.
5. **Chemical, biochemical, material exposure:** exposure to or contact with harmful substances or radiations.
6. **Falls, trips, slips:** falls of persons from heights (e.g., trees, buildings, scaffolds, ladders, etc.) and into depths (e.g., wells, ditches, excavations, holes, etc.) or falls of persons on the same level.
7. **Fire & explosion:** exposure to or contact with fires or explosions.
8. **Electrocution:** exposure to or contact with electric current.
9. **Homicide:** a killing of one human being by another.
10. **Medical Issue:** a bodily disorder or chronic disease.
11. **Suicide:** the act or an instance of taking, or attempting to take, one's own life voluntarily and intentionally.
12. **Others:** any other cause that resulted in a fatality or injury to workers or members of the public.

Vehicle Traffic

13. **Project Vehicle Work Travel:** traffic accidents in which project workers, using project vehicles, are involved during working hours and which occur in the course of paid work.
14. **Non-project Vehicle Work Travel:** traffic accidents in which project workers, using non-project vehicles, are involved during working hours and which occur in the course of paid work.
15. **Project Vehicle Commuting:** traffic accidents in which project workers, using project vehicles, are involved while traveling to (i) the worker's principal or secondary residence; (ii) the place where the worker usually takes his or her meals; or (iii) the place where he or she usually receives his or her remuneration.
16. **Non-project Vehicle Commuting:** traffic accidents in which project workers, using non-project vehicles, are involved while traveling to (i) the worker's principal or secondary residence; (ii) the place where the worker usually takes his or her meals; or (iii) the place where he or she usually receives his or her remuneration.
17. **Vehicle Traffic Accident (Members of Public Only):** traffic accidents in which non-project workers/members of the public are involved in an accident while traveling for any purpose.

ANNEX IX: Construction Supervision Templates & Guidelines

UNOPS Construction Supervision Templates: [EN](#)

UNOPS Construction Supervision Guidelines:

https://drive.google.com/file/d/1Uv_1_lktd2uWVotKwSZX46sszFsZqNC7/view

ANNEX X: Facilitating Partners Terms of Reference

Afghanistan's Community Resilience and Livelihoods Project (CRLP) Additional Financing Terms of Reference (ToRs): Facilitating Partners (FP)

1. Introduction to the Project:

The political transition in August 2021 has led to severe negative impacts on income, employment and local businesses. One in two Afghans is poor and about two-thirds of households cannot afford food and other basic non-food items, forcing many adults to engage in low-productivity activities to generate income. Currently an estimated 1.53 million people are acutely food-insecure while more than six million Afghans are on the brink of starvation.

Afghan women and girls were already vulnerable prior to the August 2021 political crisis and are now facing new restrictions. Women are especially vulnerable as they face diminishing access to public spaces, education, restrictions on work and employment, harassment, death threats and violence. Sub-groups of women, including female-headed households and adolescent girls, will need specialized support. Almost 100 percent of female-headed households are facing insufficient food consumption.

Since the political transition, natural disasters including earthquakes and droughts have severely impacted different parts of the country, affecting thousands of households. The recent decision of neighboring countries to expel undocumented Afghan migrants has also resulted in a rapid and high influx of returnees, especially to five provinces, creating further challenges in terms of the availability and quality of basic services, infrastructure, and economic opportunities. To ensure that the country addresses both the emergency humanitarian response and the short-to-medium term recovery needs, assistance is needed to boost livelihoods and incomes and to continue providing essential basic services. Throughout the emergency and recovery phases, building community resilience and strengthening community organizations will be critical. Experience in Fragility, Conflict and Violence (FCV) settings highlights how critical it is to support the role of communities (and the private sector) during transitions.

The Afghanistan Community Resilience and Livelihoods Project (CRLP) is an initiative of the World Bank and the Afghanistan Reconstruction Trust Fund (ARTF). The CRLP began in May 2022 with the objective to provide short-term livelihood opportunities and deliver urgent essential services in rural and urban areas. With the United Nations Office for Project Services (UNOPS) as the main Implementing Partner (IP), the Project had a total budget of US\$ 265 million, aimed to reach an estimated 1 million households (approximately 7 million people) as direct beneficiaries of the livelihoods and social grants components, and a total population of around 9 million people in the same areas as beneficiaries for the services generated.

2. Project Development Objective (PDO):

The CRL Project Development Objective will remain the same for the additional financing: To provide short-term livelihood opportunities and deliver urgent basic services in rural and urban areas of Afghanistan. The CRL Project will continue providing cash-for-work, labor-intensive work and social grants with the Additional Financing.

Four main design changes are proposed for the Additional Financing, learning from the past 18 months of field experience:

- i. geographical scale-up in rural and urban areas
- ii. increased livelihood opportunities for Afghan women through a new Women's Economic Activities sub-component under Component 3;
- iii. heightened focus on climate resilience activities by increasing community awareness of climate risk mitigation and adaptation, and incentivizing the climate resilience-focused subprojects in urban areas;
- iv. support for the recent influx of returnees from Pakistan in CRLP areas so that they may participate in project activities and receive necessary assistance in terms of job opportunities and services in their areas of return.

3. Project Components (Activities)

In the additional financing, as in the first phase of the Project, the CRL Project will have five project components:

- **Component 1: Emergency Livelihoods Support and Services in Rural Areas:** In the additional financing, as in the first phase of the Project, this component will continue to provide livelihoods support and services through rural cash-for-work activities. This component will provide assistance in the form of cash-for-work and support for the rehabilitation of small-scale basic infrastructure services. The initial phase included up to 5,968 rural communities in around 67 districts in 26 provinces, benefitting an estimated 6.8 million people. The additional services will expand the rural coverage and add three new underserved provinces (Kunduz, Zabul, and Farah). Under all lots, a total of six regions, 20 provinces, 27 districts with 2,675 communities will receive assistance. Under all lots, the additional services will benefit an additional 372,000 HHs will receive jobs by creating over 13 million labor days, and 3.2 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 infrastructure).
- **Component 2: Emergency Livelihoods Support and Services in Urban Areas:** In the additional financing, as in the first phase of the Project, this component will continue to provide livelihood opportunities for unskilled and semi-skilled laborers and respond to urgent service delivery needs in urban areas through small-scale Labor-Intensive Works (LIWs). In the first phase, this Component covers around 515 project sites in 8 cities, benefitting an estimated 2.5 million people. A total of seven cities will be targeted through the AF. CRLP will continue to operate in Kabul, Kandahar, Herat, Jalalabad and Mazar-e-sharif by expanding to neighborhoods in these cities that have not been previously covered under CRLP. In addition, two new provincial capital cities will be included: Gardiz in Paktia province and Ghazni in Ghazni province. Under all lots, the additional services will directly benefit approximately 62,000 HHs by creating 2.8 million labor days. Approximately 1.9 million urban residents will benefit from improved services under LIW.
- **Component 3(a and b): Social Grants:** In the additional financing, as in the first phase of the Project, the Social Grants component continues to support the most vulnerable HHs in Rural and Urban Areas. Vulnerable households (such as female-headed households, households headed by disabled persons or drug-addicted persons) who are unable to participate in the paid labor under Components 1 or 2 will be included under this Component. The first phase covered around 132,000 (or around 10%) of the households in the rural communities and urban project sites covered under Components 1 and 2 respectively. Under all lots, the additional social grants will directly benefit around an additional 63,000 households.

- **Component 3(c): Women's Economic Activities (WEA).** The additional financing will introduce a new activity under the Social Grants, focused on Women's Economic Activities (WEA) in Rural Areas. The aim of this sub component is *to improve household nutrition/food security and support women's income-generation*. This new sub-component will be piloted in select districts, targeting de-facto female-headed households (FHHs) with training and asset transfers to receive training and undertake home production activities.
- **Component 4: Strengthening Community Institutions for Inclusive Service Delivery** especially for Women. In the additional financing, as in the first phase of the Project, this component builds the capacity of CRGs and local communities for long-term sustainability and social resilience. It will continue to support FPs' costs for activities related to community planning, implementation, monitoring and training on a variety of topics such as community mobilization, development planning, women's solidarity, and health awareness (through the WB/ARTF-supported health project). Importantly, communities will continue to be trained on disaster risk management and climate adaptation.

4. A Principled Approach / Entry Criteria for Access (ECAs)

In the additional financing, as in the first phase of the Project, the CRL Project will continue to have two Entry Criteria for Access (ECAs) to ensure that the principles of community and women's participation are maintained. As detailed in the Project Operations Manual, communities whose CRGs do not meet the ECAs within the agreed timeframe will be dropped from the project coverage.

- **ECA 1: Established CRGs in the Project areas are not prohibited to operate:** At the start of activities in communities, a minimum of 70 percent of CRG member positions need to be filled. During implementation, CRGs will: help coordinate assistance in their community including distribution of assistance; assist with beneficiary targeting including identifying the most vulnerable households in their community for assistance; and help to identify CRL cash-for-work schemes in rural areas or labor-intensive work schemes in urban areas.
- **ECA 2: Women's involvement continues in established CRGs:** At the start of activities in communities, a minimum of 40 percent of CRG members are women. During implementation, women will review and provide inputs on the Vulnerable Group beneficiary list for the Social Grants.

5. Coverage

The first phase of the CRL Project covered around 5,968 communities in 67 rural districts in 26 provinces, and around 500 project sites in 8 cities in 8 provinces of Afghanistan. The additional Financing will allow the CRLP to cover an additional around 2,675 communities in 27 rural districts in 20 provinces, and around 350 project sites in 7 cities in 7 provinces.

6. Activities

In the additional financing, as in the first phase of the Project, the CRL Project works with Facilitating Partners (FP) to deliver the Project.

The FPs support the implementation of Components 1, 3, and 4 of the Project, while private contracting firms support the implementation of Component 2. The FP will also be required to support CRGs to meet the ECAs, and to monitor and report on them throughout the project duration.

All work of the FPs is guided by the Project's Operations Manual (POM), that may be updated periodically during the Project period, as well as by guidelines outlined in the Project's Field Training Manuals and in the training that will be provided by UNOPS to the FPs at the start of their contract periods.

Key tasks of the FP by each CRLP component:

Component	Rural	Urban
Component 1: Emergency Livelihoods Support and Services in Rural Areas	(a) mobilization of CRG (b) identification and technical design of cash-for-work grant (CFW) subprojects (c) identification of eligible households to participate in CFW subprojects (d) implementation of CFW subprojects	Not applicable
Component 2: Emergency Livelihoods Support and Services in Urban Areas	Not applicable	(a) constitution/ mobilization of CRGs (only in areas where CDCs had been established in the past)
Component 3: <ul style="list-style-type: none"> • a & b) Social Grants for Women and the Most Vulnerable in Rural and Urban Areas • c) Women's Economic Activities (WEA) in Rural Areas 	(a) identification of eligible households for social grants (b) determination of food packages to be procured (c) procurement of food packages (d) distribution of the food packages (e) training and support of FHHs for economic activities (f) identification of eligible households for Women's Economic Activities (WEA). (g) targeting identified female-headed households (FHHs) with training and asset transfers to undertake small-scale economic activities from home.	(a) identification of eligible households for social grants (b) distribution of social grants (in the agreed cash modality)

Component 4: Strengthening Community Institutions for Inclusive Service Delivery, Especially for Women	(a) support for CRGs s' continued compliance to ECAs (b) establishment and training of CRGs s and its subcommittees (c) continuation/establishment of food banks	(a) support for CRGs continued compliance to ECAs (b) establishment and training of Communities and its subcommittees
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Key tasks of the FP by each CRLP activity:

The FP will be required to follow both the Project's Operations Manual (POM) and Training Manuals closely, including the below summary for key activities.

6.1. Mobilization

6.1a) MoUs with Relevant ITA/DFA:

- The FP will work closely with UNOPS to ensure the timely clearance and receipt of the Memorandums of Understanding (MoUs) from the Ministry of Rural Rehabilitation and Development (MRRD), provincial and/or district governors, municipal mayors etc of the Interim Taliban Administration (ITA) (or De Facto Authorities DFA), as may be required to implement this contract in a given area.
- The FP will ensure that no part of such MoUs will contradict any part of their contracts for this Project with UNOPS, any part of the Project's Operations Manual (POM), or any part of the grant agreements for the CRLP.

6.1b) Community Re-Mobilization in Rural Areas:

- The FP will identify all rural communities to be covered under Components 1, 3 and 4 of this Project. It will divide up its social organizers (SOs) for rural areas into pairs, with each pair assigned to a defined set of 10 communities. It will also divide up its engineers with each engineer assigned for a defined set of 10 communities, preferably the same as assigned to a given pair of SOs. If certain communities are difficult to reach because of remoteness or other, the FPs may propose an alternative ratio for hard-to-reach areas, however keeping within budget limitations. The available timeline for the project is 16 months and therefore the staffing is proposed and should be planned accordingly. The FP is expected to review and adjust their resources according to their delivery mode and available timeline.
- The FP will contact the focal points of each rural community to be covered and inform them of the new project, and then meet with them and provide introductory information of the CRLP to the wider community through them.
- The FP will reach the community through NSP/CCAP CDC and will work with community representatives for the smooth implementation of CRLP. The FP will work with the CRG to prepare a detailed list of beneficiary households for Components 1 and 3 (rural areas), as per the guidelines listed in the POM.
- The FP will ensure that the relevant forms for the community profile, the community resource mapping, the CRG registration and the beneficiary lists are submitted to UNOPS and the FP will ensure that their data is uploaded into the Project MIS as per the timelines that will be advised by UNOPS.

6.1c) Preparing CRG or Mosque Committee in Urban Areas:

- The FP will divide up its Social Organizers for the urban areas into pairs, each pair assigned to a set of 10 urban communities.
- In urban coverage areas with Communities s, FP Social Organizers (SOs), along with UNOPS SOs, will examine whether the Communities are ready to introduce the based for the CRLP implementation and meet the Project ECAs regarding CRG and women CRG membership. Where the community does not meet the ECA preliminary conditions within the stated timelines, with adequate support from the FP and UNOPS SOs, such communities will be dropped from the project coverage.
- In urban coverage areas without CDCs, FPs will advise the existing mosque committees (of the largest Jumma mosque in a given urban community or with multiple mosque committees in the same) of the objectives of Component 3 and of the criteria for its beneficiary selection.

6.2 Component 1: Subproject Proposals for Rural Livelihoods Subprojects.

- The FP will work with the CRG in identifying cash-for-work sub projects within or close to their communities, within the total grant amount assigned to the given community under component 1, as per the formula stated in the POM. These proposed subprojects should fit into the grant ceiling, allow for 80% of the grant on average to be used exclusively for paid labor, and fall within the permissible menu of subprojects. (The POM provides additional details).
- The FP will elaborate the selected subprojects into proposals in the agreed templates and forms, defining engineering, budget, ESS and other elements. The FP will then submit the grant disbursement request to UNOPS for approval.
- The FP will support the CRG in informing the community of the selected subprojects, specifically the paid labor subcomponent, and the grievance redressal mechanism (GRM) uptake channels.
- Once the disbursement request is approved by UNOPS, the FP will support the CRG in implementing the approved subproject, especially ensuring sound engineering/ technical design standards and quality, procuring goods needed for the subprojects, and maintaining labor logs and expenditure records per approved subproject per community. The FP will be responsible for monitoring the subproject implementation throughout, ensuring solid workmanship, and high technical quality of the works.
- The FP will ensure data entry as per the MIS requirements in a timely manner for all key documents relevant to this component, and provision of all hard copy financial and procurement documentation (as required to UNOPS and as stated in the POM) periodically for each community as per the work progress for the same.

Please see the fiduciary management section below for the payment related FP responsibilities under this Component).

6.3a) Component 3 (a&b): Grant Requests for Urban and Rural Social Grants.

- The FP will work with the CRGs meeting the ECAs where present in both urban and rural areas, and with mosque committees in urban communities without CDCs, in informing the community of the Component 3 Social Grant norms and beneficiary selection criteria used. FPs will then support the mosque committees/CRGs in preparing the list of eligible beneficiary households for their given communities. FPs will also support them in completing the required paperwork for requesting for the social grants for their urban communities, and submitting them to UNOPS.
- The FP will also support the CRG/mosque committee in publishing the list of selected beneficiary households and informing them of the social grants.

- The FP will prepare the disbursement request (outlining the food package per beneficiary household for rural areas, and the total grant per community in urban areas) and the list of beneficiary households (for both rural and urban areas). The FP will then submit the social grant disbursement request to UNOPS for approval. (It should be noted that the rural areas' social grants will be exclusively food packages, while in urban areas, it will be exclusively in cash. Exceptions to this rule are mentioned in the POM).
- Once the social grants are disbursed by UNOPS to the FP's account, the FP will support the CRGs where present in both rural and urban areas, and the mosque committees in urban areas without CDCs, in informing the beneficiary households of the same.
- The FP will ensure data entry as per the MIS requirements in a timely manner for all key documents relevant to this component, and provision of all hard copy financial and procurement documentation (as required to UNOPS) periodically for each community as per the work progress for the same.

(Please see the fiduciary management section below for the payment related FP responsibilities under this Component).

