

Community Resilience and Livelihoods (CRL) Project

Project Operations Manual (POM)

Project ID: P178760

Project Effective Date: May 4, 2022

Project Duration: May 2022 to April 2024

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

Facilitating Partners (FPs): NGOs or NGO Consortiums

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

Table of Contents

Chapter 1: Introduction	6
1.1 Background	7
1.2 PDO and key objectives	7
1.3 Project Components	7
Chapter 2: Key Stakeholders and Roles and Responsibilities	10
2.1 Implementing Partner (IP)	11
2.2 Facilitating Partners (FPs)	11
2.3 Private Contractors	12
2.4 Community Development Councils (CDCs)/ Gozar Assemblies (GAs)/ Consultative Groups (CGs)	12
Rural	12
Urban	12
2.5 Urban Areas Mosque Committees	13
2.6 World Bank/ARTF	13
Chapter 3: Preparatory Work Across Components	14
3A In Rural Communities	14
3A.1 Type of Communities	14
3A.2 Definitions	14
3A.3 Community Awareness Raising and CDC Mobilization	15
3A.4 Public Resource Maps	15
3A.5 Rural: Community and Beneficiary Household Lists	16
3A.6 Community Resilience and Livelihood Project Socialization/Outreach Session	17
3A.7 Bilateral Sub-Grant Agreement Form (Rural)	17
3B In Urban Communities	18
3B.1 Type of Communities	18
3B.2 Where CDCs exist in urban project sites	18
3B.3 Where CDCs do not exist in urban project sites, the following will apply:	18
3B.4 Community Awareness Raising and CDC Mobilization	19
3B.5 Urban HHs Eligible for Social Grants	19
3B.6 Bilateral Sub-Grant Agreement Form (Urban)	19
Chapter 4: Entry Criteria for Access (ECAs)	21
4.1 What are CRLP Entry Criteria for Access (ECAs)?	21
4.2 Operationalizing the ECAs' Initial Conditions	22
4.3. Component 1 - Specific ECA conditions	23
4.4 Component 2 - Specific ECA conditions	23
4.5 Component 3 - Specific ECA conditions	23
Chapter 5: Component 1: Emergency Livelihoods Support and Services in Rural Areas	25
5.1 Background	25
5.2 Criteria for Selection of Coverage in Rural Areas	25

5.3	Key definitions	25
5.4	Beneficiary selection	28
5.4.1	Actual Laborer Selection	28
5.5	Permissible project menu	29
5.6	Environmental and social risks and impacts screening	30
5.7	Allocation of grant and disbursement	30
5.8	Distribution of labor and maintaining labor logs	31
5.9	Implementation	32
5.10	Completion of incomplete rural CCAP subprojects	32
5.11	Documentation and accountability	33
Chapter 6: Component 2: Emergency Livelihoods Support and Services in Urban Areas		34
6.1	Introduction	34
6.2	Implementation mechanism	34
6.2.1	Community targeting and subproject selection	35
6.2.1.1	Community targeting	35
6.2.1.2	Subproject selection	36
6.2.2	Environmental and social risks and impacts screening	36
6.2.3	Design	36
6.2.4	Beneficiary selection (LIW)	36
	Selection criteria	37
6.2.5	Supervision	37
6.2.6	Verification of labor participation and outputs	37
6.3	Eligible projects	38
6.3.1	Permissible list (indicative)	38
6.4	Distribution of labor and labor logs	38
6.5	Documentation and accountability	39
6.5.1	Subproject approval documentation	39
6.5.2	Subproject field documentation	39
Chapter 7: Component 3: Social Grants for Women and Most Vulnerable in Rural and Urban Areas		40
7.2	Beneficiary Selection	41
7.3	Allocation of Grants and Disbursement	42
7.4	Distribution of Food Packages/ Cash Grants	42
7.5	Documentation and Accountability	43
Chapter 8: Component 4 - Strengthening Community Institutions for Inclusive Service Delivery		44
8.1	Objective and Definitions	44
8.2	Food Banks	44
8.3	Capacity Building of CDCs (Rural/Urban) and Their Sub-Committees	45
Chapter 9: Environmental and Social Risk Management		47
9.1	Environmental and Social Management	47
9.2	Key Principles of Implementation	47

9.3 Standard Operation Procedure (SoP) – E&S Screening Process and Implementation of ESMF	47
9.4 Standard Operation Procedure (SoP) – Labor Management	48
9.5 Standard Operating Procedure (SOP) - Sexual Exploitation and Abuse (SEA) and Sexual Harassment (SH) Prevention/Mitigation	49
9.5.1 Implementation of SEA/SH Action Plan	49
9.6 Standard Operating Procedures (SOP) - Stakeholder Engagement	50
9.7 Standard Operating Procedure (SOP) - Grievance Redress	50
Chapter 10: Monitoring and Evaluation (M&E) and Management Information Systems (MIS)	53
10.1 Overview	53
10.2 M&E Objectives	53
10.3 Stakeholder roles and responsibilities for M&E	53
10.4 Project Theory of Change / Results Framework	54
10.5 Project Measurement Plan	54
10.6 Data flow	55
10.7 Management Information System	56
10.8 Data quality assurance	56
10.9 Monitoring of the ECA	56
10.10 Citizen monitoring and oversight	56
10.11 Third Party Monitoring Agent	57
10.12 Evaluation	57
Chapter 11: Finance	58
11.1 Financial management overview	58
11.2 Financial management system	59
11.3 Project Financial management cycle	59
11.4 Disbursement and funds flow	61
11.5 CDCs Expenditure Accounting, Documentation, and Reporting by the NGOs	63
11.6 Project Specific Internal Audit	63
11.7 Third-party Monitoring	63
11.8 Facilitating Partners management of Subgrants	64
11.9 Due diligence - FPs and Money Services Providers (MSP)	66
Chapter 12: Procurement Management	68
12.1 Procurement Project Staff	68
12.2 Procurement Plan	69
12.3 Procurement of Goods, Services and Works	69
12.4 Determining the Applicable Procurement Method	70
12.5 Procurement Records	73
12.6 Procurement Monitoring Arrangement	73
12.7 Community Procurement	74
12.7.2 Procurement Methods for Different Values	74
12.7.2.1 Single Source Procurement	74
12.7.2.2 Shopping	75

12.7.2.3 Request for Quotation (RFQ)	76
12.7.2.4 Direct Contracting	76
12.7.2.5 Documentation Related to Community Procurement	76
Chapter 13: Security Measures	78
13.1 Standard Operating Procedure (SOP) - Security Risk Management	78

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).

The initial CRLP POM will be reviewed and approved by the World Bank prior to being made effective. The POM is a living document and revisions may be introduced into the POM at periodic intervals based on lessons-learned, challenges, changing contexts 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/Afghanistan Reconstruction Trust Fund. Each party should only represent themselves and not other parties in interactions with communities or de facto authorities.

List of Acronyms

ARTF	Afghanistan Reconstruction Trust Fund
CCAP	Citizens' Charter Afghanistan Project
CDC	Community Development Council
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
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
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 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 faces an existential threat as opportunities decline 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. Women are especially vulnerable as they face diminishing access to public spaces, education, restrictions on work and employment, harassment, death threats and violence.

The Afghanistan Community Resilience and Livelihoods Project is a new initiative supported by the World Bank and Afghanistan Reconstruction Trust Fund (ARTF). The Project has a total budget of US\$ 265 million with the United Nations Office for Project Services (UNOPS) as its Implementing Partner (IP). Actual ground-level Project support will be provided by six (6) non-governmental, non-for-profit organizations (or consortiums of the same) contracted as Facilitating Partners (FPs) for three Components, and through private sector infrastructure contractors for the urban component.

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 million households are expected to be direct beneficiaries of the Components 1 to 3 while a total population of around 9 million are expected to benefit from the services of the infrastructure subprojects financed under this Project.