6.3b) Component 3c: Women's Economic Activities (WEA)

- The FP will work with the extreme poor identified Female Headed Households (FHHs) (Component 3 beneficiaries), in targeted districts in the Project coverage area.
- The aim of this sub component is *to improve household nutrition/food security and support women's income-generation*.
- FPs will provide **technical training** geared toward small-scale economic activities that are feasible to be run from the home. Food-based income-generating activities that can yield nutritional benefits to FHHs should be prioritized (e.g. jam and pickling, backyard poultry, etc.).
 - Fields of training will be selected by the FP based upon a Guideline to be provided by UNOPs that will contain a menu of permissible activities that is *indicative but not exhaustive*, and criteria for selection of permissible training fields (e.g. backyard poultry requires that vaccination is available through other active programming, etc.).
 - The Guideline will also include a negative list of activities that are impermissible on account of requiring land, capital or accompanying marketing interventions (e.g. orchards, handicrafts, carpet weaving, etc.).
 - In accordance with the Guideline, fields of training should be selected considering the FP's local knowledge of the market and in the context of other on-going programming, particularly for extremely poor women. Market assessment should be light touch or take advantage of assessments already done for that area.
- The FP will work with those eligible women who complete the technical training and provide them with an **asset transfer** that can support the initiation or continuation of the activity in which they were trained. Parameters of the asset transfer package will be outlined in the Guideline.
- The FP will monitor and mentor these women in these activities for a minimum period of three months from provision of the assets.

6.4 Fiduciary Management for Components 1 and 3.

- On average, a rural community will receive a grant of around US\$ 25,000 under Component 1. Also, on average, a rural community will receive an average grant of US\$ 2,100 + 1,500 USD for women economic activities and an urban community will receive a grant of US\$ 9,800 under Component 3. It should be noted that actual amounts will need to be determined based on the formulas and policies stated in the POM, and

the actual number of eligible HHs for each of these components in each community. The estimated amount of subgrants for Components 1 and 3 that will be handled by the FP.

- 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 the beneficiaries. (It should be noted that this pooled account for pass through funds and drawdown requests will be managed and coordinated by UNOPS). The FPs will physically receive cash from AIB and distribute it to beneficiaries on-site on the same day.
- FP is to follow the financial procedure outlined in the Annex 7 -Financial Management of pass through Funds of the contract.
- Component 1: All payments to be made to the eligible households providing labor under this Component will be handled directly by the FP, in close association with the CRG, and based on verified labor logs, as outlined in the POM.
- Component 1: The FPs will support the CRGs in handling all procurements related to the rural livelihood subprojects, and will make direct payments to the suppliers/ service providers for the procurement in accordance with the POM section 12.7 Community Procurement.
- Component 3 in rural areas: The FPs will support the CRG s in handling all procurements related to the rural social grant food packages, and will make direct payments to the suppliers/ service providers for the same.
- Component 3 in rural areas: The FPs will support the CRGs in ensuring distribution of the food packages to the eligible households and ensuring collection of supporting distribution verification documentation for the same.
- Component 3 in urban areas: The FPs will ensure cash-distribution to the approved list of beneficiaries submitted by the CRGs C (where present) or mosque committees (where CRGs are not present) in urban areas. The actual mode of the cash distribution will be as outlined in the POM.
- The FP will ensure all fiduciary management requirements for these grants under Components 1 and 3 are handled in line with UNOPS requirements, including but not limited to timely settlement of advances with UNOPS, requests for replenishments, supporting documentation in hard and soft copies including uploading those for CRGs' expenditures into MIS, availability of documentation required for audits/ Third Party Monitors, and regular updates into the MIS.
- FPs are to request for advances of the subgrants into the escrow accounts in line with actual work progress in the field, and estimated for Components 1 and 3 by community. UNOPS will transfer the funds into the escrow accounts based on FPs expenditure forecast approved by UNOPS. Up to 10% more than the estimated subgrants needed may be requested by the FP up to 3 months prior to the contract closure.
- Once funds are drawn down from the escrow account and physically handed over to the FP at the distribution site, the actual field expenditure reported in the MIS with supporting documentation by the FP needs to amount to a minimum of 80% of the funds drawn down, within a week of the draw-down of the funds.
- The FP will ensure the full financial reconciliation of the subgrants (C1 and C3) for each community within a maximum of 2 weeks from the completion of the respective component in the given community. The reconciliation will include all uploads and data entry into the Project MIS as well.
- The FP will maintain original hard copy files of all the supporting financial documents uploaded, and make them available to UNOPS' and/or TPMA auditors/ monitors as requested for review.
- The FP will train communities to conduct periodic and regular social audits on the Component 1 and 3 subgrant implementation.

6.5 Component 4.

- In both rural and urban areas (where CRG s exist), the FP SOs will conduct male and female wing CRG meetings to work with the members on local development governance.
- In rural areas, the FP will work with the CRGs in the establishment of two types of sub-committees with a male and a female wing for each: a) Community/Family Welfare Sub-Committee (a platform where both men and women can meet, learn, discuss health and nutrition) and b) Vulnerable Groups Development Sub-Committee that will work to assist the poorest households. In urban areas, where CRGs already exist, the FP will establish a Community/Family Welfare sub-committee (a platform where men and women can meet, learn, and discuss health and nutrition). In rural and urban areas, the women's wings of the sub-committees will ensure maximum women's inclusion and participation given the local context.
- In rural areas, the FP will train the Vulnerable Groups Development sub-committees in the establishment and running of food banks (where non-existent) or the strengthening of food banks (where present). The vulnerable group development sub-committees will also be trained to identify and keep track of vulnerable households in the community for future interventions in rural areas.
- The FP will help link the CRG and the relevant sub-committees with local, district and provincial health and education actors wherever available.
- The FP will ensure the provision of the list of trainings for the CRGs and their sub-committees as outlined in the POM. In addition to CRG and sub-committee formation, the FPs will help train CRGs and community members on: inclusive aid and grain banks; disaster risk management and climate resilience; and women's well-being.

6.6 Environmental and Social Standards/ Health and Safety Requirements.

- The FP will ensure that all key staff receive updated training by UNOPS in the Project's environmental and social standards, grievance redress mechanism and health and safety requirements.
- The FP will ensure that the E&S and GRM training is disseminated in a timely manner to all field staff, all laborers, CRG members, involved with the Project, its subgrants and/or its field implementation in any way.
- The FP will follow the POM guidance on ESS including the Environmental and Social Management Framework, and conduct screening on E&S risks, and properly complete the E&S documentation for each subproject as required.
- The FP will ensure that personal protective equipment (PPE) and first aid kits are made available and used appropriately by the staff and community laborers at all infrastructure subproject sites during subproject implementation, and ensure the safety of the subproject worksite and the community laborers.
- The FP will familiarize itself with the Project's incident reporting template and ensure immediate reporting of all security/ health and safety related incidents to UNOPS in the required template with full and accurate information,
- The FP will establish the Grievance redress committees, train them and make sure the grievances are addressed on time.

6.7 Overall Contract Administration and Reporting.

6.7.1 General

- The FP will ensure that all aspects of this consultancy will be performed to satisfactory standards against the Project's Operations Manual, Training Manuals/Guidance Materials, Legal Agreements and relevant operating instructions and trainings
- The FP will work closely with UNOPS to prepare work plans and target/ milestone based sub-grant disbursement and utilization plans for the whole contract period, and once approved, report on the actual work progress versus approved plans.
- The FP will ensure timely mobilization of this contract. This will include hire of the key staff as per approved proposals, and mandatory non-key staff as stated in this ToR, and in the timely set-up of the provincial offices and designation of the main FP project office for this consultancy.
- The FP will ensure submission of CVs of appropriate candidates for any replacements required among key staff and will obtain UNOPS's approval for the same prior to any such changes introduced into the key staffing in accordance to the contract terms and conditions under article 4
- Where staff, especially female social organizers, are not allowed free and full access to the communities/ project sites assigned to them under this contract, the FP will inform UNOPS of the same immediately and provide updates for any changes in this status once every two weeks.
- The FP will internally monitor the work quality of its field staff, and provide refresher training as may be needed from time-to-time.
- The FP will submit trimester reports to UNOPS, in the required templates, for every four-months of the contract period, within 21 days of the end of each reporting quarter.
- The FP will participate in a Project (or World Bank portfolio-wide) FP forum, and be an active part of a FP-representative group (FPRG). The FPRG will be responsible to represent all FP concerns to UNOPS and the World Bank, where required.
- The FP key staff will attend and support meetings/ committees/ evaluations called for by UNOPS and/or the World Bank as required.
- The FP will support UNOPS in investigations and resolutions of all field-level project grievances.
- The FP will support UNOPS in collecting and documenting best practices and success stories from the field, once every six-months.
- The FP will respond in a timely manner to any ad-hoc reporting requests as may be reasonably sought by UNOPS and the World Bank.

6.7.2 - Summary reporting

FPs shall provide the following reports:

Report	Content	Frequency	Submission Date	Report Receiver
Inception Report	Office establishment, rollout, staffing, plan for purchase of assets	1 time	Within 30 days of signing contract	TL and PM
Monthly Progress Report	Plan and Progress of the month, including but not limited to monitoring findings and corrective actions, challenges and recommendations, travel plans, purchases made, staffing, contract budget implementation for C4, C1 and C3 according to the template provided by UNOPS	Monthly	Within five days from the last day of the month	TL and PM
Every 4 months	Highlights/Key achievement of the period - Key Challenges/ Recommendation - Cumulative figures for the period and overall on output indicators - Plan and Progress component-wise - Budget and Expenditure for C4, C1 and C3 according to the template provided by UNOPS - Travel plan and actual travels undertaken - Monitoring Findings and Corrective Actions - Grievance Redress - Gender Issue - Social, Environment, Health and Safety - Staffing - Procurement for CRGs	Tri-annual (each four months)	Within 21 days from the end of the fourth month	TL and PM

	<ul style="list-style-type: none"> - Update asset logs according to the template provided by UNOPS - Training - Coordination and Meetings - Challenges - Lessons Learned - Success Story - Activities Photo 			
Project Completion Report	Content to be discussed, but must include final financial report, template will be provided by UNOPS	1 Time	The report would be sent with the final payment.	TL and PM
Social, Environment, Health and Safety Incident report	Format will be sent by UNOPS	When the incident occurs	With 24 hours of the incident	TL and PM
Ad-hoc reports	According to need.	Based on situation	According to given deadline	TL

7. Inputs

FPs will be provided with:

- CRLP's Project's Operations Manual (POM)
- CRLP's Training Manuals

8. Timing and Work Plan

The FP is to

- Complete the work within 16 calendar months upon the signature of the contract
- Review and confirm that they will deliver the services according to the attached as Annex 4 - Work plan and resources allocation. FP to review, sign the document to indicate the agreements.

A copy of the work plan is attached as Annex 4 - Work plan and resources allocation

9. Budget and Payment Schedule

The FP will be paid according to the attached Annex 5 - Cost breakdown and Payment schedule

- The cost breakdown and Payment schedule is attached as Annex 5 - Cost breakdown and Payment schedule.
- Please note that for the exchange rate applicable to Component 4, the United Nations Operational Rates of Exchange (UNORE) should be utilized. For navigation the rates, access this link:
<https://treasury.un.org/operationalrates/OperationalRates.php>

10. Qualifications and Technical Qualifications of the FP

11.1 Project Team / Key Staff / supporting staff

Project Team / Key Staff		
<ul style="list-style-type: none"> • Bidder to provide the detailed CV and certificate to demonstrate the key staff meet the minimum requirements 		
S.N	Position	Qualifications and Experience
1	FP Package Manager <ul style="list-style-type: none"> • 1 person • Duration: 16 months 	Qualification/Experience:
		Bachelor degree in administration or related fields with at least 5 years experience in Community Driven Development (CDD) projects and works
2	FP Financial Lead Officer <ul style="list-style-type: none"> • 1 person • Duration: 16 months 	Qualification/Experience:
		Bachelor degree in finance or related fields with at least 5 years experience in Community Driven Development (CDD) projects, and community base disbursement and distribution process.
3	FP Provincial Manager <ul style="list-style-type: none"> • 1 person per province • Duration:16 months each 	Qualification/Experience:
		Bachelor degree in administration or related fields with at least 5 years experience in Community Driven Development (CDD) projects, and familiar with community base implementation, coordination with CRGs and other stakeholders.
4	FP Lead Engineer / Engineering Monitor <ul style="list-style-type: none"> • 1 person • Duration: 16 months 	Qualification/Experience:
		Bachelor degree in Civil Engineering or related fields with at least 5 year experience cash for work projects through CRGs
5	Lead Social Organizer/ WEA Trainer	Qualification/Experience:

	<ul style="list-style-type: none"> • 2 person (1 male and 1 female) • Duration: 16 months each 	Bachelor Degree in Social Science or or related fields with at least 5 years experience in Community Driven Development (CDD) projects, familiar with community base implementation of PLA tools in the community, and with CDCs.
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Supporting staff		
<ul style="list-style-type: none"> • Bidder to provide the detailed CV and certificate to demonstrate the key staff meet the minimum requirements 		
S.N	Position	Qualifications and Experience
1	Environmental Safeguards Officer <ul style="list-style-type: none"> • 1 person • Duration 16 months 	Qualification/Experience:
		BSc in social environmental science or related fields.at least 2 years of relevant experience in Community Driven Development (CDD) projects.Familiar with community-based environmental safeguarding.
2	Social Safeguards Officer <ul style="list-style-type: none"> • 1 person • Duration 16 months 	Qualification/Experience:
		BSc in social, environmental science, civil engineering or related fields with at least 2 years of relevant experience in Community Driven Development (CDD) projects.Familiar with community-based social safeguarding.

Additional Staff list 2		
<ul style="list-style-type: none"> • Bidder to confirm that the under listed staff with the minimum qualification will be provided during the implementation. 		
S.N	Position	Qualifications and Experience
1	Data Entry Officers Rural <ul style="list-style-type: none"> • 1 person per 50 communities for rural and 1 persone for each 50 project site for urban areas • Duration: 16 months each 	Qualification/Experience:
		High school graduate or related certificate in computer science with at least 2 years of relevant experience in data entry/database and data management.
2	Monitoring Officers <ul style="list-style-type: none"> • 2 persons (1M+1F) • Duration 14 months each 	Qualification/Experience:
		High school graduate with 2 or more than two years experience in Community Driven Development (CDD) projects good community

		based monitoring knowledge, familiar with PLA tools implementation with community and community participatory monitoring mechanism.
3	Social Organizers Rural and Urban <ul style="list-style-type: none"> 1 pair (one male and one female) peer 10 communities for rural and 1 pair (one male and one female) per 10 project sites for urban area Duration: 16 months each 	Qualification/Experience:
		12 class graduated with at least 2 years experience with CDD projects, familiar with PLA tools implementation with community with CDCs.
4	Engineers 1 person for every 10 rural communities <ul style="list-style-type: none"> Duration 16 months each 	Qualification/Experience:
		Bachelor in Civil Engineering or a related field, with at least 5 years experience for a cash-for-work project implemented by Communities (CDC), good knowledge on community base project survey, design and project implementation,
5	Admin/ Finance Officers <ul style="list-style-type: none"> 3 persons per Province for rural area only Duration: 14 months each 	Qualification/Experience
		Bachelor in Finance or Economics/Business Administration and or related field with at least 2 years of relevant experience in Community Driven Development (CDD) projects. familiar with community base procurement.
6	Support Staff <ul style="list-style-type: none"> 3 persons per office 	Qualification/Experience
		Bidder to submit a list of supporting staff and their role together with the confirmation of possession of necessary license to do their work, if need be

11. Insurance

- Bidders confirm to provide insurance according to the insurance requirement in the GCC under article 6 -INSURANCE AND LIABILITY.
- If a bidder does not have access to professional insurance, the bidder will submit a declaration that they are 'self-insured' and shall abide by the minimum requirements, as stated in Clause 6 of the General Conditions of the Contract

12. Additional due diligence

UNOPS will conduct additional due diligence during any stage of the process.

ANNEX XI: Monitoring Forms

M&E Form 1: Spot-Check Monitoring Form (UNOPS)



Community Resilience and Livelihoods Project (CRLP) Spot Check Questionnaire

Note:

1. Each target CRG should be communicated to, at least 48 hours in advance by the FP and the FP should be communicated to 72 hours in advance by UNOPS.
2. For each CRG, one separate form should be used.
3. The monitoring team should be supported by the FP's Social Organizer to each community.

Part A: Monitoring Plan (to be filled in advance)

Province:		District:		Monitoring Plan Date:	
Community Code:		Community Name:			
FP Name:		CRG Focal Person Name:			
FP SO Name:			Monitoring Person Name:		

Part B: Spot Check Questions

Part B1: ECA Verification

The ECA verification should be conducted through a focus group discussion. At least 70% of CRG members should be present during the verification. The Community residents also can participate (10 to

20 people) in the focus group discussion. The verification should take place using “CRLP Form 1: CRG Registration”. The verification should be conducted for men and women separately.