Key PDO-level indicators include:

- Number of beneficiary households receiving livelihoods support/cash-for-work
- Number of vulnerable households receiving social grants
- Number of female-headed households
- Number of people with improved access to basic services

1.3 Project Components

Component 1: Emergency Livelihoods Support and Services in Rural Areas: (US\$ 141 million): This component will provide assistance in the form of cash-for-work and support for the rehabilitation of small-scale economically productive infrastructure. Poor households will each be provided with a minimum of 28 days of paid work, benefitting approximately 774,000 poor rural households. This will provide sufficient wages to buy

approximately four to six 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 them willing to work for these subprojects, in around 6,450 rural communities spread across around 70 districts in 26 provinces in six regions. Component 1 will be facilitated by a select group of six Facilitating Partners (FPs) and implemented via Community Development Councils (CDCs). A total population of around 6.8 million is expected to benefit from the basic services through the improved small-scale infrastructure under this component.

Component 2: Emergency Livelihoods Support and Services in Urban Areas: (US\$ 65 million): This component is expected to cover around 500 sub projects across eight cities (namely Kabul, Herat, Mazar, Kandahar, Jalalabad, Kunduz, Bamyan and Khost Matun) which: (i) have witnessed a high influx of internally displaced persons (IDPs); (ii) were part of Community Investment Project (CIP)/EZ-Kar projects; and (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 CDCs, Gozar Assemblies (GAs) or community consultative groups (CGs) in the target cities. The component will finance the engineering feasibility studies, surveys and design, implementation (labor, material, machinery etc) and engineering supervision costs for the LIWs. Interventions will be prioritized in: (i) sectors in which access to urban services are lacking; (ii) neighborhoods in which work opportunities are scarce; and (iii) intervention types that maximize the use of unskilled and semi-skilled labor. The selection of subprojects will be guided by a positive list of eligible investments, and a negative list, outlining projects which are prohibited due to substantial social and/or environmental impacts. Target beneficiaries for participation as day laborers will be individuals from poor households. LIWs will provide around 60 days of work per beneficiary household (and 30 days as the minimum per beneficiary household), directly benefiting approximately 115,000 IDP and poor local urban households and reaching around 2.5 million Afghans overall. 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.

Component 3: Social Grants for Women and the Most Vulnerable in Rural and Urban Areas (US\$ 18 million): Experience in Afghanistan and other countries shows that not everyone is able to benefit from cash-for-work and LIW projects. For example, female heads-of-household, IDPs, people with disabilities and vulnerable households lacking able-bodied members may have difficulty participating in such work projects. This component will provide social grants for food packages (in rural areas) and cash grants (in urban areas) to the most vulnerable households. For households who are not able to benefit from physical work activities, each community in rural areas will receive approximately US\$ 2,000 on average to be used to assist the most vulnerable groups with food packages. In urban areas, vulnerable households will receive cash grants. Based upon community vulnerability mapping, lists of these chronically vulnerable households have already been drawn up by some CDCs, which will help expedite rapid delivery of assistance to communities.¹ These lists will be revalidated with communities at the start of community activities. In urban areas where CDCs do not exist, Mosque Committees, with the support of NGO Facilitating Partners, will develop the list of eligible beneficiaries. **Through this component, approximately 132,000 vulnerable households or 924,000 poor Afghans will be assisted.**

Component 4: Strengthening Community Institutions for Inclusive Service Delivery especially for Women (US\$ 27 million): Investing in CDCs and local communities is critical for long-term sustainability and building social resilience and cohesion. Underpinning the above-mentioned interventions, this component will

¹ The COVID response in 2020-2021 through CDCs showed the effectiveness of the community identification of most vulnerable households. See MA. 2022. *COVID-19 Response: CCAP/REACH Monitoring, Q3 2021 Final Project Report*. February.

provide assistance to build the capacity of CDCs and other local community institutions. It will support NGOs' costs for activities related to community mobilization, planning, implementation, monitoring, and training on a variety of topics. 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 CDCs will also build strong accountability mechanisms at the community level for monitoring of activities and resolving grievances. Finally, working with CDCs is especially important as an entry point for supporting women.

Component 5: Implementation Support (US\$ 14 million): This component will support the costs of UNOPS to manage and oversee the program, including technical support, training, monitoring and reporting upon results. This component will finance: (i) general management support and indirect costs and fees for the implementing partner; (ii) direct project management and supervision costs required to support the implementation of the project; (iii) project monitoring, evaluation and coordination at the national and regional levels; (iv) project-tailored Management Information System (MIS) and Geospatial Information System to promote transparency and accountability; (v) the establishment of a Grievance Redress Mechanism (GRM) and (vii) Environmental and Social Risk Management (ESRM).

For additional information, see the full Project Appraisal Document: the disclosed PAD is [publicly available here](#).

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
Emergency Livelihoods Support and Services in Rural Areas	774,000 HHs	5.4 million	6.8 million
Emergency Livelihoods Support and Services in Urban Areas	115,000 HHs	810,000	2.5 million
Social Grants for Women and the Most Vulnerable in Rural and Urban Areas	132,000 HHs	924,000	
Total (rounded)	1 million HHs	7.2 million persons	9.3 million persons

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

(a) Direct beneficiary: A laborer getting paid for cash for work or for labor intensive subprojects under Components 1 and 2, and his/ her household are considered direct beneficiaries of the CRLP. Here the following needs to especially be noted: If a given rural community has more than 1 subproject financed under the component 1/ CFW, the number of laborers/ laborer HHs used for a particular subproject should be stated as the direct beneficiaries for that sector of subprojects. But for the community wide reporting, there should be no double counting of the same households providing labor to more than 1 subproject; i.e. each laborer or his/ her household should only be counted once for the community-wide data, irrespective of the number of subprojects they worked for.

(b) Indirect beneficiary: The total population and/ or the total number of households in a given community that has received a completed subproject under Components 1 or 3 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 all of the communities' total number of HHs benefitted from the completed subprojects are shown as indirect beneficiaries, without double counting the indirect beneficiaries for each of the subprojects.

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 managed by private contractors. Component 2 is further outlined below.

2.2 Facilitating Partners (FPs)

Six non-governmental organizations (NGOs), or their consortium, 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 the re-constitution of the CDCs in former Citizens' Charter Afghanistan Project (CCAP) areas as necessary. The entire geographical coverage of Components 1, 3 and 4 will be divided into six lots/packages, comprising three to six provinces each, with each package assigned to one FP. Each FP will be required to have a package manager, provincial managers, a lead engineer and a pair of lead social organizers/trainers as its key staff. In rural areas, FPs will be required to have one pair (one male and one female) of social organizers for every 10 communities for Components 1, 3 and 4; and one engineer for every 10 communities under Component 1. The social organizers in rural areas will be required for a minimum period of 16 months, four months for the Component 3/social grants and 12 months for the Component 4 training and food bank activities. In urban areas, the FPs will be required to have (a) one pair of social organizers for every 10 urban project sites for a period of four months for the Component 3/social grants; and (b) one pair of social organizers for every 10 urban CDCs for a period of nine months² for the Component 4 training. The roles of the FPs vary considerably between

² See exceptions for Kabul city later in this Manual.

Components 1, 3 and 4 and are outlined in the Terms of Reference (ToR) included as an Annex to this POM. Their roles also vary between the urban and rural areas under Components 3 and 4.

2.3 Private Contractors

Private works/infrastructure-related contractors will be procured through a competitive bidding process for the urban labor-intensive public works sub projects 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 local labor from poor households.

2.4 Community Development Councils (CDCs)/ Gozar Assemblies (GAs)/ Consultative Groups (CGs)

Rural

The Community Development Councils (CDCs) established under the rural Citizens' Charter Afghanistan Project (CCAP) and rural COVID-19 Relief Effort for Afghan Communities and Households (REACH) projects in this Project's rural coverage areas, will serve as key stakeholders for the same, especially for Components 1, 3 and 4. Rural CDCs will be trained, provided technical assistance and closely monitored by the FPs. Rural CDCs will play a key role in representing their constituent communities with the project staff and for all project requirements involving community participation. Rural CDCs 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. CDCs 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 CDCs will work closely with the vulnerable group subcommittees 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 CDCs will be trained in a variety of development governance areas, including leadership, participatory development, exclusion and inequality, the set up and management of grain banks or other schemes that support the most vulnerable households in their communities etc.

Urban

For Component 2 subproject identification, UNOPS will consult with urban CDCs where present. (Please refer to Annex II where the community consultation process for urban communities is further detailed). Where CDCs are not present, consultations will be undertaken by UNOPS with the local Gozar Assemblies (GAs). Where neither CDCs nor GAs exist, Component 2 subproject identification consultations will be held by UNOPS and ad hoc local consultative groups (CGs), established by UNOPS, in consultation with concerned community members - specifically for Component 2.