Code	Question	Answer
ECA General Verification (this part should be filled in advance, possibly in office)		
1	# of CRG members introduced in Form 1:	(a) male CRG representatives: _____ (b) female CRG representatives: _____ (c) total CRG members _____
ECA 1 (Established CRG in the Project areas are not prohibited to operate) male wing Verification (this part should be filled during male focus group discussion in the field)		
2	# of people participated the focus group discussion (only 18+ years old):	(a) Total # of participants: _____ (b) # of male representatives: _____ (c) # of male residents: _____
3	# of CRG members did not participate:	# of representatives not participated: _____ State the reason for not participation: # not informed: _____ # Sick: _____, # personal business: _____, # not interested of membership/resigned: _____, # death: _____, # don't know: _____
4	# of absent CRG members' active membership confirmed by the most of the FGD participants:	# of members: _____
5	Total # of active members participation confirmed in the CRG structure (absent + present members):	# of members active participation in the CRG confirmed: _____ out of _____
6	How many male CRG members participated in final subproject selection?	# of male members: _____
ECA 1 (Established CRG in the Project areas are not prohibited to operate) female wing and ECA 2 (40% female involvement) Verification (this part should be filled during female focus group discussion in the field)		
7	# of people participated the focus group discussion (only 18+ years old):	(a) Total # of participants: _____ (b) # of female members: _____ (c) # of female residents: _____
8	# of CRG members did not participate:	# of members not participated: _____

Code	Question	Answer
		State the reason for not participation: # not informed: _____, # Sick: _____, # personal business: _____, # not interested of membership/resigned: _____, # death: _____, # don't know: _____
9	# of absent CRG members' active membership confirmed by the most of the FGD participants:	# of members: _____
10	Total # of active members participation confirmed in the CRG structure (absent + present members):	# of members active participation in the CRG confirmed: _____ out of _____
Conclusion (this part should be filled based on General, ECA 1 Male and ECA 2 (40% female participation) verification)		
11	Is ECA 1 met in this community: Note: The CRG fulfills ECA 1 criteria if the total number of active male and female members (Q#5 + Q#10) is between 10 and 20, comprising 70% of the total representatives reported in CRLP Form 1.	Yes <input type="checkbox"/> No <input type="checkbox"/>
12	If ECA 1 does not meet, what are the reasons?	_____ _____
13	Is ECA 2 met in this community: Note: The CRG fulfills ECA 2 criteria if active female representatives (Q#10) constitute 40% of the total members reported in CRLP Form 1.	Yes <input type="checkbox"/> No <input type="checkbox"/>
14	If ECA 2 does not meet, what are the reasons?	_____ _____

Part B2: Labor Wage Payment Verification

The Labor Wage Payment verification should be conducted through in-person (key informant interview). At least 10% of laborers who actually received wages should be selected randomly for verification. The laborer can be visited at home, on site or during focus group discussion. The verification should take place using " CRLP Form 6a: Urban LIWs Paid Labor Register, Form 6b Rural: Community Paid Labor Participation/ Attendance Sheet . The verification should be conducted for men and women separately.

1	Was there any influence on the selection of the laborers?			No Influence <input type="checkbox"/> Community Leaders <input type="checkbox"/> FP Staff <input type="checkbox"/> UNOPS Staff <input type="checkbox"/> Emarat Authorities <input type="checkbox"/> Other <input type="checkbox"/> _____			
2	If the labor selection process is influenced, why?			CRG was not familiar with the process <input type="checkbox"/> They wanted to introduce their own people <input type="checkbox"/> FP staff was not able to facilitate the process <input type="checkbox"/> Other <input type="checkbox"/> _____			
3	(a) Total # of laborers qualified as labor for LIW/CWF (Based Form 02):				# _____		
4	(b) Total # of laborers actually got work in this community:				# _____		
5	(c) # of laborers randomly selected for verification (@ 10% or max 10 labors):				# _____		
6	Name of Primary/secondary laborer	Gender	# of days worked	# of days paid	Amount per day received	(d) Exact Wage Verified	Exact Wage not Verified
1							
2							
3							
4							
5							
6							
7							
8							
9							

10							
11							
12							
Conclusion (this part should be filled based on sample verification)							
7	(e) Total # of labor wage payment verified (Count D):				# _____		
8	(f) % verified (E divided by C)				% _____		

Part B3a: Social Grant Distribution Verification

The Social Grant Distribution verification should be conducted through in person (key informant interview). At least 10% of households who actually received social grants should be selected randomly for verification. (Note: If in a community 10% of SG beneficiaries are less than 5 people so the sample size would be 5 people). The social grant beneficiary can be visited at home, on site or during focus group discussion. The verification should take place using "CRLP Form 10A: SG Food/ Cash Distribution for Social Grants". The verification should be conducted for men and women separately.

1	Was there any influence on selection of the SG beneficiaries?	No Influence <input type="checkbox"/> Community Leaders <input type="checkbox"/> FP Staff <input type="checkbox"/> UNOPS Staff <input type="checkbox"/> Emarat Authorities <input type="checkbox"/> Other <input type="checkbox"/> _____
2	If the social grant beneficiary selection process is influenced, why?	CRG was not familiar with the process <input type="checkbox"/> They wanted to introduce their own people <input type="checkbox"/> FP staff was not able to facilitate the process <input type="checkbox"/> Other <input type="checkbox"/> _____
3	(a) Total # of HH qualified as SG beneficiaries:	# _____
4	(b) Total # of HH actually received SG:	# _____
5	(c) # of HH randomly selected for verification (@ 10% or 5):	# _____

6 #	Household Name	Package Received (Cash or Food)	Is HH satisfied with Quantity?	Is HH satisfied with Quality	(d) Exact SG Receipt Verified	Exact SG not Verified
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
Conclusion (this part should be filled based on sample verification)						
7	(e) Total # of HH verified receipt of SG (Count D):			# _____		
8	(f) % verified (E divided by C)			% _____		

Part B4: 3B WEE (Women Economic Empowerment)

The verification should take place only by women monitors when the WHH (Women Headed Households) have received the WEE technical training and production assets package. In case the UNOPS women monitors are not available the FP female social organizers can assist the male monitors to carry out the verification process otherwise this part should not be monitored by male monitors.

The production assets package verification should be conducted through in person (key informant interview). At least 30% of households who actually received the technical training and production assets package should be selected randomly for verification. (Note: If in a community 30% of WEE beneficiaries are less than 2 people so the sample size would be 3 people). The WEE beneficiary can be visited at home, during focus group discussion by female monitors only. The verification should take place using "CRLP Form 10B: 3B Production Assets Package Distribution Verification.

1	Was there any influence on selection of the WEE beneficiaries?		No Influence <input type="checkbox"/> Community Leaders <input type="checkbox"/> FP Staff <input type="checkbox"/> UNOPS Staff <input type="checkbox"/> Emarat Authorities <input type="checkbox"/> Other <input type="checkbox"/> _____				
2	If the WEE beneficiary selection process is influenced, why?		CRG was not familiar with the process <input type="checkbox"/> They wanted to introduce their own people <input type="checkbox"/> FP staff was not able to facilitate the process <input type="checkbox"/> Other <input type="checkbox"/> _____				
3	(a) Total # of HH qualified as WEE beneficiaries:				# _____		
4	(b) Total # of HH actually received Production assets package:				# _____		
5	(c) # of HH randomly selected for verification (2 or more):				# _____		
6 #	Household Name	Whether the FHH received 3A SG Package (Y/N)	Whether the FHH household participated in the 3b related technical trainings (Y/N)	Whether the Production Assets package received matched with plan Form 9b table (Y/ N).	Is HH satisfied with Quantity?	Is HH satisfied with Quality	The package value is equal to amount Af ()
1							
2							
3							
Conclusion (this part should be filled based on sample verification)							
7	(e) Total # of HH verified receipt of WEE (Count D):				# _____		
8	(f) % verified (E divided by C)				% _____		

Part B5: Financial Verification

The financial verification should be conducted alongside ECA verification through a focus group discussion. At least 60% of CRG members and at least 10 to 20 community residents should be present during the verification. Form 10, Form 11 and Form 6 should be used during the verification, making sure to have copies of the forms in the CRG file.

Code	Question	Answer
1	Were the cash and food packages distributed as planned (cash delivered and food packages procured)?	Yes <input type="checkbox"/> No <input type="checkbox"/>
2	Was the payment made to the correct recipient or beneficiary?	Yes <input type="checkbox"/> No <input type="checkbox"/>
3	Are the laborers being paid on time? Biweekly	Yes <input type="checkbox"/> No <input type="checkbox"/>
4	What is the cost ratio of the subproject	80/20% <input type="checkbox"/> 60/40% <input type="checkbox"/> other ___/___%

Part B6: Quality Control

The Works Quality Control shall be checked within consideration. The quality control should be conducted based on direct observation and documents review.

No	Questions	Status Yes	If no, What is the reason
1	Is the drawing prepared and exists in the subproject file?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
2	Are the works done based on the bills of quantities in the site?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
3	Is concrete prepared based on BoQ ratio at the site?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
4	Is mortar prepared based on BoQ ratio at the site?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
5	Does the stone masonry work have proper texture at the site?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
6	Is the completed work completed with proper workmanship at the site?	Yes <input type="checkbox"/> No <input type="checkbox"/> <input type="checkbox"/>	

		N/A <input type="checkbox"/>	
7	Does the material such as sub base or base course have good gradation and quality?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
8	Is the selected project useful for the community which is implemented in the site?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
9	Is the subproject completed/implemented according to the drawing?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
10	Is the material used in the subproject according to BoQ?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
11	Do the tools and equipment used in the subproject have working conditions?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	

Part B7: Strengthening Community Institutions

The training interview should be conducted through focus group discussion with CRG and sub-group members who have received at least five training topics. At least 2 trainees from each training should be present during each discussion. The interview should be conducted for men and women separately. Each target CRG and Sub-group members should be communicated at least 48 hours in advance by FP and the FP should be communicated 72 hours in advance by UNOPS.

No	Questions	Is the training useful to your daily life?	If yes, please tell us how it is useful / relevant to you.	If no, please tell us why not and what other training do you suggest would be more useful or relevant?
Focus Group Discussion with MALE trainees				
How many people are participating in the FGD?			Number of trainees: _____	
1	a. How to Deliver/ Provide Inclusive Aid b. Review/ Creation of Communities' Development Vision	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>		
2	a.Sub-Group Planning including Grain Banks	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>		

No	Questions	Is the training useful to your daily life?	If yes, please tell us how it is useful / relevant to you.	If no, please tell us why not and what other training do you suggest would be more useful or relevant?
	b. Homestead/ Kitchen Gardening			
3	A. Disaster and Hazard Mapping B. Disaster Risk Preparedness and Mitigation	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>		
Focus Group Discussion with FEMALE trainees				
How many people are participating in the FGD?		Number of trainees: _____		
1	a. How to Deliver/ Provide Inclusive Aid b. Review/ Creation of Communities' Development Vision	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>		
2	a.Sub-Group Planning including Grain Banks b. Homestead/ Kitchen Gardening	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>		
3	A. Disaster and Hazard Mapping B. Disaster Risk Preparedness and Mitigation	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>		
4	Self-Confidence, Self Care (Women Only)	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>		
5	Resilience (Women Only)	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>		

Part B8: Establishment of Grain Bank:

Questions	Reaction	If not, why?
Is the C&FW/VGD Sub-group Established?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
Is the Sub-Group trained to establish the grain bank?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
Is the Grain Bank generated by the Community?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
Are the Grain Bank items distributed to the Beneficiaries?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
If the grain bank items are distributed to the beneficiaries the below information should be filled		
# of Poor households received grain bank items (at least once)	# of HHs	

# of very Poor households received grain bank items (at least once)	# of HHs
---	----------

Part B9 : Kitchen Garden Generation:

Questions			Reaction	If not, why?
Is the Community and family welfare/VGD Sub-Group Established?			Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
Is the Community and family welfare/VGD Sub-Group trained to establish Kitchen Garden ?			Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
Are the Kitchen Gardens generated by the related beneficiaries?			Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
How many kitchen gardens are generated in the community?			# of Kitchen gardens generated	
Which type and how many HHs have created kitchen gardens?				
Total # HHs Created Kitchen gardens	# of very poor HHs	# of Poor HHs	# of Middle HHs	# of Better Off HHs
# Of HHs				

Part B10: Community Residents Satisfaction

The Community Residents Satisfaction should be conducted through in person (key informant interview). At least 10 indirect beneficiaries (no CFW labor and no Social Grant beneficiaries) who lived during the implementation of CRLP in the community should be randomly selected. The indirect beneficiary can be visited at home and on site. The satisfaction survey should be conducted for men and women.

#	Resident Name	Gender	Satisfied with CFW	Satisfied with SG	Overall Satisfied with CRLP	If not satisfied, why?
1			Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	
2			Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	
3			Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	

			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
4			Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	
5			Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	
6			Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	
7			Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	
8			Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	
9			Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	
10			Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	
Total residents interviewed:						
Total residents satisfied with CFW:				Percentage satisfied:		
Total residents satisfied with SG:				Percentage satisfied:		
Total residents satisfied overall with CRLP:				Percentage satisfied:		

Part B11: Any other observation

Part C: Finding and Recommendation

No	Finding	Recommendation	Deadline
1			
2			
3			
4			
5			

CRL Staff (name/signature) _____

Date: _____

Part D: Supporting Documents

Please attach any supporting documents for positive or negative finding of the spot check. The supporting documents can be photos of the interviewee, focus group discussion, beneficiaries, project site, banners, posters, scan copy, photocopy, carbon copy or link to the file.

M&E Form 2: Spot-Check Monitoring Form (FPs)



Community Resilience and Livelihoods Project (CRLP) Spot Check Questionnaire

Note:

1. This form should be filled by FP Monitoring Team
2. Each target CRG should be communicated to, at least 48 hours in advance by the FP.
3. For each CRG, one separate form should be used.
4. The monitoring team should be supported by the FP's Social Organizer to each community.

Part A: Monitoring Plan (to be filled in advance)

Province:		District:		Monitoring Date:	
Community Code:		Community Name:			
FP Name:		CRG Focal Point Name:			
FP SO Name:			Monitoring Person Name:		

Part B: Spot Check Questions

Part B1: ECA Verification

The ECA verification should be conducted through a focus group discussion. At least 70% of CRG members should be present during the verification. The Community residents also can participate (10 to 20 people) in the focus group discussion. The verification should take place using "CRLP Form 1: CRG Registration". The verification should be conducted for men and women separately.

Code	Question	Answer
ECA General Verification (this part should be filled in advance, possibly in office)		
1	# of CRG members introduced in Form 1:	(a) male CRG representatives: _____ (b) female CRG representatives: _____ (c) total CRG members _____
ECA 1 (Established CRG in the Project areas are not prohibited to operate) male wing Verification (this part should be filled during male focus group discussion in the field)		
2	# of people participated the focus group discussion (only 18+ years old):	(a) Total # of participants: _____ (b) # of male representatives: _____ (c) # of male residents: _____
3	# of CRG members did not participate:	# of representatives not participated: _____ State the reason for not participation: # not informed: _____ # Sick: _____, # personal business: _____, # not interested of membership/resigned: _____, # death: _____, # don't know: _____
4	# of absent CRG members' active membership confirmed by the most of the FGD participants:	# of members: _____
5	Total # of active members participation confirmed in the CRG structure (absent + present members):	# of members active participation in the CRG confirmed: _____ out of _____
6	How many male CRG members participated in final subproject selection?	# of male members: _____
ECA 1 (Established CRG in the Project areas are not prohibited to operate) female wing and ECA 2 (40% female involvement) Verification (this part should be filled during female focus group discussion in the field)		
7	# of people participated the focus group discussion (only 18+ years old):	(a) Total # of participants: _____ (b) # of female members: _____ (c) # of female residents: _____
8	# of CRG members did not participate:	# of members not participated: _____ State the reason for not participation: # not informed: _____, # Sick: _____, # personal business: _____, # not interested of membership/resigned: _____,

Code	Question	Answer
		# death:_____, # don't know:_____
9	# of absent CRG members' active membership confirmed by the most of the FGD participants:	# of members: _____
10	Total # of active members participation confirmed in the CRG structure (absent + present members):	# of members active participation in the CRG confirmed: _____ out of _____
Conclusion (this part should be filled based on General, ECA 1 Male and ECA 2 (40% female participation) verification)		
11	Is ECA 1 met in this community: Note: The CRG fulfills ECA 1 criteria if the total number of active male and female members (Q#5 + Q#10) is between 10 and 20, comprising 70% of the total representatives reported in CRLP Form 1.	Yes <input type="checkbox"/> No <input type="checkbox"/>
12	If ECA 1 does not meet, what are the reasons?	_____ _____
13	Is ECA 2 met in this community: Note: The CRG fulfills ECA 2 criteria if active female representatives (Q#10) constitute 40% of the total members reported in CRLP Form 1.	Yes <input type="checkbox"/> No <input type="checkbox"/>
14	If ECA 2 does not meet, what are the reasons?	_____ _____

Part B2: Labor Wage Payment Verification

The Labor Wage Payment verification should be conducted through in-person (key informant interview). At least 10% of laborers who actually received wages should be selected randomly for verification. The laborer can be visited at home, on site or during focus group discussion. The verification should take place using "CRLP Form 6a: Urban LIWs Paid Labor Register, Form 6b Rural: Community Paid Labor Participation/ Attendance Sheet". The verification should be conducted for men and women separately.

1	Was there any influence on the selection of the laborers?				No Influence <input type="checkbox"/> Community Leaders <input type="checkbox"/> FP Staff <input type="checkbox"/> UNOPS Staff <input type="checkbox"/> Emarat Authorities <input type="checkbox"/> Other <input type="checkbox"/> _____		
2	If the labor selection process is influenced, why?				CRG was not familiar with the process <input type="checkbox"/> They wanted to introduce their own people <input type="checkbox"/> FP staff was not able to facilitate the process <input type="checkbox"/> Other <input type="checkbox"/> _____		
3	(a) Total # of laborers qualified as labor for CWF (Based Form 02):					# _____	
4	(b) Total # of laborers actually got work in this community:					# _____	
5	(c) # of laborers randomly selected for verification (@ 10% or max 10 labors):					# _____	
6 #	Name of Primary/secondary laborer	Gender	# of days worked	# of days paid	Amount per day received	(d) Exact Wage Verified	Exact Wage not Verified
.1							
.2							
.3							
.4							
.5							
.6							
.7							
.8							
.9							
.10							
.11							
.12							

Conclusion (this part should be filled based on sample verification)		
7	(e) Total # of labor wage payment verified (Count D):	# _____
8	(f) % verified (E divided by C)	% _____

Part B3: Social Grant Distribution Verification

The Social Grant Distribution verification should be conducted through in person (key informant interview). At least 10% of households who actually received social grants should be selected randomly for verification. (Note: If in a community 10% of SG beneficiaries are less than 5 people so the sample size would be 5 people). The social grant beneficiary can be visited at home, on site or during focus group discussion. The verification should take place using "CRLP Form 10A: SG Food/ Cash Distribution for Social Grants". The verification should be conducted for men and women separately.