For Component 2 laborer/participant identification, where CDCs exist, these CDCs will provide lists of potential laborers based on existing lists created under CCAP/EZ-Kar/REACH. CDCs where present, GAs where CDCs do not exist, and CGs where neither CDC nor GA exists, will also support the GRM implementation at the community level.

CDCs in Component 2 project areas will also be used for Components 3 and 4. Under Component 3, these urban CDCs will be responsible for identifying beneficiary households. 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, already established and existing local Mosque Committees present in the largest/jumma mosques 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/ARTF

The Project is financed by the Afghanistan Reconstruction 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's 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 will also contract a monitoring agent (MA) to support the monitoring of project implementation.

Chapter 3: Preparatory Work Across Components

It should be noted that the duration of the Facilitating Partner contracts is limited to 18 months. This timeline must include preparatory work, work for Components 1, 3 and 4, and ascertaining the Entry Criteria for Access for Community Development Councils in Component 2/urban areas.

3A In Rural Communities

3A.1 Type of Communities

In the selected Project rural areas, there are communities that were covered by the REACH Project and communities that were covered by the Citizens' Charter Afghanistan Project (CCAP). The difference between the two is that in CCAP communities, there was a 3-year engagement of Facilitating Partners or Government staff that included capacity building of the CDCs to identify poor and vulnerable households and internally displaced persons (IDPs), a Vulnerable Group Development (VGD) Subcommittee that conducted 'abolish seasonal hunger' campaigns and mobilized food aid internal to the community, and maintained a Food Bank. In REACH communities, there was a revival of the National Solidarity Program (NSP) CDCs or the creation of ad hoc CDCs for the purpose of delivering food aid; sessions were conducted with the CDCs to discuss vulnerable households, their special needs, and how to deliver food aid to them.

Public resource maps and community profiles may need to be created or, where they exist, updated. (Please see later sections for more details).

3A.2 Definitions

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

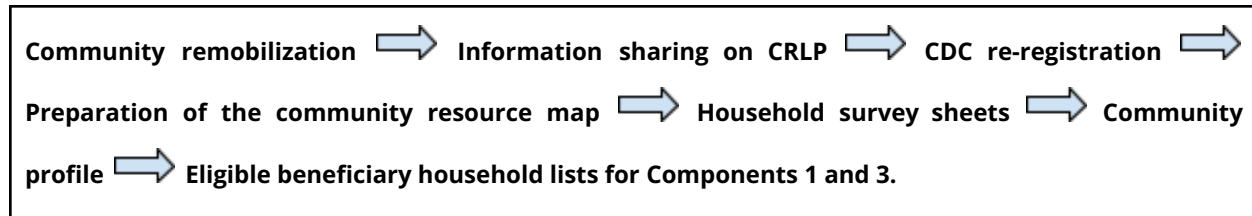
Community Development Councils (CDC): Community Development Councils are local development bodies that represent residents from each neighborhood and are responsible for community development (including analysis, planning, and subproject implementation). CDCs have a male and female wing to ensure that men and women both have voices in development processes.

Vulnerable Group Development Sub-Committee (VGD): Vulnerable Group Sub-Committees sit under the CDC and the male wing is headed by a male CDC member and the female wing is headed by a female CDC member. This committee 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 food banks and food put in. The VGD Subcommittee is responsible for working towards reducing seasonal hunger. The VGD subcommittee maintains the communities' food banks so that charity and aid for the most vulnerable households is systematically and equitably channeled.

Community and Family Welfare Subcommittee: These sit under the CDCs and the male wing is headed by a male CDC member and the female wing is headed by a female CDC member. The subcommittee 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 subcommittees constitute platforms for women to discuss women's and adolescent girls' health issues, including reproductive health.

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, to be provided to very poor households in times of need. In the future, once the food banks are (re)established, the community can use the 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.

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 2, and the institutional strengthening under Component 4. The following flowchart is a brief overview of the various procedures detailed:



3A.3 Community Awareness Raising and CDC Mobilization

The initial visit(s) of the FPs to the communities selected for coverage in rural areas will be for awareness raising regarding the CRLP itself. Where CDCs exist as formed by CCAP, the FPs will primarily work initially with the available members of the CDC still residing within the community. The FP social organisers (SOs) will inform the communities in these initial visits of the following:

- 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 CDCs and their subcommittees for Project purposes
- Key steps for the relevant components for the given community (other than beneficiary and subproject selection)

Given that CDCs under rural CCAP and rural REACH may have been created/re-registered between one and five years ago, and there has been significant movements of populations in the country since then, there are likely to be CDCs whose members have moved away from the community or have passed away. There are likely to be new neighborhoods added to existing communities formed entirely or largely of new households or IDP/returnee households. In such communities where some CDC members are missing from the original/re-registered CDC formed under CCAP or REACH, or where new neighborhoods do not have representation in the CDC, it is important to ensure a CDC whose membership covers all neighborhoods adequately. This will include selection of new CDC members in the new neighborhoods and for those neighborhoods where the previous CDC members are no longer resident in the community. (Note: The actual process for filling in these missing CDC members will be outlined in the training manuals. Once the CDC is fully created covering all neighborhoods, the remobilized CDC, including any new members added, needs to be registered by the FP using the **CRLP Form 1: CDC Re-Registration**. (Please also see the Chapter on Entry Criteria for Access (ECAs) for further details).

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. In communities that were covered under the Citizens' Charter, these maps also show the location of the CDC members. (Note: It is recommended to have at least 60 percent of households within the given community participate in these exercises. However, actual participation numbers and venues will be conditional depending on the COVID-19 protocols in the country at the time of these exercises being conducted in each community.)

Public resource maps provide an important means for CDC members and community representatives 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 CDC/community representation) 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 CDC members 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 CDC members (ordinary residents from each street can be invited too, as long as COVID-19 safety measures are practiced), 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 10 households or more, the residents should select a trusted person from amongst themselves to represent them in the CDC. (If less than 10 households have formed a new neighborhood, it is preferred to ensure their inclusion in the closest existing neighborhood.) The ratio of CDC members to households from CCAP and REACH should be maintained (i.e., if every 30 households have one male and one female CDC 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 are not left out in the planning and fund allocation process.

In rural non-CCAP communities, the CDC/community representatives 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.

In new neighborhoods that have no representation in the CDC, households from these new neighborhoods should select one man and one woman to represent them. In large neighborhoods (more than 30 households), there may be more than one man and one woman representing the area.

Note: In both cases, the public resources maps indicate the number of neighborhoods/streets. After the mapping process and selection of community representatives, no meeting in the community related to the CRLP (with CDC members/ representatives) 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 CDC 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 CDC 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**. 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 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. Both of these eligibilities are marked into the same form. It is estimated that around 80% of HHs in a community will be eligible for Component 1/ CFW, while about 10% of the HHs will be covered by Component 3 / social grants.

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

A crucial 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 not yet accepted by residents as part of their community. Prior to this meeting, the SOs will have met with the CDC members/community representatives (in rural CCAP areas) 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. 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 CDC/community representatives and youths, SOs, and engineers; permissible menu for rural livelihood initiatives; key elements of the social grants process; 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 CDCs 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 CDC (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 CDC 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 CDC. Instead, the FP will be managing and expanding the subgrants on behalf of the community against the approved proposals/plans for Components 1 and 3.

3B In Urban Communities

3B.1 Type of Communities

The urban areas will be serviced primarily through Component 2's coverage of 500 project sites in eight cities. The estimated division of sites across the eight cities, weighted by population, is as follows: Kabu -- 200, Jalalabad -- 45, Kandahar --77, Herat-- 72, Mazar-i-Sharif --47, Kunduz-- 34, Bamyan -- 12, and Khost Matun --13. While the precise number of CDCs established in these project sites is not clear, it is estimated that about 150 of the 300 project sites in seven cities (not including Kabul) will have around 600 CDCs, established under CCAP. It is estimated that each project site with CDCs will have around four CDCs in them, covering an estimated population of around 1,000 households. About half of these 300 project sites in the seven cities, and all 200 of the project sites in Kabul city, may not have any CDCs in them.

Component 2 work will commence first in project sites without CDCs in all eight cities, using UNOPS SOs and engineers, and through private contractors.