1	Was there any influence on selection of the SG beneficiaries?		No Influence <input type="checkbox"/> Community Leaders <input type="checkbox"/> FP Staff <input type="checkbox"/> UNOPS Staff <input type="checkbox"/> Emarat Authorities <input type="checkbox"/> Other <input type="checkbox"/> _____					
2	If the social grant beneficiary selection process is influenced, why?		CRG was not familiar with the process <input type="checkbox"/> They wanted to introduce their own people <input type="checkbox"/> FP staff was not able to facilitate the process <input type="checkbox"/> Other <input type="checkbox"/> _____					
3	(a) Total # of HH qualified as SG beneficiaries:		# _____					
4	(b) Total # of HH actually received SG:		# _____					
5	(c) # of HH randomly selected for verification (5 or more):		# _____					
6	#	Household Name	Gender	Package Received (Cash or Food)	Is HH satisfied with Quantity?	Is HH satisfied with Quality	(d) Exact SG Receipt Verified	Exact SG not Verified
	.1							
	.2							
	.3							
	.4							

.5							
.6							
.7							
Conclusion (this part should be filled based on sample verification)							
7	(e) Total # of HH verified receipt of SG (Count D):					# _____	
8	(f) % verified (E divided by C)					% _____	

Part B4: 3B WEE (Women Economic Empowerment)

The verification should take place only by women monitors when the WHH (Women Headed Households) have received the WEE technical training and production assets package. In case the FP women monitors are not available the female social organizers can carry out the verification process.

The production assets package verification should be conducted through in person (key informant interview). At least 30% of households who actually received the technical training and production assets package should be selected randomly for verification. (Note: If in a community 30% of WEE beneficiaries are less than 2 people so the sample size would be 3 people). The WEE beneficiary can be visited at home or during focus group discussion. The verification should take place using "CRLP Form 10B: **3B Production Assets Package Distribution Verification.**

1	Was there any influence on selection of the WEE beneficiaries?	No Influence <input type="checkbox"/> Community Leaders <input type="checkbox"/> FP Staff <input type="checkbox"/> UNOPS Staff <input type="checkbox"/> Emarat Authorities <input type="checkbox"/> Other <input type="checkbox"/> _____
2	If the WEE beneficiary selection process is influenced, why?	CRG was not familiar with the process <input type="checkbox"/> They wanted to introduce their own people <input type="checkbox"/> FP staff was not able to facilitate the process <input type="checkbox"/> Other <input type="checkbox"/> _____
3	(a) Total # of HH qualified as WEE beneficiaries:	# _____
4	(b) Total # of HH actually received Production assets package:	# _____
5	(c) # of HH randomly selected for verification (2 or more):	# _____

6 #	Household Name	Whether the FHH received 3A SG Package (Y/N)	Whether the FHH household participated in the 3b related technical trainings (Y/N)	Whether the Production Assets package received matched with plan Form 9b table (Y/ N).	Is HH satisfied with Quantity?	Is HH satisfied with Quality	The package value is equal to amount Af ()
1							
2							
3							
Conclusion (this part should be filled based on sample verification)							
7	(e) Total # of HH verified receipt of WEE (Count D):				# _____		
8	(f) % verified (E divided by C)				% _____		

Part B5: Financial Verification

The financial verification should be conducted alongside ECA verification through a focus group discussion. At least 60% of CRG members and at least 10 to 20 community residents should be present during the verification. Form 10, Form 11 and Form 6 should be used during the verification, making sure to have copies of the forms in the CRG file.

Code	Question	Answer	If not, why?
1	Was the payment made to the correct recipient or beneficiary (labor)?	Yes <input type="checkbox"/> No <input type="checkbox"/>	
2	Are the laborers being paid on time? Biweekly	Yes <input type="checkbox"/> No <input type="checkbox"/>	
3	Were the cash and food packages distributed as planned (cash delivered and food packages procured)?	Yes <input type="checkbox"/> No <input type="checkbox"/>	

Part B6: Quality Control

The Works Quality Control shall be checked within consideration of CFW 80/20 (80% labor - 20% non-labor) costs. The quality control should be conducted based on direct observation and documents review.

No	Questions	Status Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	If no, What is the reason
1	Is the drawing prepared and exists in the subproject file?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
2	Are the works done based on the bills of quantities in the site?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
3	Is concrete prepared based on BoQ ratio at the site?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
4	Is mortar prepared based on BoQ ratio at the site?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
5	Does the stone masonry work have proper texture at the site?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
6	Is the completed work completed with proper workmanship at the site?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
7	Does the material such as sub base or base course have good gradation and quality?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
8	Is the selected project useful for the community which is implemented in the site?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
9	Is the subproject completed/implemented according to the drawing?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
10	Is the material used in the subproject according to BoQ?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
11	Do the tools and equipment used in the subproject have working conditions?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	

Part B7: Strengthening Community Institutions

The training interview should be conducted through focus group discussion with CRG and sub-committee members who have received at least four training topics. At least 2 trainees from each training should be present during each discussion. The interview should be conducted for men and women separately. Each target CRG and Sub-Committee members should be communicated at least 48 hours in advance by FP.

No	Questions	Is the training useful to your daily life?	If yes, please tell us how it is useful / relevant to you.	If no, please tell us why not and what other training do you suggest would be more useful or relevant?
Focus Group Discussion with MALE trainees				
How many people are participating in the FGD?		Number of trainees: _____		
1	a. How to Deliver/ Provide Inclusive Aid b. Review/ Creation of Communities' Development Vision	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>		
2	a.Sub-Group Planning including Grain Banks b. Homestead/ Kitchen Gardening	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>		
3	A. Disaster and Hazard Mapping B. Disaster Risk Preparedness and Mitigation	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>		
Focus Group Discussion with FEMALE trainees				
How many people are participating in the FGD?		Number of trainees: _____		
1	a. How to Deliver/ Provide Inclusive Aid b. Review/ Creation of Communities' Development Vision	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>		
2	a.Sub-Group Planning including Grain Banks b. Homestead/ Kitchen Gardening	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>		
3	A. Disaster and Hazard Mapping B. Disaster Risk Preparedness and Mitigation	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>		
4	Self-Confidence, Self Care (Women Only)	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>		
5	Resilience (Women Only)	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>		

Part B8: Establishment of Grain Bank:

Questions	Reaction	If not, why?
Is the C&FW /VGD sub-group Established?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
Is the sub-group trained to establish the grain bank?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
Is the Grain Bank generated by the Community?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
Are the Grain Bank items distributed to the Beneficiaries?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	
If the grain bank items are distributed to the beneficiaries the below information should be filled		
# of Poor households received grain bank items (at least once)	# of HHs	
# of very Poor households received grain bank items (at least once)	# of HHs	

Part B9 : Kitchen Garden Generation:

Questions	Reaction	If not, why?		
Is the Community and family welfare sub-group Established?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>			
Is the Community and family welfare sub-group trained to establish Kitchen Garden ?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>			
Are the Kitchen Gardens generated by the related beneficiaries?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>			
How many kitchen gardens are generated in the community?	# of Kitchen gardens generated			
Which type and how many HHs have created kitchen gardens?				
Total # HHs Created Kitchen gardens	# of very poor HHs	# of Poor HHs	# of Middle HHs	# of Better Off HHs
# Of HHs				

Part B10: Community Residents Satisfaction

The Community Residents Satisfaction should be conducted through in person (key informant interview). At least 10 indirect beneficiaries (no CFW labor and no Social Grant beneficiaries) who lived during the implementation of CRLP in the community should be randomly selected. The indirect beneficiary can be visited at home and on site. The satisfaction survey should be conducted for men and women.

#	Resident Name	Gender	Satisfied with CFW	Satisfied with SG	Overall Satisfied with CRLP	If not satisfied, why?
1			Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	
2			Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	
3			Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	
4			Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	
5			Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	
6			Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	
7			Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	
8			Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	
9			Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	
10			Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	
Total residents interviewed:						

Total residents satisfied with CFW:		Percentage satisfied:	
Total residents satisfied with SG:		Percentage satisfied:	
Total residents satisfied overall with CRLP:		Percentage satisfied:	

Part B11: Any other observation

Part C: Finding and Recommendation

No	Finding	Recommendation	Deadline
1			
2			
3			
4			
5			

--	--	--	--

Monitoring Team (name/signature) _____

Date: _____

Part D: Supporting Documents

Please attach any supporting documents for positive or negative finding of the spot check. The supporting documents can be photos of the interviewee, focus group discussion, beneficiaries, project site, banners, posters, scan copy, photocopy, carbon copy or link to the file.

ANNEX XII: GRM Manual

Grievance Redress Mechanism (GRM) Manual

**Afghanistan Community Resilience and Livelihood Project (CRLP)
October 2024**

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This publication will be updated based on the learning from the field to ensure that it remains relevant to UNOPS activities and requirements and up to date with best practices. If you have comments or suggestions for improvement, please contact the Afghanistan Community Resilience and Livelihood Project, UNOPS Afghanistan, through email: crl.shekayat@unops.org.

List of Acronyms:

ARTF Afghanistan Reconstruction Trust Fund

CRG Community Representative Group

CRLP Community Resilience and Livelihood Project

CPMT Community Participatory Monitoring Team

FP Facilitating Partner

GA Gozar Assembly

GBV Gender Based Violence

GR Grievance Redress Sub-group

GRM Grievance Redressal Mechanism

IA Implementing Agency

IP Implementing Partner

ITA Interim Taliban Administration

PAD Project Appraisal Document

PIU Project Implementation Unit

PMU Project Management Unit (project provincial office)

POM Project Operation Manual

SEA Sexual Exploitation and Abuse

SEP Stakeholder Engagement Plan

SH Sexual Harassments

ToR Terms of Reference

TPMA Third-Party Monitoring Agent

PSEA Prevention of Sexual Exploitation and Abuse

Definition of Terms

Grievance:	A grievance is a statement (verbal or written) or expression of displeasure concerning an action, impact or effect originated from CRLP as unsatisfactory or unacceptable to the complainant. The grievance can be related to subproject selection, implementation, procurement of materials, quality and quantity, or beneficiary selection, distribution of food/cash, quality/quantity of food and non-food items or harassment, abuse, violence, environmental and social safeguards of services provided by the CRL.
Inquiry:	An inquiry is a statement (verbal or written) request for information by project stakeholders about the implementation of CRLP, such as field implementation schedule and coverage.
Suggestion:	A suggestion is a statement (verbal or written) offering an idea or plan put forward for consideration by project stakeholders for improving existing practices and procedures of project implementation.
Complainant (an aggrieved person):	An aggrieved person or complainant is an individual, group, or organization who articulates a grievance to the Project. An aggrieved person may be a member of the community that neighbors the project facilities or is otherwise affected by the project.
Gender Based Violence (GBV)	Gender based violence (or GBV) is the umbrella term for any type of harmful acts directed at an individual based on their gender. It can include sexual, physical, mental, and economic harm, as well as threats of violence, coercion and manipulation. Both women and men experience gender-based violence, but most of the victims are women and girls.
Sexual Exploitation and Abuse (SEA)	Sexual Exploitation and Abuse (or SEA) is a type of Gender-based Violence (GBV) that involves a power imbalance. Sexual exploitation happens when those in power abuse the vulnerability of others (project beneficiaries, community members) for sexual purposes. It includes profiting monetarily, socially, or politically from sexual exploitation of another. It includes payment for sex. Sexual abuse is an actual or threatened physical intrusion of a sexual nature, including inappropriate touching, by force or under unequal or coercive conditions.
Sexual Harassment (SH)	Sexual Harassment: any unwelcome sexual advance, request for sexual favour, verbal or physical conduct or gesture of a sexual nature, or any other behavior of a sexual nature that might reasonably be expected or be perceived to cause offence or humiliation to another, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. Who? Victims can be UNOPS personnel, contractor personnel, CRL community members, CRL beneficiaries or partners in a UNOPS project.
SEA/SH Perpetrator:	Perpetrator is a person who carries out an act of Gender Based Violence, Sexual Exploitation and/or Abuse or Sexual Harassment, relevant to any activity of CRL project.
SEA/SH Victim:	Victim or survivor is a person who is affected by an act of Gender Based Violence, Sexual Exploitation and/or Abuse or Sexual Harassment, relevant to any activity of CRL project.

SEA/SH Witness:	Witness is a person who witness an act of Gender Based Violence, Sexual Exploitation and/or Abuse or Sexual Harassment, relevant to any activity of CRL project.
Legitimate Grievance:	A grievance of an argument or point having a sound basis in logic or fact; reasonable or cogent.

1. Executive Summary

The Afghanistan Community Resilience and Livelihood Project (CRLP) plans to cover over 9 million beneficiaries. The project requires a robust Grievance Redress Mechanism (GRM) to manage and address project related grievances in a timely manner. This manual describes the Grievance Redress Mechanism that CRLP has (and will continue to) put in place addressing grievances, complaints or concerns about project development, implementation and governance processes that are inequitable, exclusive, non-transparent, non-accountable, non-participatory, exploitative or abusive, or not following the Project Operation Manual.

Complainants have different options to express their dissatisfaction related to the design and implementation of the CRLP. There are three tiers for grievance redressal, at first tier¹, the grievances will be addressed at the community level through Grievance Redress Sub-groups/Community Participatory Monitoring Team (GRS/CPMTs). Community GRSs are the quickest channel for redressal of grievances.

(Note: In former World Bank funded projects, there were two separate bodies for community participatory monitoring and for grievance redressals at the community level. Under CRLP, a single combined body will handle both functions and will be called the Grievance Redressal/ Community Participatory Monitoring Team (GR/CPMT). The GR/CPMT has two functions: Grievances Redress and Community Participatory Monitoring. This manual discusses the GR roles and responsibilities; whilst the CPM roles and responsibilities are outlined in the step-by-step guidelines.)

At the second tier, the grievances will be addressed by the Facilitating Partners (FPs) and at the third tier, the grievances will be addressed by UNOPS. The grievances which are recorded and resolved by FPs and UNOPS will be reflected in project result-framework.

¹ Experience from other projects show that reporting on exact figures from the communities is not possible due to several reasons e.g. change in members of the GR/CPMTs, loss of logbooks in the community, literacy level and no office space for GR/CPMTs. Since it is not possible to collect accurate figures on the number of grievances resolved at the community, the grievances which are resolved at the community level won't be reflected in the project result-framework.

The number of grievances depends directly on community outreach and awareness, as well as transparency and accountability in the implementation process. More outreach and awareness will result in a greater number of grievances. However meaningful consultation and a robust GRM system will resolve most of them at grass root level.

This document elaborates on the GRM objectives, principles, categories, uptake channels, responsibilities, redressal processes, timeline, monitoring, and reporting of the grievances and elaborates how each type of grievance should be handled and who is responsible for what. This document also elaborates how to redress Gender Based Violence, Sexual Exploitation and Abuse, and Sexual Harassments. Individual grievances or social conflicts that are not related to CRLP do not qualify as a grievance. This is because the Grievances Redress Mechanism is limited to this project and its Partners, not issues that arise amongst local residents.

2. Grievance Redress Mechanism

Grievance Redressal is a crucial mechanism to ensure that anyone affected negatively by the project has the opportunity to complain regarding inequitable, exclusive, non-transparent, non-accountable, non-participatory and non-representative

development and governance processes. Concerns include those related to subproject selection, design, implementation, beneficiary selection, financial management, environment and social issues, land and asset impacts, corruption, CRGs governance, occupational health, and safety, and/ or gender-based violence, etc.

A complaint can be filed against individual staff and/or the whole of the CRLP related UNOPS, Facilitating Partners, Contractors, CRGs, Guzar Assemblies, as well as private individuals who interfere with project implementation or mismanage resources, and subvert the process. In sum, the GRM ensures that communities, or groups and individual within communities, can raise their voice and obtain fair and just resolution in case those that facilitate the program or elected CRGs do not follow accountable, transparent, participatory, inclusive, pro-poor and pro-women, development practices. Individual grievances or social conflicts that are not related to CRLP do not qualify as a grievance. This is because the Grievances Redress Mechanism is limited to this project and its Partners, not issues that arise amongst local residents.

This manual sets out the framework, procedures, roles, functions, deadlines, and standard forms to facilitate the due process in effective handling of grievances relating to the CRL project package and activities. The procedure in the manual is developed in accordance with the World Bank's Environmental and Social Framework (ESF), in particular Environmental and Social Standard 10 (ESS10), and UNOPS' procedures and policies.

The Grievances Redress Mechanism is also a channel for staff and non-staff (communities, staff from Facilitating Partners) to report project management grievances. These include, but are not limited to, digressions in the areas of recruitment, financial management, overall package, and procurement.

The GRM is an effective tool that provides avenues to identify issues and areas for further improvement of the project and ensuring transparency and accountability in the fair and equal treatment of all project affected people. It also aims to provide clarity and predictability on how complaints are received, sorted/segregated assessed, resolved, and monitored, includes grievances handling procedures linked to environmental and social safeguards, gender, GVB, sexual harassment/ discrimination or workplace injuries, UNOPS/ contractor/ FP behavior and Community/ GA operations related to CRLP.

The GRM will entertain all types of complaints, comments, enquiry and suggestions, that relate to the CRLP's effectiveness and efficiency. To ensure transparency in handling and processing of grievances, all stakeholders, especially complainants will be kept informed of the handling process and the outcome of the redressal process in a timely manner. Confidentiality is an integral part of fairness, and the identity and personal details of complainants will only be disclosed to those involved in the resolution of the grievance (this may be GRM or other project staff).