After UNOPS has contracted FPs, they will together enter areas where CDCs are present. There the SOs from UNOPS and FPs will meet with CDC members together to assess whether the CDCs meet the entry criteria for access (ECA) requirement (as outlined in the next chapter), and for the FPs' SOs to facilitate the reconstitution of the CDCs. It should also be noted that where no geographic information system (GIS) codes are available for urban communities with CDCs elected under CCAP, these will be considered as non-CDC areas for the purposes of Component 2.

3B.2 Where CDCs exist in urban project sites

UNOPS SOs will work jointly with FPs SOs in these communities to support the CDCs to fulfill the following roles, across three components:

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

Component 3: For the purposes of Component 3, FPs will support the CDCs 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, CDCs 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).

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

Component 2: Where CDCs do not exist, the Gozar Assemblies (GAs, where present) will be consulted by UNOPS SOs on potential subprojects. Where both CDCs and GAs do not exist, this consultation will be undertaken with ad hoc Consultative Groups (CGs) formed specifically for this Component.

Component 3: Where CDCs 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 CDCs.

3B.4 Community Awareness Raising and CDC Mobilization

In all urban project sites where the CDCs exist, the SOs from FPs and UNOPS will undertake the initial visits together. The CDC office bearers will serve as the SOs' first point of contact. (Note: Where the CDCs do not exist, the UNOPS SOs will work with the GAs or 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 CDC/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 CDCs/GAs/GCs will inform all the households residing within a designated project site of the following:

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

Even in urban areas with CDCs, there are likely to be CDCs whose members have moved away from the community or have passed away. Where the existing CDC has less than 70 percent of the originally elected members (including office bearers) still residing in the community, it will need to be reconstituted through close consultations between the FP SOs and the neighborhoods that no longer have representation within the CDC. Such neighborhoods will select their CDC representatives from among the household members within their neighborhood. The reconstitution timeline is a maximum of three weeks from the time the FP notifies the community of the same. (Where the existing CDC does not meet the ECA after three weeks of the notification, the FP's project team will withdraw from the area.) When the CDC is complete with the selection of new members, and the numbers are aligned as per the originally elected membership numbers, the remobilized CDC, including any new members added, needs to be registered by the FP using the **CRLP Form 1: CDC Re-Registration**. (Please see the Chapter on ECAs for further details on this).

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 CDC or mosque committee elders 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.

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

Where reconstituted CDCs meeting the ECAs exist: Once the urban Component 3 social grants are finalized for a given community, the FP and the CDC (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 CDC 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 CDC. (It will also note that FPs have no role in Component 2 beyond the reconstitution of the CDCs to meet the ECA).

In urban project areas where CDCs 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 CDCs and the mosque committees in the urban project areas are limited in urban areas to the identification of the eligible beneficiary households, and to support the FP in the social grant distributions.

Note 1: While both this Manual and related training manuals state preferred/mandatory participation numbers in various sections, especially with regard to the mobilization, training and PLA tools included, it should be emphasized that during implementation, these numbers will need to be revised as per the existing COVID-protocols in Afghanistan at the time of the actual process being undertaken in each community. Where the COVID-protocols dictate lesser numbers or outdoor venues or other requirements such as mandatory masking, it should be emphasized that these protocols will also be considered as Project requirements.

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 CDCs. 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 CDCs in the project areas are not prohibited to operate; and (ii) women's involvement continues in established CDCs.

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.

Summary of the ECAs

	ECA 1: Established CDCs in the Project areas are not prohibited to operate	ECA 2: Women's involvement continues in established CDCs
Definition for determining Entry Criteria for Access	CDCs are non-governmental community representatives. Existing CDCs are considered operational if at the start of activities in communities, a minimum of 70 percent of CDC member positions need to be filled.	Women are elected members of CDCs. The Project will only work in areas where women are able to participate in existing CDC activities. At a minimum, women are considered to be participating if at the start of activities in communities, a minimum of 40 percent of CDC members are women.
During Implementation	During implementation, CDCs will: <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 	During implementation, women will: <ul style="list-style-type: none"> • 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 existing CDCs covered in Components 1, 2, and 3.	This ECA will apply to all rural and urban areas with existing CDCs covered in Components 1, 2 and 3.
Verification	Both UNOPS and the ARTF-supported Monitoring Agent (MA) will provide regular reports as to whether or not CDCs are operating and involved in Project activities.	Both UNOPS and the ARTF-supported MA will provide regular reports as to whether or not women in CDCs are participating and involved in Project activities.

	Verification will continue during the lifespan of the Project.	Verification will continue during the lifespan of the Project.
Noncompliance	<p>In communities where CDCs are not allowed to function, the Project will not provide assistance and move to other areas.</p> <p>Communities will be given three 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 CDC activities, the Project will not provide assistance.</p> <p>Communities will be given three weeks starting from the time the Project is introduced in a community to allow ECA 2 to be met.</p>

4.2 Operationalizing the ECAs' Initial Conditions

During one of the initial visits to communities with existing CDCs in urban and rural areas, the FP SOs will determine which of the elected CDC members (including office bearers) listed in the CDC registration form (under CCAP or REACH) are still residing within the given community. The SOs will compare the list of currently residing members with the original list to determine whether:

- (a) At least 70 percent of the total number of CDC members in the original list are still residing in the community, and
- (b) At least 40 percent of the total number of the currently available CDC members in the community are women.

Communities with established CDCs 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 (i.e. in communities where the number of remaining CDC members in the community amount to less than 70 percent of the original number of CDC members registered, AND/OR in communities where the number of remaining women CDC members do not make up 40 percent or more of the total remaining number of CDC members in the community), the SOs will inform the community that they will be given three weeks from the date of receiving this notice to make changes to the CDC membership in order to meet the ECA initial criteria, or risk forfeiting the project altogether. The SOs will work with the community and the remaining CDC members to identify:

- (a) Which former neighborhoods have no representation in terms of male CDC members
- (b) Which former neighborhoods have no representation in terms of female CDC members, and
- (c) Which new neighborhoods need to be considered for additional members to be added to the CDC.

After these are determined, the SOs and existing CDC members will work with the communities during a community meeting to select male/female members to be added as new CDC members. The process of adding the missing members and registering newly reconstituted CDC using the **CRLP Form 1: CDC Registration** must be completed within three 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 newly reconstituted CDC now has adequate membership 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 CDCs 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. CDCs must remain active and assist with both these activities. Where CDCs/CDC members are not allowed to function and perform the stated roles, no CFWGs will be requested or released for such communities. Where the FP can attest that the CDC has completed the above mentioned two activities satisfactorily, the ECA 1 conditions will be deemed as met and CFWG may be released.

The CDC has two months from the time of the CDC reconstitution/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 CDC/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 CDCs. As such, this section relates only to those urban project sites with established CDCs that have then also met the initial ECA condition outlined above. The condition linked to the ECA for this Component is that CDCs must remain active with the required composition of CDC members, and will be consulted by and support the UNOPS SOs in identification of potential LIW subprojects within the project area. Where CDCs/CDC 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 CDC 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 existing CDCs 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 CDCs do not exist.

4.5 Component 3 - Specific ECA conditions

The conditions linked to the ECA #1 for this Component is as follows: CDCs (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 CDC 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 one month 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 1-month grace period will be considered ineligible for the social grants, provided the adjustments needed are within the control of the FP and/or CDC/community.

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.

5.2 Criteria for Selection of Coverage in Rural Areas

The following criteria will be applied in the initial selection of rural communities to be covered under this Component. (The same criteria will need to be applied by the FPs just before the start of the Project rollout in each district for the final selection of the communities to be covered by the CRLP in that district).

Communities prioritized:

1. Existence of active CDCs
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.)

5.3 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 6,450 select communities in around 70 districts in 26 provinces to rehabilitate existing and new public infrastructure subprojects. A minimum of 80 percent of the grant for the given community will be utilized for paid labor for the approved subprojects and a maximum of 20 percent of the community's grant may be utilized for all other costs related to the approved subprojects. It is calculated as follows: The number of households in the community is taken from the Project's community profile forms (see earlier chapters). At least 80 percent of the total household numbers in the community is taken and multiplied into around 28 labor days/person or household, at the rate of AFN 450/person/day for unskilled labor. This then provides the amount for the minimum 80 percent 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 will be used for skilled labor). The maximum 20 percent for non-labor costs is then calculated based on this, and the total then indicates the Cash-for-Work grant for the given community. There is however a ceiling of AFN 1,850,000/community for the CFWG. Note: For exceptionally large communities with over 200 households, exceptionally a ceiling of AFN 2,500,000/ community may be considered but this will require a written request to the FP Provincial Manager, showing the number of households in the community and the number of eligible

beneficiary households for CFWGs in the community. The FP Provincial Manager will review and provide prior written approval. For communities with over 400 households, exceptionally, a ceiling of AFN 3,500,000/ community may be considered following the same exceptional approval process. Such exceptional approvals need to also be noted in the MIS.

Example: A community has 150 households: 80 percent of 150 households = 120 households. This needs to be rounded off to the nearest digit if not fixed. Assuming one able-bodied member from each of the 120 households were given paid unskilled labor for at least 28 days each at the rate of AFN 450/person/day, this would amount to AFN 12,600/HH or AFN 1,512,000 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 378,000. Thus the total CFWG entitlement for that given community would amount to AFN 1,890,000.

In the above example, there might be a few cases where not all the selected households would receive 28 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 CDC 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 CDCs exclusively for this component.

Note: Use of money service providers/hawala dealers: 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 may be paid for separately from the Component 1 budget line.

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.

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.

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 CDC Project Management Committee.

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.

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

80 percent of the community's households that will be entitled to the paid labor = B = 0.80*A

The minimum paid labor component of the CFWG for that community = C = B*12,600 AFN

The maximum non-labor component of the CFWG for that community = D = (C*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

80% of the HH in community will be entitled for paid labor= 150*0.8= 120

Minimum paid labor component= 120*12,600=1,512,000 (@450/labor day and this is the example of minimum 28 labor days)

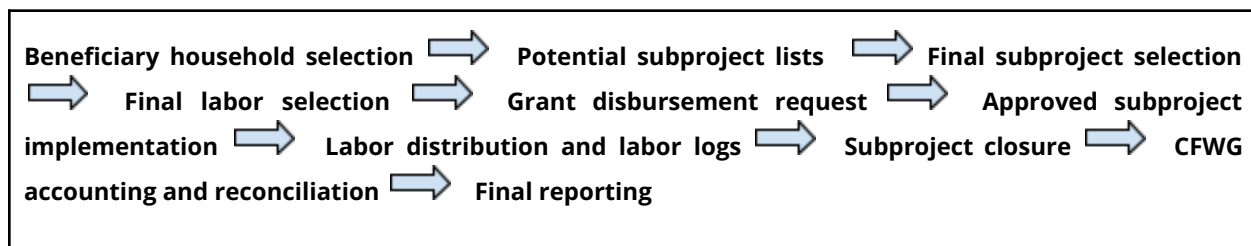
Minimum non labor component= (1,512,000*0.2)/0.8= 378,000

Total Grant= 1,512,000 + 378,000 = AFN 1,890,000

Estimated number of labor days = 1,512,000/450 = 3,360

Note: The above stated formulas are for preliminary planning purposes only. For the completion of Form 5, 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 construction of new projects such as flood walls and terraces in which case the ratio could be allowed up to 60 percent labor and 40 percent non-labor costs after approval by the FP's engineers).

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:



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 who are willing to work in the selected community subprojects. Target beneficiaries include those who were identified as the poor and very-poor as part of the CCAP or REACH planning processes, such as by the well-being-analysis. Other food insecure households will also be identified during the community re-mobilization visits. 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

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, and once the names of households are determined, this list will be posted next to the criteria poster (noting that this is to be continuously reviewed to ensure it is considered safe/acceptable to do so). In this way the process is transparent and everyone can see for themselves what the criteria are and which households have been included as beneficiaries.

If the total number of poor households (that qualify for the CFWG) is equal to or less than 80 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 80 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).

5.4.1 Actual Laborer Selection

Only one able-bodied member per household is eligible for the paid labor under the CFWG. However, this need not be the same person for the whole 28 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: Labor Log/Register**. 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 CDC member's household may qualify for the CFWG. In such cases, these households can be included in the schemes, provided that the CDC member from that household is not involved in the verification processes involved in Component 1 to any degree. In such cases, they will be deemed merely laborers, and not CDC 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 logs such that their inclusion/exclusion in the project's paid labor component may easily be verified.

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 table 1 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 stated above in order to maximise livelihood benefits for beneficiaries. This will prioritize low skill, less complex, and 'non-design' activities
- Technical complexity should be minimised to prioritise '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
Tertiary road graveling and repairing	Tree planting, agroforestry	Climate-smart solutions to solid waste management
Construction of small gabion retaining/protections walls	Terracing (create new or existing)	Vegetative fencing and fodder belts
Construction/maintenance of small check dams	Improvement of grazing reserves through improved water harvesting and rainfall management	Construction/maintenance of climate-resilient water infrastructure (particularly retention ponds)
Construction of small storage structures for community grain banks	Mulching of degraded areas	Construction/maintenance of infiltration pits
Maintenance of intra- and inter-community level streets and roads	Multi-purposes tree nurseries	
Construction/maintenance of community drainages and small water canals/conduits		
Repair/maintenance of schools, health facilities, grain bank		

storages that do not require structural design or inputs		
Extension/Repair of small irrigation canals		
Soil/stone bund construction		

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

5.6 Environmental and social risks and impacts screening

All potential CFWG subproject proposals will need to undergo screening to determine environmental and social risks and impacts. The screening will be based on the screening checklist and guidance provided in the Environmental and Social Framework (ESMF). The subprojects financed under CFVGs will follow mitigation measures outlined in the screening report and will draw guidance from the CRLP ESMF.

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 CFWG engineer and social organizers will work with the CDC 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 CFVG. 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. (Where feasible under COVID-19 protocols, 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 CFVG. 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 CFVG ceiling cost for the given community.

The social organizer supports the CDC 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 CFVG 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 date and final beneficiary list for the laborers 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 CFVG Form #5. All subproject interventions under CFVG 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 CDC 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 laborer receives around 28 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" which would be the trigger for the IA making the order for the CFWG disbursement via the defined mechanisms for fund transfer to the relevant FP for the given community.

The total grant amount stated in the Form #5 will be recorded for the ledger which will document the CFWG expenditures of the CDC, 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 maintaining labor logs

The FP, with the support of the CDC, is required to maintain a simple register/logbook listing the names and amounts paid per day for every day of work utilizing the CFW grants. This is to be done using the **CRLP Form #6a: Paid Labor Logbook/Register**.

One CFWG Form #6 is to be assigned per household selected and will be used for all days wherein any of the three persons from the given household participated in the CFWG paid labor. The entry and verification of each day of labor provision needs to be entered on the same day as when the labor was provided. This form may be retained by the household or the CDC, but must be collected back by the CDC 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 #6 should be verified and signed by the CDC office bearers and two non-CDC representatives from within the community, preferably trained CPM members where they exist. Ideally, payments for the CFWG work needs to be made on a daily basis at a fixed time in the evening and in a public venue, preferably at the site of the labor itself. Where this is not feasible, payments need to be made at a minimum on a weekly basis, in full

and as per the wage rates stated in this manual and recorded in the labor logs. Communities where CFWG wages are not made even on a weekly 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 CDC and two non-CDC community members 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 #6 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 #6 submitted for every household that benefited from the labor component. 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.

5.9 Implementation

Once the approved CFWG funds are received into the FP's account (or recorded in the ledger for the community), the CDC 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 CDC.

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 CDC. (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 CDC Operations and Maintenance (O&M) sub-committees within these communities and provide them with basic training on the continued O&M of the subprojects completed within their communities. The O&M subcommittee 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 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 CDCs 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 CDCs 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 cleaning 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 CDC 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 28 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.

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
- 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: Kabul -- 200, Jalalabad -- 45, Kandahar – 77, Herat -- 72, Mazar-i-Sharif -- 47, Kunduz -- 34, Bamyān -- 12, and Khost Matun -- 13 project sites. 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 project sites 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: Remobilizing urban CDCs where present in project coverage areas and helping to reconstitute them where needed to meet the ECAs 1 and 2, working closely with UNOPS.
- Component 3: Supporting CDCs (that meet the ECAs) and mosque committees in other urban project coverage areas for the social grants.
- Component 4: Building the capacity of urban CDCs that meet the ECAs in project coverage areas.