The ARTF Third-Party Monitoring Agent (TPMA) will monitor that project funds reach the intended beneficiaries and activities remain independent of the control of the Interim Taliban Administration (ITA). The WB has set up its largest TPMA in Afghanistan, covering fiduciary controls and project oversight as well as close monitoring on the ground. The existing TPMA uses digital platforms to enhance transparency and accountability.

4.1. GRM Staffing Structure

UNOPS houses the Project Implementation Unit (PIU), which includes staff supporting several key functions: program and contract management, financial management, procurement, social mobilization and training, engineering, reporting, monitoring and evaluation, regional coordination, gender, grievance redress, and environmental and social risk management.

Facilitating Partners will introduce one of their key staff as the GRM Focal Point in their central office in Afghanistan to UNOPS Kabul Office.

UNOPS GRM Associate at Kabul will be the overall GRM Focal Point for the project, and the Rural Regional Operation Officer will be regional GRM Focal Point for rural and the Lead Construction Management Engineer will be the GRM Focal Point for urban. All the GRM Focal Points will serve as the help desk at their respective offices. Those complainants who want to report their grievances in person to project offices can reach out to the GRM Focal Points who will function as the helpdesk.

4.2. GRM Objectives

The objective of the Grievance Redress Mechanism (GRM) is to assist in resolving complaints in a timely, effective and efficient manner. Project-level GRMs can provide the most effective way for stakeholders to raise issues and concerns about the project that affect them. The GRM provides a transparent and credible process for fair, effective and lasting outcomes. It also builds 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 for this project is designed in accordance with World Bank's ESS10 for the benefit of all project-affected persons, including workers and other stakeholders. The GRM also provides support for the handling of grievances related to Sexual Exploitation and Abuse (SEA) / Sexual Harassment (SH).

The purpose of the GRM Manual is:

- To give guidance to UNOPS PIU, Contractors, NGOs and GR/CPMTs about establishment and management of the GRM system in an effective and efficient manner.
- To help stakeholders and the affected communities understand what they should expect from Implementing Partners, GR/CPMTs and CRG/GAs/MCs.
- To educate project affected people and other stakeholders on how to lodge their complaints related to project activities.
- To promote a mutually constructive relationship between local communities, UNOPS, Contractors, NGOs, CRG/GAs/MCs and other stakeholders.
- To provide clarity and predictability on how complaints are received, sorted/segregated, assessed, resolved, and monitored.
- To help project staff to assess the most recurrent complaints and inform the project design and implementation process.

4.3. GRM Principles

The project-level GRM are designed in a culturally appropriate way to effectively respond to the needs and concerns of all affected parties.

- The GRM will be well-publicized and known to all affected populations. UNOPS and FPs will ensure that the GRM is widely publicized and will also conduct awareness campaigns among the affected communities. Implementing agencies will brief targeted stakeholders about the scope of the mechanisms, confidentiality, time of response, the referral, and appeal processes.
- Accessibility - The GRM will be clear, and accessible to all segments of affected communities living within the vicinity of the project and subprojects sites or location.
- The GRM allows for multiple avenues and uptake channels to register grievances.
- The system is sensitive to women, men, boys, and girls, as well as vulnerable populations such as persons with disabilities, the elderly, displaced persons, and other marginalized groups.
- Confidentiality and prevention against retaliation.
- The GRM is designed to protect beneficiaries and stakeholders' rights to comment and complain, and even raise their complaints to higher management if they are unsatisfied with services or receive insufficient solutions. The mechanism facilitates their sharing of concerns freely, understanding that no retribution will be exacted for their participation. To create a safe space, anonymous complaints will also be allowed.
- The GRM shall provide for relaying regular information and feedback regarding the redressal of the grievance to the

aggrieved.

- The GRM is responsive in the redressal of grievances by facilitating resolution with the concerned actor in the implementing chain.
- The GRM is 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.
- The GRM does have provisions to appeal if the grievances are not resolved satisfactorily
- The GRM does not prevent access to judicial and administrative remedies.
- The mechanism provides for prompt time-bound redressal of grievances.
- For SEA/SH cases, three guiding principles of confidentiality, survivor centricity and survivor safety are applied to specific cases of SEA/SH cases as per the World Bank's guidance. Reporting mechanisms will enable complainants to report SEA/SH cases without being publicly identified given the risk of stigma, reprisals, and rejection associated with SEA/SH.

4.4. Categories of Grievance

Classification of the grievances are more crucial in terms of urgency, redressal procedures and sensitivity. Grievances are classified as TYPE and CATEGORY. TYPE is used to classify the dissatisfaction of the intervention as grievance, request for information as inquiry, and offer of idea or plan for improvement of the project as suggestion and CATEGORY is used for classifying grievances in terms of the nature of complaint.

Each type of the grievance has been defined in the "Definition of Terms", the GRM Focal Point is responsible to identify the type of grievance, is it a complaint, inquiry or suggestion.

☐ Inquiry ☐ Suggestion ☐ Grievance

Next, the focal point has to identify the category of grievance based on the nature of the grievance, each category has subcategories. Below table demonstrates the categories and subcategories of expected grievances under CRLP, where additional categories can be added as per the need considering the type and nature of grievances received.

Main Category	Subcategory
Inquiry	Community Plan, Subproject Budget, Project Coverage
Suggestion	Community Plan, Subproject Budget, Project Coverage
Subproject design	Site selection, Beneficiaries selection, coverage area, Poor design, Cost of Project Problematic
Subproject Implementation	Implementation delays, poor quality of services, Poor quality (workmanship), Cost of Project Problematic, Selection of Project Site Problematic, Project captured by elites / powerful persons
Environmental	Air pollution, Water pollution, Soil Pollution, Noise pollution, OHS issues, Landscape degradation, traffic disruption
Social	Effects on private land and assets, social discrimination, Favoritism, access to vulnerable people, social conflict, employment opportunities

Gender	Women are not invited, No space for women, Information is not shared, Gender discrimination
Financial Management & Procurement	Wastage of project resources, nepotism, contract management, fund disbursement, Non-transparency of accounts / records, Poor Quality/ incorrect quantities of Food packages/ Material, No competitive bidding, Problematic Contractor Selection Process
Stakeholder Consultation	Lack of meaningful consultation, information disclosure, GRM accessibility, Neglecting Vulnerable people,
Recruitment & Staffing	Grievance related to project staff recruitment and management
Labor and Wages	Payments of salaries, wages, and cash for work, discrimination in labor selection, Labor Mobilization (voluntary work) – includes labor is coerced, child labor
Corruption	Misuse of Fund, Theft, Request for Bribe
Monitoring	CPMT/GR does not exist, CPMT/GR team does not monitor,
SEA/SH	Violence, Harassment
Behavior/ Efficiency of Staff	Weak Awareness, Punctuality, Favoritism, Staff Behavior/Attitude
Other	In case there is no specific category for any grievance, the grievance should be categorized as other.

4.5. Grievance Uptake Channels

The means to file a grievance includes a toll-free hotline, SMS, email, filling in grievance forms, verbally, sending a letter to facilitating/implementing agencies, via the implementing institution's website, and help desks. Anonymous grievances can also be raised. All uptake channels should permit grievances in local languages Dari and Pashto as well.

A help desk will also be set up by the respective UNOPS and FPs during the implementation of project activities in an area manned proportionate to the nature of the activity. At the help desk, aggrieved parties can inquire about project activities, or they can file a grievance directly with the person manning the desk. Grievances can be filed in writing or verbally at the Help Desk.

Community/Subproject GR/CPMT members will also be available at each sub-project site. They will be requested to accept formal grievances and ensure that avenues for lodging grievances are accessible to the public. The first point of contact for all potential grievances from community members is the Community/Subproject GR/CPMT. The GR/CPMT member will be required to accept formal grievances; or they can guide aggrieved persons to the Hotline Operator's number, and the Help Desk.

AWAAZ Hotline Number: UNOPS is using a toll-free hotline number (410) under its 'Awaaz Afghanistan'. This hotline number will receive grievances from aggrieved persons from the project. The call operators will have access to the CRLP GRM database and enter the grievance details into the same. The operators will be available from 7AM to 7PM everyday.

The United Nations in Afghanistan has a well-established Grievance uptake channel in place, Awaaz Afghanistan (Awaaz), which is implemented by UNOPS on behalf of various UN and humanitarian response agencies. Awaaz functions as a toll-free, countrywide hotline number (410) that affected populations can dial to access information and register feedback on humanitarian assistance programs.

As a two-way communication channel, needs and priorities as reported on the ground are circulated to partners to help improve the quality of programming in Afghanistan. Awaaz is based on common principles, has processes and policies for receiving complaints and feedback, as well as for data protection; and includes inter-agency referral mechanisms. It is designed to be accessible, collaborative, expeditious, and effective in resolving concerns. Awaaz has ten multilingual operators (50% of which are women) and has handled more than 201,412 calls since Awaaz took its first call in May 2018. Awaaz agents speak Dari, Pashto, Urdu and English. Establishing referral pathways with clusters and partners, cases requiring attention are shared (in agreement with the affected person) in a timely manner, helping the humanitarian response to swiftly align its delivery to actual needs.

SMS: Complainants can send a short text message (SMS) of his/her grievance to a dedicated phone number (7575). This number is located in UNICEF, the phone operator will receive the complaint and will forward through the U-Report platform to GRM Focal Point at UNOPS.

Email: Those complainants who have access to the internet can send their grievances to the email address (crl.shekayat@unops.org).

Web Portal: An [online web form](#) has been developed on the project website. This web form is linked to the CRL GRM Database. The GRM Focal Point at UNOPS reviews the web portal and processes any grievances received.

Facebook: A commonly used [social media platform](#) where comments and feedback can be sent to the project.

UNOPS Speak UP - Web Portal: Anyone can report suspected wrongdoing (including illegal, unethical, or unsafe acts) via UNOPS Speak Up - speakup.unops.org - UNOPS secure, confidential and independent reporting mechanism.

Personal Visit (Verbal): Complainants can personally visit and submit grievances to one of the relevant Grievances Redressal Sub-groups, FP Office and UNOPS Office.

Petition: Complainant can submit his/her written petition directly to one of the Grievances Redressal Sub-groups, FP Office and UNOPS Office.

4.6. Grievance Redress Bodies

For all project grievances except those related GBV, there are three tiers of grievance redress, the first tier is at the Rural Communities or Urban Subproject Site, the second tier is at the Facilitating Partners' Office or within the Component 2 Contractors, and the third tier is National grievance redressal which is at UNOPS Afghanistan Office.

There will be two more dedicated GR committees for GBV, SEA or SH cases located in FP and UNOPS Offices to manage and redress GBV, SEA or SH grievances. Grievance Redressal Bodies will be established as follows:

Tier	Name of the Body	Responsible for What Type of Grievances	Reporting To/ Supporting Entity
One	Grievance Redress/ Community Participatory Monitoring Team (GR/CPMT),	All rural community and urban project site	FP (rural)/ Contractor or UNOPS SO (urban)

	one for each rural community and each urban project site covered by the project	grievances related to the project (outside of GBV/SEA/SH)	
Two	FP Grievance Redressal Committee (FP Regular GRC), one per FP contract	All project related grievances raised to the FP	UNOPS
Two	Urban Grievance Redressal Committee (FP Regular GRC), one per C2 contract	All project related grievances raised to the Contractor/ UNOPS SO	UNOPS
Two	FP GBV Grievance Redressal Committee (FP GBV GRC), one per FP	GBV related grievances raised to the FP	UNOPS
Three	UNOPS Grievance Redressal Committee (UNOPS Regular GRC)	All project level grievances raised directly to UNOPS, and any raised up from the Tier 2 bodies, outside of GBV/SEA/SH grievances	Depending on severity, raised to UNOPS management and/or WB
Three	UNOPS GBV Grievance Redressal Committee (UNOPS GBV GRC)	GBV related grievances received directly or raised by from Tier 2 bodies	WB

First Tier:

- Community or Subproject Level -at each rural community level or urban subproject site will be handled by the Grievance Redress/ Community Participatory Monitoring Team (GR/CPMT).
 - This GR/CPMT will review, manage and redress all grievances at community level related to the CRL project implementation, except GBV cases. Any GBV grievances raised to the GR/CPMT needs to be raised to the relevant FP's and/or UNOPS' GBV focused grievance redressal committee.

Second Tier:

- Facilitating Partner or Urban Contractors – Each FP (for C1, C3 and C4 activities) and each contractor (for C2 activities) to establish a grievance redressal committee (GRC) for the respective CRLP coverage areas, i.e. 1 GRC per contract.
- FP GBV/SEA/SH GRC - Each FP to establish a GRC for reporting of grievances related to GBV, SEA and SH to UNOPS

Third Tier:

At the national level, UNOPS will establish two GRCs as follows:

- UNOPS national GRC for project implementation related grievances, except those of GBV
- UNOPS GBV/SEA/SH GRC

National level GRCs at UNOPS will operate through UNOPS' mechanisms. There would be a provision for appeals and any aggrieved party is able to directly approach the grievance committees at UNOPS. The formation of the GRCs will be done before the commencement of project activities based on consultations.

4.7. Community or Subproject GR/CPM Teams

In the rural area, FP Social Organizers should form the GR/CPMT as outlined in the Step-by-Step Guidelines.

In the urban area, Component 2 Social Organizers should ensure that in the subproject site there is a GR/CPMT established with a membership of at least two men and two women (up to 8 total members). If there is already a CPM or GR related body in the given community existing from previous projects, the Social Organizers should activate these bodies to form the CRLP GR/CPMT. Where none exist, Social Organizers should establish new GR/CPMTs for each rural community/

Note: Community Representative Group (CRG) members should neither form nor be members of the GR/CPMT. Formation of the GR/CPMT is the responsibility of the FP SOs. This is because it would represent a conflict of interest. GR/CPMT is the only sub-group that does not have a GRC member in it.

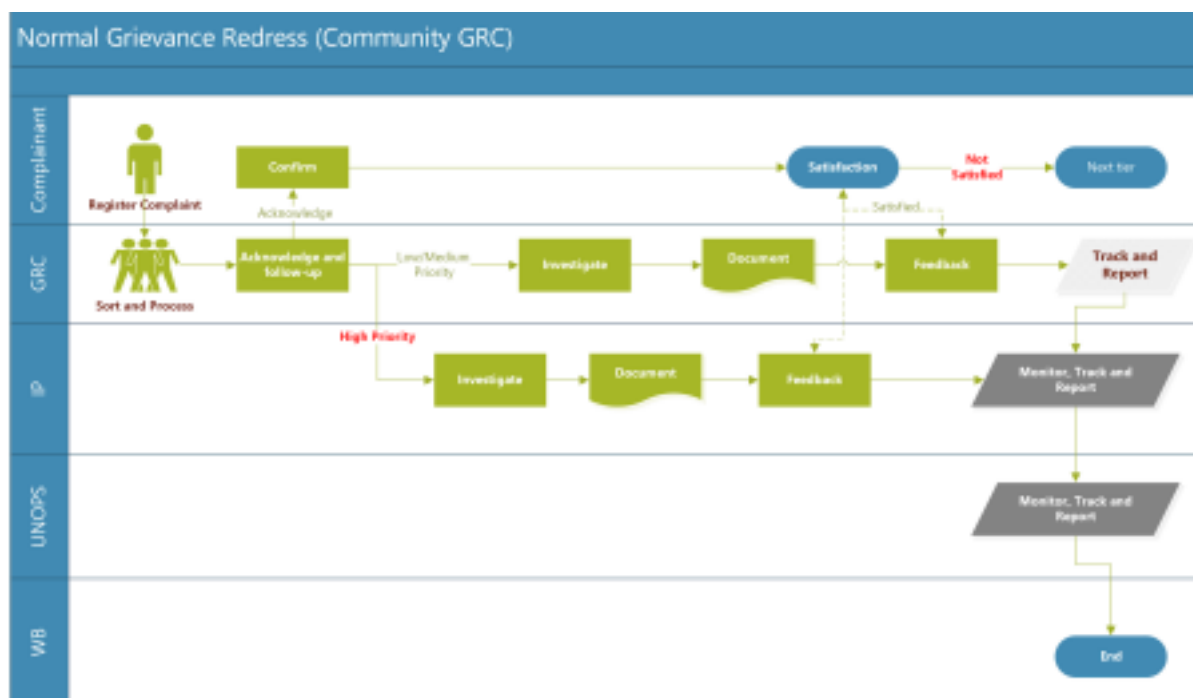
Grievances that are originated in rural communities or urban subproject sites and are complaints or concerns about the Community Resilience and Livelihood Project processes and sub-projects or about CRG, GA or MC and their governance work are channeled through the Community or Subproject GR/CPMTs

Grievances that are about the administration of the CRL (e.g. issues relating to recruitment, procurement, financial management or harassment) will go directly to the UNOPS Grievances Redress Sub-group, they are recorded in the system, and channeled to the program leadership for action.

Grievances that are raised at the community or subproject site level will be first and foremost attempted to be resolved at the first tier within a period of 10 days by the GR/CPMTs. If a grievance is raised to the CRG/GA/MC/CG members, they should share this grievance with the Grievances sub-group who is responsible to solve the issue at the community level. All Grievances must be put on the Grievances Form and registered in the Grievances Logbook and channeled to Facilitating Partner/Component 2 through the Social Organizers. If the Grievances are against a FP/Component 2 Social Organizer, it should be channeled through the GR/CPMT to the FP GRC. All grievances, even if they are solved at the community level, must be reported to the Facilitating Partner and entered into the logbook.

For general complaints, the GR/CPMT will review the grievance and decide if the grievance is legitimate. If the grievance is legitimate, the GR/CPMT should speak to the complainant and ask them if they wish to raise this grievance in person or if they wish to have the Grievances Sub-group raise the Grievances on behalf of the complainant. Depending on the grievance (against the CRG, a sub-sub-group, or a villager), the Grievances Sub-group should organize a meeting with the complainant and the person(s) or body against whom the grievance is raised and discuss how it can be solved. If the complainants wish to remain anonymous and / or have not put their names on the Grievances form, then the GR Sub-group should, after determining that the grievance is legitimate, act on behalf of the complainant and try to resolve the issue.

If the grievance cannot be solved at the community or subproject level, then it should be referred to the Facilitating Partner or Component 2 for further action and resolution. Also note that the FP and UNOPS Social Organizers should meet with the GR/CPMT in each follow up visit to note all grievances in the registration book, submit all grievances that have not yet been submitted to the FP, and offer support to the GR/CPMT in case it is needed.



4.8. Facilitating Partner and Urban GR Committee ("FP/Contractor GRC")

Grievances that are not addressable at the community or subproject level or grievances submitted to FPs or Component 2 directly by complainant or grievances are referred to FP by UNOPS, these grievances will be addressed by FP or Urban GRCs. The FP GRC will comprise a package manager, provincial managers, a lead engineer, one of the lead social organizers/trainers and a GRM Focal Point. (FP will select one of their Kabul staff as the GR Focal Point and will introduce it to UNOPS as point of contact for grievance related issues).

The Urban GRC will comprise of Urban Team Lead/Deputy, Regional Team Lead and GRM Focal Point. More members can be added to GRC if the grievances are related to existing members.

FPs will receive grievances through petition or verbal from the community or through email/MIS Database from UNOPS. For low priority grievances, the package manager or provincial manager will divert the case to a responsible person to investigate at the community level and redress the grievance. For medium and high priority grievances, the FP GRC will investigate the grievance and recommend alternative solutions.

The grievances must be resolved by FP or Component 2 within a period of 10 working days. In case there is a grievance of high priority, or a grievance that is based on a 'severe' incident or against FP, FP must share the grievance with UNOPS within 24 hours of initial receipt of such a complaint. All Grievances reached to FP must be put on the CRL MIS and registered in the Grievances Logbook.

The FP or Urban GRC will review the grievance and decide if the grievance is legitimate. If the grievance is legitimate, the GRC should speak to the complainant and ask them for further clarification. Depending on the grievances, the GRC should organize a meeting with the complainant and the person(s) or body against whom the grievance is raised and discuss how it can be solved. If the complainants wish to remain anonymous and / or have not put their names on the Grievances form, then the GRC should, after determining that the Grievance is legitimate, act on behalf of the complainant and try to resolve the issue. If the Grievance is solved, the GRC should ensure satisfactory evidence for the complainant, and the GRM Focal Point at FP or Component 2 level enters the Grievance as solved in the database.

If the grievance cannot be solved at the FP or Component 2 level or it is a high priority, then it should be referred to the UNOPS National GRC for further action and resolution.

4.9. FP GBV/SEA/SH GR Committee (“FP GBV GRC”)

The FP GBV/SEA/SH GRC will consist of at least three female staff of the Facilitating Partner. Based on the nature of the grievance, representatives from HR, Finance, Procurement, Security, Safeguard and other departments can have membership of the sub-group for the case.

Concerns or suspicions of SEA related to CRL must be reported to the FP GBV/SEA/SH GRC at soonest possible via established channels by the victim or the witness. The FP GBV GRC should consider and follow the protocol of confidentiality. Please note that all the cases should be reported to UNOPS GBV/SEA/SH GRC within 24hrs for further process.

The FP GBV GRC should not review, investigate and follow up the case with either the survivor or reporter. The FP GBV GRC should not report the case to anyone else other than UNOPS GBV GRC. The FP Country Director who is also a member of the FP GBV GRC will be the key focal point for reporting of such grievances and concerns to UNOPS. Once a case has been taken in by a GRM focal¹ point, and informed consent of the survivor is obtained to proceed with the case, the GRM focal point will code the case and the file will be submitted to FP GBV/SEA/SH GRC. Details on processing GBV/SEA/SH explained in the section “Processes”.

FP GBV GRC: Terms of Reference

- To receive and register incoming GBV cases
- To report the GBV case to UNOPS GBV GR within 24 hrs

4.10. National GR Committee (“National GRC”)

The national GRC will comprise of UNOPS Head of Support Services (HSS) or Head of Program (HoP), CRL Project Head, Senior Project Manager, Urban or Rural Lead and GRM Associate. Based on the nature of the grievance, representatives from HR, Finance, Procurement, Security, Safeguard and other departments can be part of the sub-group for the given case. Please note that high priority and or complex grievances will be addressed by the National GRC. Grievances of low and medium priority can be referred to the FP/Urban GRC by the Project Manager or GRM Associate.

The grievances must be resolved by National GRC within a period of 15 working days. If a grievance of high priority (or based on a severe incident) or against UNOPS, it must be shared with the World Bank and UNOPS Head Quarter within 48 hours of initial receipt of the complaint. All grievances reaching UNOPS must be put on the CRL MIS and registered in the Grievances Logbook.

The UNOPS will review the grievance and decide if the grievance is legitimate. If the grievance is legitimate, UNOPS should speak to the complainant and ask them for further clarification. Depending on the grievances, the UNOPS representative should organize a meeting with the complainant and the person(s) or body against whom the grievance is raised and discuss how it can be solved. If the complainants wish to remain anonymous and / or have not put their names on the grievances form, then the UNOPS should, after determining that the grievance is legitimate, act on behalf of the complainant and try to resolve the issue. If the grievance is solved, UNOPS should ensure to get satisfactory evidence from the complainant and the GRM Focal Point at UNOPS enters the grievance as solved in the database.

National GRC Terms of Reference for grievances

- Receive and register incoming grievances into the Grievance Logbook
- Analyze and categorize the grievances
- Investigate, collect information, and recommend corrective action within the project scope
- Refer the analyzed grievances to the related sub-groups/entities for resolution

¹ The GRM focal point should sign the affidavit/confidentiality form and should not disclose the details with anyone other than the FP GBV GR team.

- Summons complainants or any involved individual or group for further explanation or elaboration
- To follow up on the grievances with the responsible sub-groups/entities to speed up the process and reach the final result (timeline based)
- To hold periodic Grievance Redressal Sub-group meeting, as required
- To feed the result back to the complainant

4.11. UNOPS GBV/SEA/SH GRC (“National GBV GRC”)

The GBV/SEA/SH GRC will comprise of AFCO Country Director, HoP and HOSS, CRL Head of Project, International Gender Specialist, GRM Senior Associate, Social Safeguard Specialist, and Gender Specialist. Based on the nature of the grievance, representatives from Urban, Rural, HR, Finance, Procurement, Security, Safeguard and other departments can have membership of the sub-group for the case.

Concerns or suspicions of SEA related to CRL must be reported to GBV/SEA/SH GRC within 24 hours via established channels by the victim or the witness. Please note that all the cases should be dealt with confidentiality and without disclosing the survivor or perpetrator identity unless they themselves do not have objection.

Following the receipt of a GBV case, the UNOPS GBV GRC will report the case to UNOPS HQ for further investigation and follow up. . The PIU Gender Specialist will be the key focal point for management of such grievances and concerns and will work closely with the respective Gender Focal Point of Facilitating Partner in the implementation of the GBV/SEA/SH Action Plan.

Once a case has been taken in by a GRM focal point, and informed consent of the survivor is obtained to proceed with the case, the GRM focal point will code the case and the file will be submitted to the GBV GRC. The GRC will ensure the survivor’s safe access to services. UNOPS will be connecting the IPs to the UN GBV sub cluster, which is a system for referral and GBV/SEA/SH service support that is applied by UN across FCV settings. Details on processing GBV/SEA/SH explained in the section “Processes”.

UNOPS GBV GRC Term of Reference

- To receive and register the incoming GBV cases from the FP GBV GR
- To report the case to UNOPS HQ for further investigation
- To ensure survivor’s safe access to services.

4.12. World Bank Grievance Redress Services (GRS)

The Grievance Redress Service (GRS) is an avenue for individuals and communities to submit complaints directly to the World Bank if they believe that a World Bank project has or is likely to have adverse effects on them, their community, or their environment. The GRS enhances the World Bank’s responsiveness and accountability to project-affected communities by ensuring that grievances are promptly reviewed and addressed.

Complaints may reach the GRS in two ways – directly from project-affected people, or via World Bank staff who have received complaints from project-affected people. For direct complaints, a complaint form is available on the GRS website which may be completed in any language and sent to the GRS. A dedicated service account is available for receiving emails from complainants – grievances@worldbank.org. Alternatively, World Bank staff are required to notify the GRS when they receive complaints, where the complaint alleges harm to people, or the environment related to a World Bank-financed project. This referral process, introduced in 2017, helps ensure that all serious complaints from project-affected people, no matter how they are received, are assessed and tracked appropriately.

4.13. Processes

Normal Grievances

Step 1: Uptake – Project stakeholders will be able to provide feedback and report complaints through several channels. The aggrieved party must be able to select the most efficient institution, the most accessible means of filing a grievance, and must be able to circumvent partial stakeholders in the Project, which may be implicated in the complaint. He or she must further be able to bypass some grievance channels that are perceived as potentially not responsive or biased. The means to file a grievance would include a toll-free hotline, SMS, email, filling up grievance forms, verbally, sending a letter, to implementing agencies, via the implementing institutions' websites, and help desks. Anonymous grievances can also be raised. All uptake channels should permit grievances in Dari and Pashto as well.

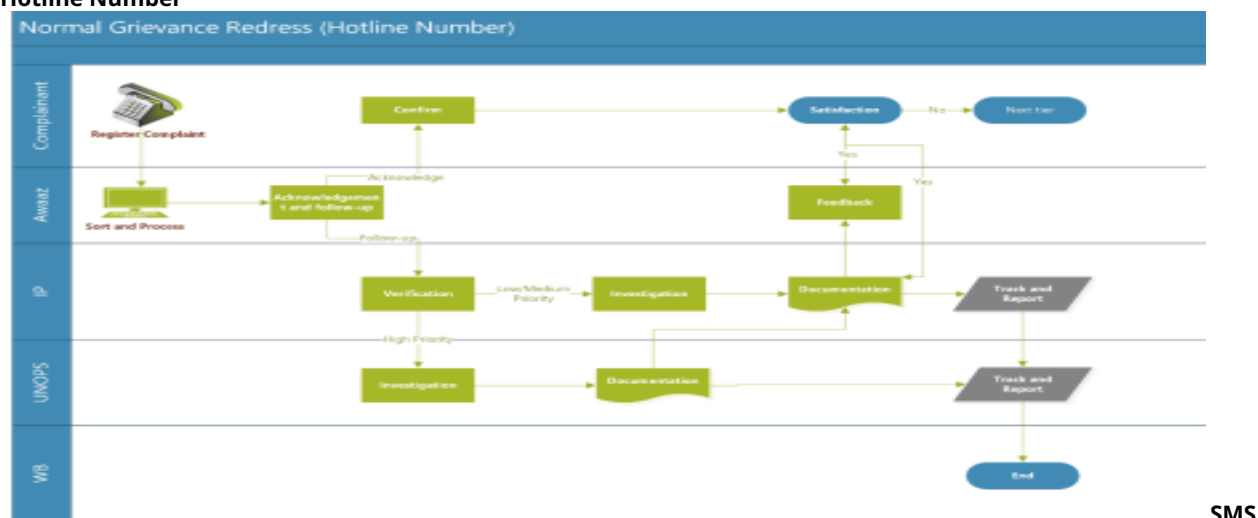
A help desk will also be set up by UNOPS and FPs in each region or province during the implementation of sub-project activities in an area manned proportionate to the nature of the activity. At the help desk, aggrieved parties can inquire about project activities, or they can file a grievance directly with the person manning the desk. Grievances can be filed in writing or verbally at the Help Desk. The GRM Focal Points will be responsible for the helpdesks.

Relevant assigned GR bodies (as mentioned above) will also be available at each community and sub-project site (i.e. GR/CPMTs). They will be requested to accept formal grievances and ensure that avenues for lodging grievances are accessible to the public. The first point of contact for all potential grievances from community members may be the GR members. The GR can guide aggrieved persons to the Hotline Operator's number, and the Help Desk.

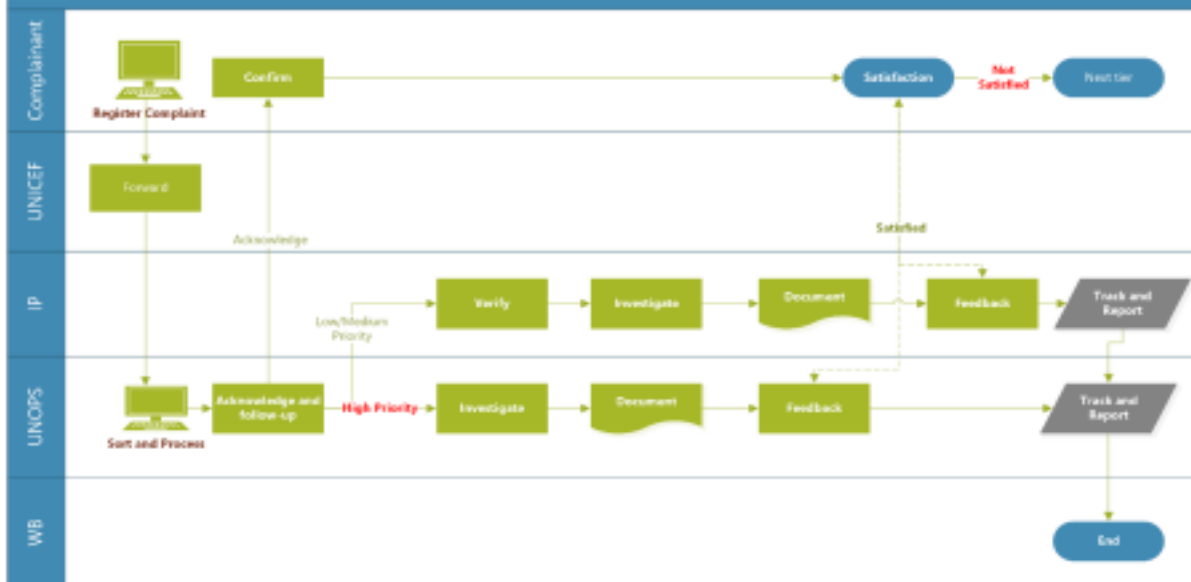
The FP/ Contractor/ UNOPS' staff manning helpdesks, GRC members, and those operating the toll-free hotline number would be trained by the PIU for (a) the registration of a grievance; (b) the interaction with complainants; (c) appropriate responses to SEA/SH issues; (d) grievances of workers; and (e) Project components and Implementing Partners.

Below diagram describes the process for each intake channel:

Hotline Number

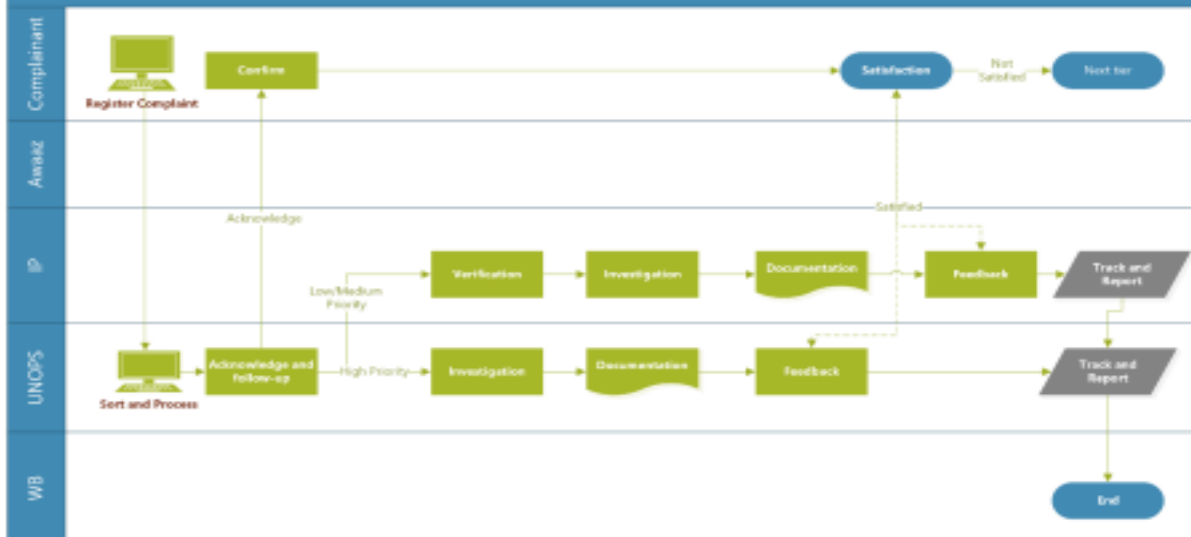


Normal Grievance Redress (SMS from 7575)