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

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)
ECA assessment and facilitation	UNOPS and FP SOs make the assessment and facilitate CDC reconstitution as necessary	N/A	N/A
Subproject selection	UNOPS holds consultation with the CDC for identifying subprojects.	UNOPS holds consultation with the GA for identifying subprojects.	UNOPS establishes and holds consultation with the ad hoc Consultation

			Group (CG) for identifying subprojects.
LIW beneficiary selection	CDC provides their existing lists as guidance. Contractors benefit from the lists and launch a self-selection process for beneficiaries within the CDC area. CDC would help in grievance redressal	Contractor launches a self-selection process for beneficiaries from within the GA area. GA would help in grievance redressal	Contractor launches a self-selection process for beneficiaries from within the area. CGs would help in grievance redressal

(Note: In Component 2 project areas, the primary implementation/management role will rest with UNOPS and the contractors. CDCs/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 covered by CDCs: UNOPS will consult CDCs where they exist.
- Areas not covered by CDCs: UNOPS will consult GAs in communities that do not have existing CDCs in place.
- Areas not covered by CDCs or GAs: 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 only in exceptional circumstances).

Subproject consultations will be carried out with CDCs (where they exist) by UNOPS with the help of the project's Facilitating Partners (FPs). The consultations in CDC areas should therefore be conducted when the FPs have been hired. If the CDCs or part of the CDC cluster do not meet the ECA, FPs will help them to fulfill ECAs in a three-week timeframe. If CDCs are not able to meet ECAs in the three-week timeframe, they will not receive any support from the project under components 2, 3 and 4.

Subproject consultations will be carried out in non-CDC areas by UNOPS (without the participation of the Project's FPs). These consultations can therefore be conducted immediately upon Project initiation. The available budget for the cities should be split roughly evenly between CDC and non-CDC 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 II.

6.2.1.1 Community targeting

The SOs will identify target communities in poor neighborhoods. Target communities will be constituted by CDC clusters or a GA. CDC clusters consist of four to five CDCs. Target communities should consist of approximately 1,000 households (HH).

The SOs will meet with the CDC clusters or GA to verify whether the Entry Criteria for Access (ECA) are fulfilled. When CDC clusters contain one CDC that does not meet the ECAs, the CDC in question will be given three weeks to ensure that the ECAs are fulfilled. FPs will facilitate them in meeting the ECA. When CDC clusters contain *more* than one CDC that does not meet the ECAs, the CDC cluster will not be targeted.

Note that, in each target community, subprojects should aim to provide labor for 20 percent to 25 percent of HHs. The CDC 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 CDC clusters or a GA in order to identify subprojects. The following criteria apply:

- The meeting must include the target communities' main representatives.
- The session must cover the objectives of the project; permissible menu for LIW; beneficiary criteria for the LIW; roles and responsibilities of CDC/GAs/CGs; and must have a Question and Answer (Q&A) period for communities.
- The meeting will, to the extent feasible, involve two parallel sessions: one session for men conducted by the male SOs and one session for women conducted by the female SOs. 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. The five priorities will be held to a majority vote and on 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). Projects with significant environmental and social risks will not be considered for approval
- Approve the eligible LIW sub projects identified by the communities

In the LIWs, 50 percent of the project cost will be for labor wages (unskilled and skilled).

6.2.2 Environmental and social risks and impacts screening

All potential LIW 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.

The list of LIW designs already approved under CIP will be drawn upon to the extent possible during the initial phases of implementation, while keeping labor percentages as required.

UNOPS is responsible for identifying the additional subprojects 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 CDC, GA, or CG. The selection process will consist of the following steps:

CDC 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
- CDCs will advise on who may be included. CDCs 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 public 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). See Annex II for further detail.

Selection criteria

LIWs target poor and vulnerable households. These are self-selected but need to meet the geographic eligibility criteria. 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.

6.2.7 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 CDC 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, CDC, 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.

CRLP Completion Report

A Project Completion Report should be prepared and submitted to the Bank within six months after closing of all work in this Component.

6.3 Eligible projects

The value of each LIW is expected to be on average US\$ 100,000 and up to US\$ 130,000 (or equivalent in local currency). 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:

1. Construction or rehabilitation of gravel roads
2. Paving or improvement of tertiary streets
3. Street cleaning
4. Snow clearing
5. Sidewalk and pedestrian crossings
6. Canal cleaning
7. Cleaning or restoration of storm water drainage canals
8. Rehabilitation or upgrading of parks
9. Greening of open spaces
10. Rehabilitation or improvement of boundary walls
11. Rehabilitation of water supply and sanitation systems
12. Improvements to markets
13. Provision or improvements of public spaces
14. Watershed works
15. Other labor intensive activities

6.4 Distribution of labor and labor logs

LIWs are expected to maximize labor force participation. At least 50 - 70 percent of the total contracted cost of each subproject will go towards paying wages. The project targets 70 percent of LIWs where at least 50 percent of the project cost is for unskilled labor wages. It will target 30 percent of LIWs where at least 65 percent of the project cost is for unskilled labor wages.

Periodic payments of wages should be made every 15 days wherever possible. 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 450AFN to unskilled laborers and 700AFN to skilled laborers payable in national currency (Afghanis) on a monthly basis (or biweekly basis if deemed necessary). The contractors shall price the BOQ's relevant items in USD based on the number of laborers and their wages in local currency considering the exchange rate at the time of bid submission. After bid submission, the difference in exchange rate shall not affect the priced items for laborers (skilled and unskilled) as well as the daily wages of laborers as long as the exchange rate does not change by more than 10% at the time of the payment as compared to the exchange rate in the bid. The contractors will submit and receive their invoices in USD currency for the paid labor wages based on the rate (USD rate) priced in the bill of quantity at the time of bid submission. In the event of more than 10% change in the USD/AFN exchange rate, the contractor and UNOPS would discuss and agree on the applicable exchange rate.

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):

- Project Concept Note (PCN)
- Costing Template

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 X: Construction Supervision Templates & Guidelines.

The household's and laborers' working days data shall be collected from the sub project labor attendance sheet and compiled in the **CRLP Form #8: Urban Paid Labor Monthly/Biweekly Report** and **CRLP Form #6b: Urban LIWs Paid Labor Logbook/Register**.

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).

UNOPS should, wherever possible, supplement this information through the use of KoBo Toolbox, a toolkit for collecting and managing data in challenging environments. KoBo Toolbox entries should include LIW visuals. Forms should be designed with the input of the World Bank technical team.

Chapter 7: Component 3: Social Grants for Women and Most Vulnerable in Rural and Urban Areas

Background: Building on the successes and lessons learned from the CCAP's Social Inclusion Grants and the Grains Banks' Initiative, this chapter provides guidelines for the implementation of the CRLP's Component 3. This chapter presents the basic rules and activities and the various other chapters and training manuals (FM, Procurement, Social Mobilization, E&S, etc.) will provide detailed instructions.

Important Note: Under rural CCAP, households were classified through a well-being analysis (WBA) process into four categories, based on pre-agreed criteria commonly listed for the whole country, and further defined within each community. The four categories were "better off", "middle", "poor" and "very poor". The last of these categories, the "very poor", comprised around 10 percent of the households on average across communities covered. These households were distinct from the "poor" household as they did not have able-bodied adults to participate in cash-for-work initiatives like the Maintenance and Construction Cash Grants (MCCG) under CCAP. As such, they were then included as beneficiaries for the Social Inclusion Grants (SIG), the stop seasonal hunger campaigns and the food/grain bank initiatives, under CCAP.

For the purposes of the CRLP, the social grants under Component 3 will similarly benefit the "vulnerable" households, which do not have able-bodied adult members in them to participate in the paid labor under components 1 and 2. Specifically, the social grants will cover the following types of households without any able-bodied adult that can participate in CFWG or LIW activities in each community to be covered in both rural and urban areas:

- a) Women-headed households
- b) Households headed by, or including, disabled persons (i.e. mentally or physically challenged persons or very elderly persons incapable of CFW labor)
- c) Households headed by, or including, drug addicts

Households that are benefiting from CFW or LIW activities are not eligible for the social grants. It should especially be noted that the references to the "vulnerable"/"very poor" households in this Manual refer to the above-mentioned type of households, without further analysis into individual well-being/food security or other poverty classifications.