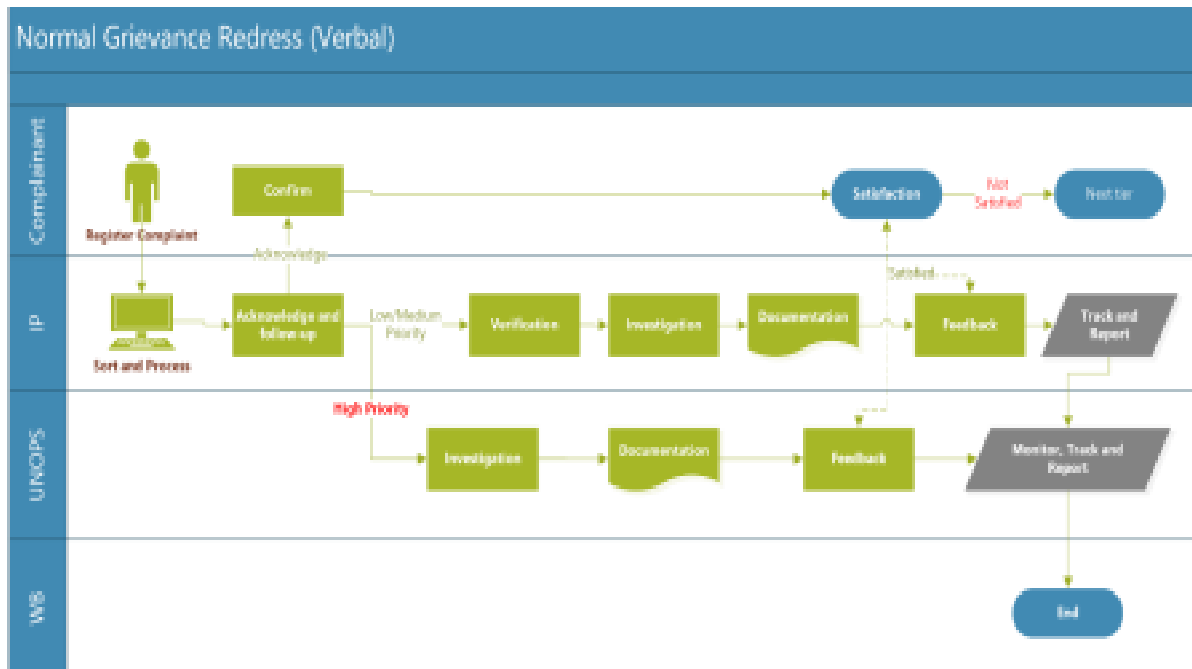


Email and Web Portal

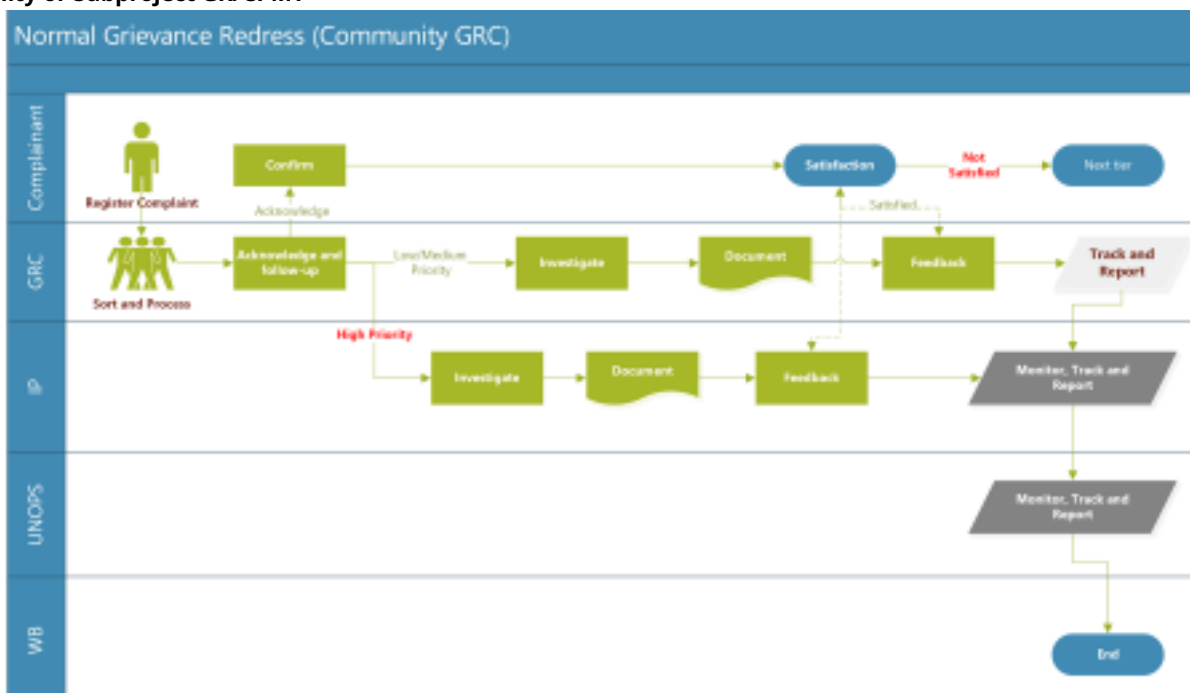
Normal Grievance Redress (Email, Website and Facebook)



Verbal in person



Community or Subproject GR/CPMT



Step 2: Sorting and processing – All grievances received will be analyzed by the grievance receiver, categorized, and the priority level determined (see the description in Grievance Priority Level section). Then the grievance will be transferred by the GRM Focal Point to the respective implementing partner at the local or national level and the PIU. The first receiver of the grievance will be responsible for recording the Grievance in the Logbook. Where grievances are of sexual nature and can be categorized as GBV/SEA/SH, the GRM Focal Point has to handle the case appropriately and refer the case to the GBV reporting protocols and referral system, defined in

the GBV/SEA/SH. Dedicated training on how to respond to and manage complaints related to GBV/SEA/SH will be required for all GRM operators and relevant project staff. Referral, forward or transfer of grievance between PIU, PMU and FPs should be through an online system. While the referral between Community and FP, PIU and PMU would be offline.

Step 3: Acknowledgement and follow-up – Within three (3) days of the date a grievance is submitted, the GRM focal point will communicate with the aggrieved and provide information on the likely course of action and the anticipated timeframe for resolution of the grievance. The information provided to the aggrieved would also include, if required, the likely procedure if the grievance had to be escalated outside the level received and the estimated timeline for each stage.

Step 4: Verification, investigation, action, and documentation – This step involves gathering information about the grievance to determine the facts surrounding the issue and verifying the validity of the grievance and then developing a proposed resolution. It is expected that many or most grievances would be resolved at this stage.

Verification

- Check for eligibility (objectively based on set standards and criteria) of complaint in terms of relevance to the project. Refer to the CRLP PAD, POM, EMSF, ESMPs, sub-project agreements or other documentation to determine the validity of the grievance
- UNOPS will be connecting the IPs to the UN GBV sub cluster, which is a system for referral and GBV/SEA/SH service support that is applied by UN across FCV settings.
- Escalate outright grievances that require high level interventions within the IP.
- Refer outright grievances that are outside the FP/ Contractor and UNOPS jurisdiction (e.g. refer to PIU or relevant external institution). This will be decided by the GRC Chairperson in FP/ Contractor and UNOPS.

Investigation:

- Collect basic information (reports, interviews with other stakeholders while ensuring triangulation of information, photos, videos)
- Collect and preserve evidence
- Analyze to establish facts and compile a report

Action

- Based on the findings, determine the next steps, offer recommendation and make decisions;
- Undertake mutually agreed follow-actions
- Follow-up on agreed action plan

Documentation

All activities taken during this and the other steps will be fully documented, and any resolution logged in the register. In case the grievance is not resolved at this stage, it would be escalated to the next tier.

Step 5: Providing Feedback – This step involves informing those who have raised complaints, concerns, or grievances about the resolutions to the issues they have raised. Whenever possible, complainants should be informed of the proposed resolution in person, which gives them the opportunity to ask follow-up questions. If the complainant is not satisfied with the resolution, he or she will be informed of further options. The GRM would not prevent access to judicial and administrative remedies. Each complaint must be closed within thirty (30) days of receipt - either resolved, withdrawn, or escalated.

Step 6: Monitoring, Evaluation, and Reporting – Monitoring refers to the process of tracking grievances and assessing the progression toward resolution. Each facilitating/ implementing agency would develop and maintain a grievance register and record all steps taken to resolve grievances or otherwise respond to feedback and questions. GRM data would be collated and reported monthly at all levels.

The TPMA will provide an independent operational review of overall project implementation and project results, including the implementation of the SEP and GRM. The PIU will synthesize all reporting by TPMA and FPs, as well as its findings, and produce an overall environment and social progress report with a distinct section on GRM, in line with a template to be provided. The project provides for quarterly reporting.

4.14. SEA and SH Grievances

Sexual Exploitation Abuse and Sexual Harassment related grievances are handled through a survivor-centered approach. All grievance uptake channels can be used to report on SEA/SH issues within 24 hours to the UNOPS Kabul Office. No grievance uptake mechanism can reject such grievances, and all personnel directly receiving grievances will be trained in the handling and processing of SEA/SH-related grievances. The Awaaz call center also includes support for safe and confidential reporting of incidents of sexual exploitation and abuse (SEA). Any recipients of the grievance should, with the survivor's informed consent, report the case to one of the Project's formal grievance recipients using a coding system to protect the identity of the survivor and should be saved in a password secure manner in the database. A survivor can ask someone else to act as a survivor advocate and report on her/his behalf.

Absolute confidentiality would be maintained for all grievances related to SEA/SH issues. This means that no information shall be disclosed at any time to any party without the informed consent of the person concerned. The survivor's consent would also be sought for undertaking any action on the grievance. Under no circumstances should the survivor be pressured to consent to any conversation, assessment, investigation, or other intervention with which they do not feel comfortable. A survivor can withdraw such consent at any time as well. If a survivor does not consent to share information, then only non-identifying information can be released or reported on. In the case of children, informed consent is normally requested from a parent or legal guardian and the children.

However, there are also mandatory reporting procedures for SEA cases for all humanitarian and development organizations. UNOPS PSEA and UN Afghanistan Task Force need to be consulted by the project team to ensure all project personnel know how to handle disclosure.

Data on Gender Based Violence cases recorded will only include the nature of the complaint (what the complainant says in her/his own words), whether the complainant believes the perpetrator was related to the project. Additional demographic data, such as age and gender, will be collected and reported, with informed consent from the survivor. The GRM provides the survivor referral to pre-identified GBV Service Providers in the area. Services can include health, psycho-social, security and protection, legal/justice, and economic reintegration support. This would be offered even if the survivor does not wish to file a formal complaint or if the complaint is not related to the project before closing the case. The SEA/SH Action Plan will list referral services in the different Project areas.

Where SEA/SH grievances have been allegedly committed by a FP staff, the grievance will also be reported to the respective employing agency. The Gender Specialist will follow up and determine jointly with the GRM Focal Point of the respective partner the likelihood that the allegation is related to the Project. The Gender Specialist will follow up and ensure that the violation of the Code of Conduct is handled appropriately. The responsibility to implement any disciplinary action lies with the employer of the perpetrator, in accordance with local labor legislation, the employment contract, and the code of conduct. The GRM focal point will report back to the survivor on any steps undertaken and the results. All SEA/SH incidents would be reported to the World Bank in accordance with the informed agreement by the survivor within 48 hours.

Since this Project assumes a fully survivor-centered approach, no information can be passed on without the consent of the survivor. If the survivor does not wish for the case to be pursued, the survivor shall be offered access to referral services and the GRM Focal Point should note that the survivor did not wish for the case to be pursued, and the case is considered solved.

If the survivor does not want to launch a complaint with the employer (e.g. IP), the case is closed. If the complaint proceeds, the case is reviewed by Gender Specialists in the PIU and a course of action is agreed on with the respective IP/employer. The alleged

perpetrator's employer takes agreed-on disciplinary action. Once the action is deemed appropriate by the Gender Specialist, the case is recorded as closed.

For further reporting protocols on GBV/SEA/SH cases, please refer to "CRL GBV Action Plan" section "SEA/SH Reporting Protocol".

GBV Cases Deletion/Burning protocol

- The documents must be burned at any time with the request of the survivor.
- The procedure for data destruction and Burn protocol includes the following:
- Considering the life of the project, in order to ensure that data are not kept longer than necessary, a minimum retention period is set at six months, at the end of which a review is carried out to determine whether the data are still required. Depending on the findings of the review, the retention period is renewed or the data are erased or archived.
- The data must not be deleted when there is a legitimate reason for archiving them: for instance, the data may be necessary to be kept for reporting purposes.
- If after review it is found that information should be burned it is done with the consent of the survivor.
- For digital records, all files will be permanently deleted from the primary storage and backup systems.
- The destruction process will be documented including the data, method, and the name of the staff member responsible.
- For any grievance records classified as highly sensitive, the destruction process must be witnessed by at least two authorized individuals, such as the GRM Officer and an independent observer.
- The witnessing individuals should verify and document the complete destruction of the records, ensuring that no partial or unintended copies remain.

4.15. Timeframe for Grievance Redress

Grievances resolution is a time bound process and the sub-groups at all levels are required to resolve the issues within the specified period of time. Delay in grievances resolution constitutes another grievance. Any delay can cause minor disagreements to develop into more serious disputes. Grievances are to be handled promptly at the lowest level of grievance redressal as appropriate. In total, the grievance has to be resolved between 1 to 30 working days based on the seriousness of Grievance.

The specified time period for GR bodies at different levels (if not escalated upwards) are:

- Grievance at the first tier (Community or Subproject GR/CPMT) must be resolved within 10 working days
- Grievance at second tier (FP or Urban GRCs) must be resolved within 10 working days
- Grievance at third tier (UNOPS GRCs) must be resolved within 15 working days
- Overall, a grievance must be resolved within 30 working days
- GBV/SEA/SH grievances must be reported to UNOPS by the FP/ contractor, within 24 hours of receipt by the FP/ contractor, and to the World Bank within 48 hours of receipt by UNOPS.

Grievance Priority Level

According to the risk, urgency, and sensitivity of the grievances, the grievances are categorized into three levels such as low, medium, and high. Below is the description of the levels. The GRM focal point is responsible to identify the level of priority based on the following description and mark the priority of grievance accordingly. Low priority grievances can be redressed with Project GRM procedures and by the field staff of the implementing partner (FP or Contractor); the medium priority grievances can be redressed with Project GRM procedures and need that implementing partner management to be involved for redressal; and the high priority grievances needs to be redressed with a mix of project procedures and UNOPS policies, and need UNOPS' key staff involvement.

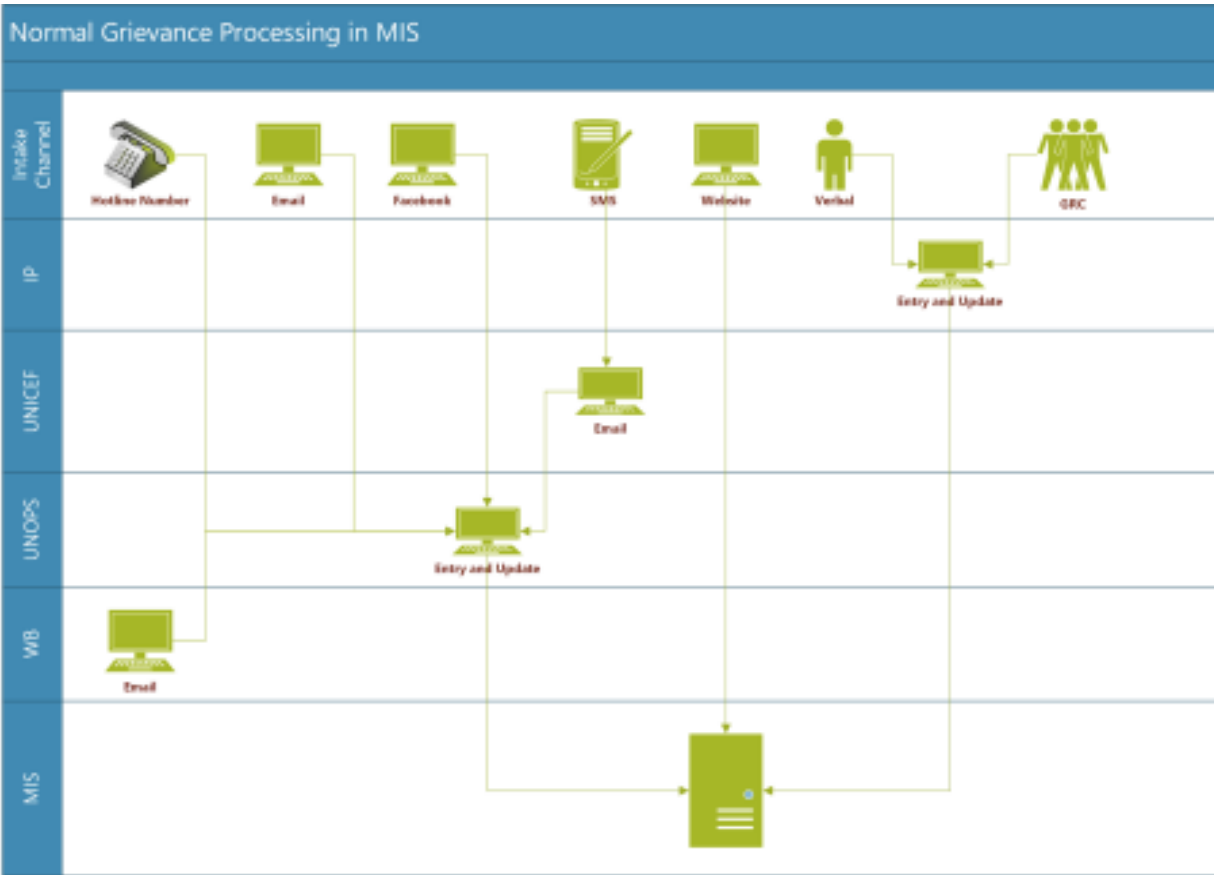
Type	Low	Medium	High
Risk	Zero threat to the health and life of beneficiary and staff	Health threat to staff and beneficiaries	Life threat to staff and beneficiaries
Urgent	Can be addressed within the project procedures	Issues which cannot be resolved within the project procedures and needs for alternative solution describe in project documents	Issues which cannot be resolved within the project procedures and needs approval from PIU for an alternative solution not described in project documents
Sensitive	Not sensitive to gender, political, religious, and tribal	Sensitive to gender, political, religious, and tribal issues which can be resolved by FP (e.g. selection of project or beneficiaries based on favoritism of gender, tribe, political party, religion, or geography)	Sensitive to gender, political, religious, and tribal issues which cannot be resolved by FP (e.g. selection of project or beneficiaries based on favoritism of gender, tribe, political party, religion, or geography). Gender based violence (GBV), Sexual Exploitation Abuse (SEA) and Sexual Harassments (SH) are highly sensitive.