7.1 Objective and Definitions

Under this component, Social Grants will be provided to communities to assist poor and vulnerable households who lack able-bodied adult members that can engage in physical labor under components 1 and 2. The funds will be used to provide a food package in rural areas and cash in urban areas to identified eligible households within the coverage areas of components 1 and 2. During this initial phase, the vulnerable households that have been identified will be listed/registered so that future, recurrent grants can be provided to them.

Social Grants:

In Rural Areas: The social grants for rural areas under the CRLP will be limited to those rural communities selected and covered under the CRLP Component 1. This is estimated to be around 6,450 communities. In rural communities, CDCs facilitated by the FPs will determine the list of eligible households for the social grants. FPs will have the responsibility of verifying a small sample of the households in the list to ensure that they fall within the stated criteria for eligibility. Once the list of beneficiary households is approved by the FP, the social grants will be allocated in the ledger for the CDC, which will be managed by the FP to document all the transactions pertaining to the CDC's SG activities made out of the FP's pass-through account.

The rural social grant per community will be determined by the number of households eligible for social grants within the given community, with each such household entitled to AFN 10,000 throughout the rural coverage

area. Social grant per community = # of eligible households for social grants x AFN 10,000/ eligible HH. An additional sum of up to AFN 8,700 will also be available for administrative costs related to this grant. The sub grant will be utilized to purchase food packages for all eligible households in the community, as defined above. The food packages distributed will be uniform across all eligible households, irrespective of size or other criteria. The actual procurement of the food packages will be done jointly by the CDC and the FP, with payments for the same handled exclusively by the FP. The actual distribution of the food packages will be handled by the CDC, closely facilitated and monitored by the FP in charge.

In Urban Areas: The social grants for urban areas under the CRLP will be limited to those project sites selected and covered under the CRLP Component 2. This is estimated to be around 500 project sites in eight cities. The eligible household lists in urban areas are prepared by CDCs (where present and meeting the ECA) or by mosque committees (where CDCs are not present), with close training, monitoring and support by the FPs. The social grant for urban areas will be limited to AFN 12,000/ eligible HH, upto a maximum of AFN 840,000 per project site. The number of households in such urban communities that are determined as eligible for the social grants (as per criteria defined below) will first be proposed by the CDC/mosque committee, and approved by the FP (after a small sample verification process) with Afghani 12,000 per Household. (Note: This method of calculating urban community social grants will be in place for the first 100 urban communities that FPs submit requests for in the MIS. After the first 100 communities, the actual calculation modality may be subject to change, depending on the average number of eligible households recorded in these first 100). The social grant per eligible household in urban areas will be distributed as cash with the cash distributions handled exclusively by the FP, but supported by the CDC/mosque committee. (Note: The actual modality of the cash transfers will be determined by UNOPS in consultation with the FPs selected and based on their experiences with the different modalities and the feasibility of the same in the coverage areas).

Vulnerable Households: These are households that are generally headed by women but may also include households headed by men or include members who are physically or mentally challenged, and/or very elderly and together called “disabled”, and households with drug addicted head or elderly and unable to work, but will exclude any household with able-bodied adult members who can benefit from the paid labor under components 1 or 2.

FP Social Organizers (SOs) for this Component: In rural communities, FP SOs are contracted as one pair (one male and one female) for every 10 communities, for a total period of 16 months, of which the first three to four months will be focused on social grants and component 1. In urban communities (outside Kabul city) under the coverage of this Project, SOs are contracted as one pair (one male and one female) for every 10 communities, for a total period of 12 months, of which the first three-to-four months will be focused on social grants and examining the ECAs for the urban CDCs in the project areas for component 2.

In urban communities inside Kabul city to be covered by this Project, a total of five pairs (five male and five female) of social organizers will be contracted for a period of four months for social grants-related work in a total of 50 communities. The same set of social organizers will then be moved to the next set of 50 project sites for every four-month interval during the FP contract period.

7.2 Beneficiary Selection

In rural areas, beneficiary selection will be based on the (updated) public resources maps that indicate all neighborhoods and the community profiles that indicate widow-headed households, and those headed by the elderly and disabled (i.e., men who are unable to engage in physical labor). In rural non-CCAP communities, the beneficiary selection will be done through newly-created community profiles and public resource maps. CDC members and VGD sub-committee (including the women’s wing of this committee) will, assisted by SOs, review the community profile sheets and list all women/elderly/disabled-headed households and discuss if they fall into the very poor category (in addition to their head of household status) because these households are food

insecure beyond the lean season and generally rely on charity. (The earlier chapter 3 describes in more detail the process of beneficiary identification for Component 3 in rural areas).

In urban areas, CDCs (where present and meeting the ECA requirements) or mosque committees (in communities without CDCs), and the youth who generally work with them, will prepare lists of beneficiary households for the social grants under Component 3 based on the criteria listed above for the very poor/vulnerable households. (Annex II describes the step-by-step community consultation process for beneficiary identification for Component 2 in urban areas).

In both rural and urban communities, households that benefit from the paid labor subcomponents of Components 1 or 2 will not be eligible for social grants under Component 3. The list of beneficiaries for social grants is documented and approved as part of Form 2 (rural) and Form 3 (urban).

7.3 Allocation of Grants and Disbursement

Rural: In rural communities, the social grant is fixed at AFN 10,000/HH. It should be noted that up to AFN 8,700 will be allowed as administrative costs per community for the administration of the social grants.

Urban: In urban communities, the social grant is fixed at AFN 12,000 per eligible household with a maximum ceiling of AFN 840,000 per urban project site. Once the number of vulnerable households has been determined by the CDCs (where present) or by the mosque committee (where CDCs are not present), in close coordination with the FP, the actual social grant for the given urban community can be determined. (Note: This modality of calculating the social grant per urban community is subject to revisions after the first 100 urban communities have approved social grant disbursement requests).

The FP social organizers will work with the CDC in rural areas, and with the CDCs (where present and meeting the ECA) or mosque committees (where CDCs are not present) in urban areas. Both CDCs and mosque committees will need to complete the **CRLP Form 4: Subgrants Agreement and CRLP Form 9: SG Plan**. The Agreement will outline the key roles and responsibilities of the CDC or mosque committee and the community with regards to the social grant and its utilization and the plan will indicate the number of eligible households. For rural communities, it will outline the food package with costing per eligible household, as well as the administrative costs involved for the food package procurement and distribution; and in urban communities, it will also specify the cash amount per household.

The list of households that will receive support will need to be posted in a public space. (In rural communities, the list will be next to the list of selected workers for the Cash for Work initiative).

Once Form 8 is completed and countersigned by the FP Provincial Manager and uploaded into the MIS, UNOPS will disburse funds for the same into the FP's designated bank account.

In rural areas, the CDCs, with the close support and monitoring of the FPs, will conduct basic procurement exercises to procure the food packages in the approved quantities and quality stated.

7.4 Distribution of Food Packages/ Cash Grants

In rural areas, the actual distribution of the food package will be handled by the CDCs and the VGD sub-committee with support of the FP SOs and in rural non-CCAP areas, where there are no VGD sub-committees, the CDCs will work with SOs to distribute the food aid. In both types of communities, the food packages will be taken to the households and delivered at their doorstep with the head of household signing for the package.

In urban areas, the actual modality of cash transfers for the social grants will be determined by UNOPS and informed to the FPs prior to their formal contracting. The actual confirmation of the distribution by the beneficiary household representatives (preferably the head of household) is undertaken through signatures or thumbprints.

Documentation serving as confirmation of distribution of both food/cash is done on **CRLP Form 10: Food/ Cash Distribution for Social Grants.**

A sample of the actual distribution of the social grants, as food or cash, and its documentation in both urban and rural areas, will be directly monitored by UNOPS. Another small sample will also be directly monitored by the ARTF Monitoring Agent.

7.5 Documentation and Accountability

The FPs will maintain hard copy folders, one per community for this Component. Forms 4, 9 and 10 need to be maintained in hard copy, signed originals, in field sets by community, by the FP. The FP is responsible also for all data entry and uploads of the key forms into the MIS.

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

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 CDCs meeting the ECAs.