Training and Orientations: GRM training will be delivered at three levels such as UNOPS, FP/Contractors and CRG/GA/MC. Below table elaborates the training objectives, estimated time, expected participants, and the training facilitator. It is highly recommended that the training be delivered as soonest as possible before the rollout of the program at the community level. The project GRM Team will train the PIU and FP/Contractors staff in Kabul and Regions, then the FP Master trainer will train their SO and Engineer, and FP Trainer/Component 2 Community Mobilizer will train Community or Subproject GR/CPMT members at the community level or subproject site.

Level	Training Objective	Training Participants Facilitator Hours	Remarks
1. UNOPS	Staff will be able to demonstrate the objectives and principles of GRM at all levels of the program and able to monitor and report in a timely manner	6 hours PIU and UNOPS staff and GRM Focal Point	Two rounds of training - at the start of project - refresher after 6 months
2. FP and Component 2	Staff will be able to demonstrate the objectives and principles of GRM at all levels of the program and able to monitor and report in a timely manner	6 hours to FP Key Staff and GRM Focal Point	One round of training at the start of project Refresher after 6 months

	Staff will be able to demonstrate the objectives and principles of GRM at the community level and able to monitor and report in a timely manner	6 hours to the Contractors Key staff	One round of training at the start of project during the kick off meeting Refresher as per need
3.Community /Subproject GR/CPM team	The community or MC will be able to redress any grievance raised in the community or subproject site related to the CRL and report to FP or Urban GRC team	2 hours to CRG and GR/CPM team Members: FP Trainer and Component 2 Community Mobilizers	One round of training at the start of project

3. Management Information System



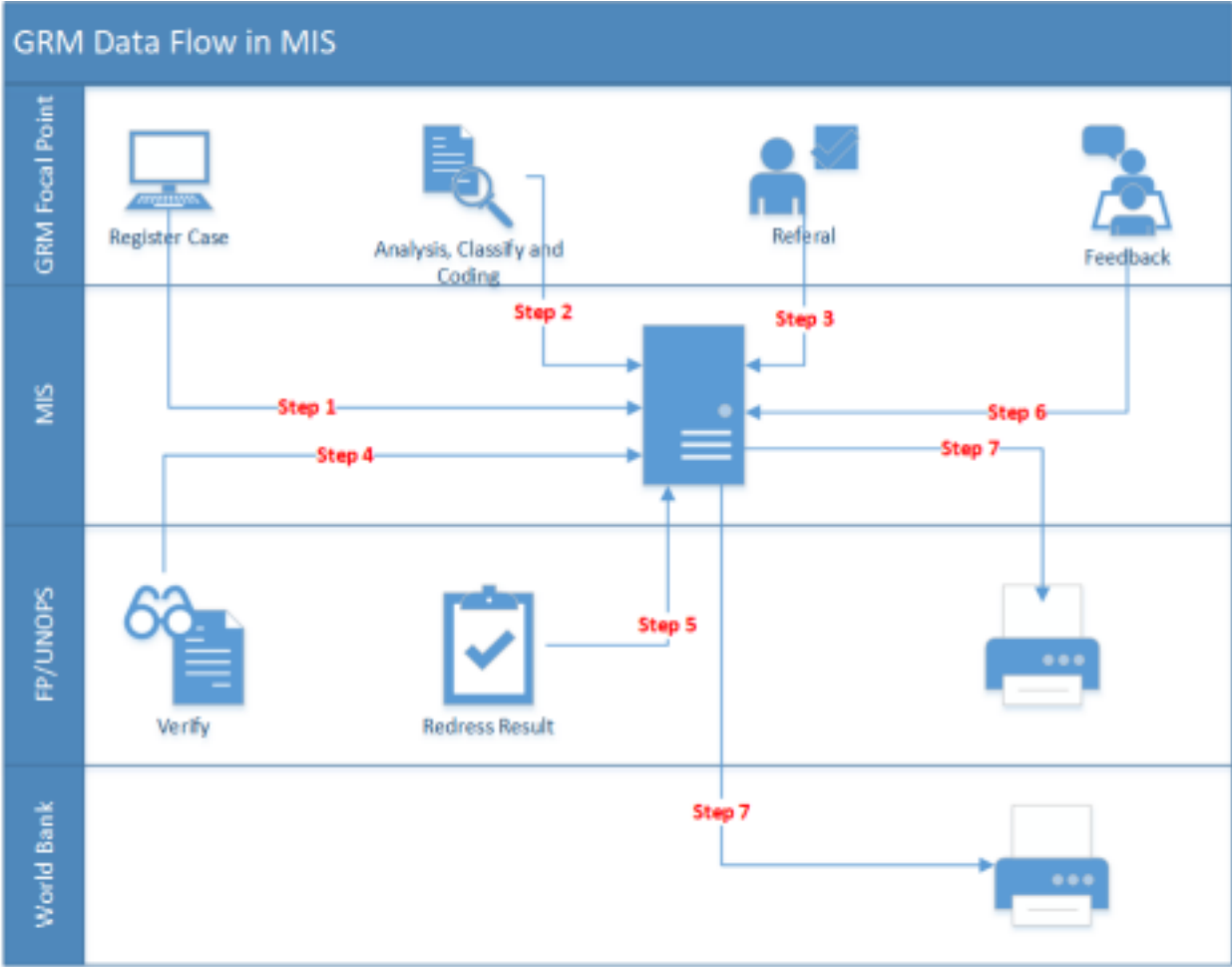
All the grievances which are registered through any channel will be recorded in CRL MIS along its supporting documents. UNOPS will develop a module in MIS of the CRL to record and track project grievances. The MIS team provides services to the grievances system such as developing a module for registering or recording grievances, analysis and classification of the grievances, referral system, recording redressal results and feedback mechanism. In addition, the MIS team will develop a comprehensive reporting for grievances. The reporting module should be able to summarize the data by different aspects including but not limited location, date, priority, categories, solution, etc.

The data entry into the MIS will be carried by GRM Focal Points at FPs and UNOPS, those who are assigned as GRM focal point will register the grievance from the complainant online into the MIS and also update the MIS till the closing of the case.

The MIS should produce data for the Result Framework indicator "Percentage of grievances received that are resolved".

The MIS should have the feature to record GBV/SEA/SH cases anonymously and confidentially, each case should have a unique code for referrals and communication. GBV/SEA/SH cases should be accessible to only Gender Specialists who are focal-point for such cases.

The data flow in MIS will be as shown in the diagram below:



4. Monitoring and Reporting

Monitoring and reporting are key elements of the Grievance Redress Mechanism, monitoring refers to the process of tracking grievances and assessing the progression toward resolution. Each implementing agency would develop and maintain a grievance register and record of all steps taken to resolve grievances or otherwise respond to feedback and questions. GRM data would be collated and reported monthly at all levels the purpose of the monitoring is to ensure that the mechanism is functioning throughout the project.

Facilitating Partners are responsible to ensure that a proper Grievance Redress Mechanism has been established at the community level and is functioning as per the described objective in the project documents. The FP's Social Organizers and Engineers are responsible to check the grievance log book in each visit they make to the community.

PIU is responsible to ensure that the grievance redress sub-groups are established at the community level and functioning properly and that the Facilitating Partners have an appropriate mechanism for redressing, tracking, monitoring, and reporting the grievances at their office.

The TPMA will provide independent operational review of overall project implementation and project results, including the implementation of the SEP and GRM. The PIU will synthesize all reporting by TPMA and IPs, as well as its own findings, and produce an overall environment and social progress report with a distinct section on stakeholder engagement in line with a template to be

provided.

One of the Result Framework indicators is "Percentage of grievances received that are resolved", the data for this indicator will be obtained total number of grievances are resolved/closed divided by grievances are received/registered. *The MIS should produce data for this indicator.*

It is necessary to analyze the GRM system throughout the program life cycle on a quarterly basis. The goal of this analysis is to find out the challenges/problems to improve the program implementation and make changes. To identify problems and red flag issues, the below variables may provide further insight to understand the prevalence of certain grievances in certain areas.

- How many complaints were received from communities (men and women)?
- Of the community grievances (not suggestions or inquiries or comments), what category of grievance raised most frequently (#1, 2, and 3) with most frequent sub-categories included
- Of each Grievance category, which sub-categories have the most grievances? Report number of Grievances by province, by district, which can help the project to see where the GRM is more functional and or project activities yield in more grievances.

Level	Monitoring	Reporting
1. RuralCommunity, urban project site	CRG, Gozar or CG are responsible to monitor and ensure that the GR/CPM team is functioning and the beneficiaries' grievances are resolved through the GR/CPMTs	GR/CPMT is responsible of reporting on the grievances to CRG/Gozar/CG and FP or Component 2 SOs on monthly Basis. The report must have following information for the reporting month and cumulative: <ul style="list-style-type: none"> - # of grievances received - # of grievances resolved - # of grievances referred to other entities - # of grievances resolved by other entities

2. Facilitating Partner and Component 2	<p>The FP Social Organizer, Component 2 Community Mobilizers and Engineers have the responsibility to monitor the GR/CPMTs on each of their visits (once a week) and ensure that they are functioning, receive grievances and are resolving them within the given timeline. The FP and Component 2 provincial office has to monitor at least two GR/CPMTs each month and reflect the findings in the monthly report.</p>	<p>FP and Component 2 UNOPS SOs are responsible to collect the reports from GR on a monthly basis, compile along the grievances received by the FP/Component 2 UNOPS SOs and report to the UNOPS regional office. The content of report should have at least following information for reporting month, cumulative, gender and category/type wise:</p> <ul style="list-style-type: none"> - overall district wise figures collected from GR/CPMTs - # of grievances received by FP/Com 2 SOs - # of grievances resolved by FP/Com 2 SOs - # of grievances referred to UNOPS - # of grievances resolved by UNOPS - % of of grievances resolved - one success story on grievance redressal
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3. UNOPS	<p>The UNOPS Social Organizer and Engineers for component 2 have the responsibility to monitor the GR/CPMTs at urban project sites on their visit and ensure that GR/CPMT teams are functioning, receive grievances and are resolving within the given timeline.</p>	<p>UNOPS regional offices are responsible to report to UNOPS CRL PIU. The content of the report should have at least following information for reporting month, cumulative, gender and category/type wise.</p> <ul style="list-style-type: none"> - # of grievances received by Component 2 SOs - # of grievances resolved by Component 2 SOs - % of of grievances resolved - one success story on grievance redressal <p>Note: the monthly report format is attached as Annex 5.</p> <p>The UNOPS CRL Office in Kabul is responsible for compiling all the reports collected from UNOPS regional offices and incorporate into World Bank and UNOPS HQ reporting requirements.</p>
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4. TPMA	Third Party Monitoring Agency (TPMA) will be deployed in order to monitor various aspects of the project, including GRM. The TPMA will submit monitoring reports directly to the UNOPS CRLP PIU and the World Bank.	TPMA will regularly share their monitoring findings with UNOPS and ensure that high priority reports are reached by UNOPS according to the timeframe agreed with TPMA.
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5. Publicity and Outreach

GRM and UNOPS communication team will use different means to increase the beneficiary awareness regarding “How grievances are redressed in CRLP?”. The CRL project will use following media for large publicity:

- **Television Shows:** Based on availability of budget and situation the communication department will organize at least one television show (advertisement, talkshow, or other) in order to increase the awareness of the public regarding grievance redressal and grievance intake channels.
- **Radio Talks:** The communication department will organize at least one radio program (advertisement, talk, or other) in order to increase the awareness of the public regarding grievance redressal and grievance intake channels.
- **Pamphlets:** UNOPS will design pamphlets and UNOPS for component 2 and FP for components 1, 3 and 4 will print the pamphlets and distribute them among the communities.
- **Training: The UNOPS’** GRM staff will deliver training to UNOPS/CRL and FP key staff, and the FP will cascade these trainings to its CRLP field staff and GR/CPMT members.
- **Banners:** UNOPS will design banners, FP and UNOPS (urban) will use banners during their orientation, meetings and subproject implementation. The banners should have clear messages, toll-free numbers, email address and processing steps. And the banners should be placed to be accessible and visible to beneficiaries.
- **SMS:** There are two options for publicity regarding the CRL through SMS, first option is to disseminate SMS to CRL project direct beneficiaries, and the second option is to disseminate SMS to a selected geographical area. This should be selected based on the situation.
- **Website:** UNOPS has an official website, a dedicated page will be developed and the page will have clear messages, toll-free numbers, email address and processing steps
- **Other Social Media Platforms:** Facebook, Twitter and Instagram will be used for GRM messages to the public. These media will be used based on situations.

6. Annexes

8.1. Annex 1: Grievance Registration Form

The template is designed in a separate file and needs to be reviewed by UNOPS and WB.

1. [Grievance Registration Form](#)

8.2. Annex 2 - SEA/SH Case Registration Form

The template is designed in a separate file and needs to be reviewed by UNOPS and WB.

SEA/SH Case Registration Form	
Administrative Information	
Grievance ID	
Code of Survivor	
Date of grievance registration	
Date of Incident	
Reported by survivor or an escort of the survivor, in the presence of the survivor	
Reported by someone other than the survivor without survivor present	
Survivor Information	
Gender / age	
Location / Residence	
Current civil/marital status	
Occupation	
Is the survivor a person with mental or physical disabilities?	
Is the survivor an unaccompanied or separated child?	
Was the perpetrator related to the project?	
Has Informed Consent been provided? yes/no?	
Has the case been reported elsewhere (including police / lawyer/health services/psychosocial counseling, other)?	
Sub-Section for Child Survivor	
If the survivor is a child (less than 18 years), does he or she live alone?	
If the survivor lives with someone, what is the relation between her/him and the caretaker? (parent/guardian; relative; spouse; other)	
What is the caretaker's current marital status?	
Details of the Incident (in survivor's words)	
Details of the incident	
Incident location and time	
Were money, goods, benefits and/or services exchanged in relation to the incident?	

Alleged Perpetrator Information		
	Number of alleged perpetrators	
	Sex of alleged perpetrators	
	Age group of alleged perpetrator(s)	
	Indicate relationship between perpetrator(s) and survivor	
	Main occupation of the alleged perpetrator(s)	
	Employer of the alleged perpetrator(s)	
Planned Actions / Actions Taken		
	Was the survivor referred by anyone?	
	Was the survivor referred to a safe house / shelter?	
	Which services does the survivor wish to be referred to? - Psychosocial services - Legal services - Police - Health services - Livelihood program	
	What actions were taken to ensure the survivor's safety?	
	Other relevant information	

8.3. Annex 3: Grievance Logbook

The template is designed in a separate file and needs to be reviewed by UNOPS and WB.

1. [Grievance Registration Logbook \(English\)](#)
2. [Grievance Registration Logbook \(Pashto\)](#)
3. [Grievance Registration Logbook \(Dari\)](#)

8.4. Annex 4: GR/CPMT Members List

The template is designed in a separate file and needs to be reviewed by UNOPS and WB.

1. [GR/CPMT Members Registration Form](#)

8.5. Annex 5: FP Monthly Report

The GRM report will be prepared according to the format prepared by M&E and approved by UNOPS. The content for GRM section will be as follows:

- Facilitating Partner
- Province Name
- Reporting Period
- Short Summary: 200 words on GRM finding
- A success story on GRM
- Grievance Breakdown:

Indicators	Cumulative up to end of previous reporting period		Progress during reporting period	Cumulative up to the end of this reporting period	
	Male	Female	Male Female	Male	Female
# of grievance forward by UNOPS to FP					
# of grievances investigated and solved/closed					
% grievances resolved					
# of grievance received by FP					
# of grievances investigated and solved/closed					
% grievances resolved					
# of grievance received by Community GR/CPMTs					
# of grievances investigated and solved/closed					
% grievances resolved					
Total # of grievance					
Total # of grievances investigated and solved/closed					
% grievances resolved					
Category-wise					
Category 1					
Category 2					

8.6. Annex 6: Component 2 Regional Office Monthly Report

The GRM report will be prepared according to the format prepared by M&E and approved by UNOPS. The content for GRM section will be as follows:

- City Name
- Reporting Period
- Short Summary: 200 words on GRM finding
- A success story on GRM
- Grievance Breakdown

Indicators	Cumulative up to end of previous reporting period		Progress during reporting period	Cumulative up to the end of this reporting period	
	Male	Female	Male Female	Male	Female
# of grievance received					
# of grievances investigated and solved/closed					
% grievances resolved					
# of grievance received by GR/CPMTs					
# of grievances investigated and solved/closed					
% grievances resolved					
Category-wise					
Category 1					
Category 2					

8.7. Annex 7: World Bank Tri-annual Report

The GRM report will be prepared according to the format agreed between UNOPS and World Bank. The content for GRM section will be as follows:

- Short Summary: 200 words on GRM finding
- Grievance Breakdown
- Plan for the next quarter
- A success story on GRM

Indicators	Cumulative up to end of previous reporting period		Progress during reporting period	Cumulative up to the end of this reporting period	
	Male	Female	Male Female	Male	Female
# of grievances received by FP and UNOPS					
# of grievances investigated and solved/closed					
% grievances resolved					

Category-wise					
Category 1					
Category 2					
Category ...					
Geographic Distribution					
Region 1					
Region 2					