CRLP builds on the earlier work with CDCs created during the NSP and the CCAP and aims to strengthen these nascent institutions to ensure inclusive service delivery especially for women. This chapter provides guidelines and lists the key activities for the CRL's Component 4.

The work outlined below will only proceed in communities where Component 1, 2 and 3 grants have rolled out (i.e. work has begun, laborers are being paid, and the food/cash packages have been distributed). Some of the work outlined below can only take place if the current situation of hunger no longer exists and people are able to consider aspects of life other than food. It is anticipated that the work discussed here will take about 12 months to complete in rural communities and nine months to complete in urban communities with CDCs. For the purposes of this Component, FP social organizers are expected to visit CDCs in rural areas every three weeks for a total of around 14 visits over the duration of 12 months. In urban areas with CDCs, FP social organizers are expected to visit CDCs every three weeks for a total of 10 visits over nine months.

8.2 Food Banks

During the CCAP work, more than 11,000 rural communities established grain banks, and some of them, through the work of the VGD subcommittees, 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 existing VGD subcommittees, 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, food/grain 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 subcommittees, build their capacity, and support VGD subcommittees to establish Food Banks. (Note: Food banks will not be established in urban areas). VGD subcommittees, headed by CDC members (where present), will be formed by inviting male and female youth who are interested in working on poverty reduction to come forward and join the subcommittee. Each neighborhood should be represented in the VGD subcommittee. The FP SOs will work with the VGD subcommittees and build their capacity to conduct 'reduce hunger campaigns', safely store food, maintain logbooks and conduct distribution events (see Social Manual). Ultimately, VGD subcommittees 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).

8.3 Capacity Building of CDCs (Rural/Urban) and Their Sub-Committees

In both rural and urban communities, FP SOs will work with CDCs 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 CDCs will have the same sessions as men (but separately). In addition, there will be sessions for men and women in the Community and Family Welfare Subcommittees that explore common health issues amongst women and men (e.g. COVID 19, hepatitis) and in the women's committee 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 Community and Family Welfare Subcommittees 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 UNICEF's Service Providers (the UNICEF terms for Facilitating Partners) will conduct sessions on hygiene and nutrition. The male and female wings of the subcommittees will share with men and 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 male and female subcommittee 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 and urban CCAP areas, health and education subcommittees already exist and these will simply be folded into one subcommittee, referred to as Community and Family Welfare. Here, FP SOs should call a meeting and consider representation of community neighborhoods/streets. If some members have moved away or are no longer willing to serve, the CDC should call for new volunteers. In non-CCAP areas, Community and Family Welfare Subcommittees (with male and female wings) need to be formed. Key criteria to be applied in the selection of volunteers should include interest in health and education, helpfulness, known to be trustworthy, and ability to give time. These Community and Family Welfare Subcommittees may have 8-10 female members and 8-10 male members. Note that in rural areas, the Community Health Workers should be included in the Community and Family Welfare Subcommittees.

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.

Besides the more technical discussions outlined above, the women's wings of CDCs and the women's wings of the VGD and Community and Family Welfare Subcommittees should be considered platforms in which women can safely discuss their concerns, seek support from their peers, and strategize how to overcome adverse situations.

The proposed training sessions to be provided by the FP SOs to the CDCs as part of the capacity building and institution-strengthening efforts for CDCs in rural areas include:

For men and women CDC members:

- Understanding and preventing discrimination, exclusion, and inequality in terms of aid allocation and distribution
- Pro-poor governance activities, such as the food banks

- How to receive external aid (facilitation of outsiders coming in with aid, ensuring updated beneficiary lists, etc.)
- Review of the Communities' Development Vision (plans and how to implement)
- Communication skills (active listening, public speaking, etc.)
- Advocacy and community leadership (concept of advocacy and how to develop a strategy)
- Conflict resolution (development initiatives) and problem solving (understanding the conflict, role of leaders to solve it, how to facilitate mediation)
- Collaboration (trust and teamwork)

For women CDC members:

- Self-confidence and self-care
- Women and poverty
- Women and health and nutrition

For CDCs in urban areas, the above-mentioned trainings will be provided, except the following:

- Advocacy and community leadership
- Collaboration
- Conflict resolution
- Communication skills

Chapter 9: Environmental and Social Risk Management

9.1 Environmental and Social Management

The purpose of Environmental and Social (E&S) Management is to ensure that all subprojects executed under the CRLP address and identify measures to avoid and minimize negative environmental and social impacts, as much as possible. Where these cannot be avoided, the impacts are adequately identified, assessed and necessary mitigation measures designed and implemented following relevant, existing Afghanistan environmental and social legislation (where available) and the World Bank's Environmental and Social Standards (ESS).

These risks and impacts will be managed through the mitigation hierarchy approaches (avoid, minimize, mitigate and compensate) included in the Environmental and Social Management Framework (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.

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) will be managed and monitored by the UNOPS PIU, as part of its E&S responsibilities. UNOPS will develop a GRM tailored to the subproject needs. FPs and contractors will be required to maintain a GRM aligned with the project GRM.

Principle 6: To guide the implementation of the E&S risk mitigation, the CRL will apply the WBG General EHS Guidelines from 2007. 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.

9.3 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 ESMF 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 ESMF Annex 1). 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, risk mitigation measures for the subproject will be determined by the implementer jointly with the UNOPS PIU E&S Team. The Project ESMP (see ESMF Annex 1) will be used as a basis to develop appropriate mitigation measures. Additional measures may need to be applied where necessary. 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.

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 labour, and gender-based violence (GBV)related issues. The purpose is to establish clear labour 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 ESMF Annex 4 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 Specialists.

9.5.1 Implementation of SEA/SH Action Plan

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

Step 2: Appointment of GBV Focal Points in all areas of operation.

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

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

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

Step 6: UNOPS to develop guidelines/checklists for contractors on the preparation of simple and implementable GBV/SEA Action Plans, which will be included as a tender requirement.

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

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

Step 9: UNOPS to strengthen coordination and collaboration with relevant GBV actors in Afghanistan, in particular organizations of the protection cluster, GBV Sub-Cluster, and continuously maintain a map of organizations providing GBV services.

Step 10: Assessment of availability and quality of GBV service provision in specific subproject regions, and classification of existing service providers according to their technical capacity on GBV.

Step 11: Implementation of Project GRM and referrals in all project areas for the workers and the community. See SEA/SH Action Plan for the SEA/SH Reporting Protocol.

9.6 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/CDCs; (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: radio broadcasting, community meetings in coordination with local leaders and CDC 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 Pashtu/Dari, English or respective local languages. Local leaders and CDC 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.19, 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. 20, 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 CDC members in identifying vulnerable individuals and groups.

9.7 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.

Principle 1: The GRM will be well-publicized and known to all affected populations. The implementing agency 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 SEA/SH cases, three guiding principles of confidentiality, survivor centricity and survivor safety are to be 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 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 Committees

GRM Process: The United Nations in Afghanistan has a well-established Grievance Mechanism in place, Awaaz Afghanistan (Awaaz), which is implemented by UNOPS on behalf of various UN and humanitarian response agencies. Awaaz is a collective accountability and community engagement initiative that functions as a toll-free, countrywide hotline number (410) that affected populations can dial to access information and register feedback on humanitarian assistance programs. Awaaz has 10 multilingual operators (50 percent of who are

women). Awaaz agents speak Dari, Pashto, Urdu, English and more. 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. The Awaaz call center also utilizes a short code (specifically, 7575), which anyone can use to send a free SMS with feedback, a question, or a complaint. More information about Awaaz can be found at Awaaz Afghanistan (<https://awaazaf.org>).

A two-tiered GRM will be applied: Grievance Redressal Committees (GRC) will be established. The local level GRC will operate in the field with facilitating partners. There will also be a national level GRC, based on UNOPS' Awaaz. The formation of the GRCs will be done prior to the commencement of project activities based on consultations.

For detailed steps of the GRM, see SEP, p. 24-27.

Chapter 10: Monitoring and Evaluation (M&E) and Management Information Systems (MIS)

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 programme, 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 quarterly 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)
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 • Provide relevant supporting documentation and forms as needed

	<ul style="list-style-type: none"> Respond to inquiries from MA or UNOPS as needed related to monitoring findings.
CDCs/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"> For further details see the TPMA ToR 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:

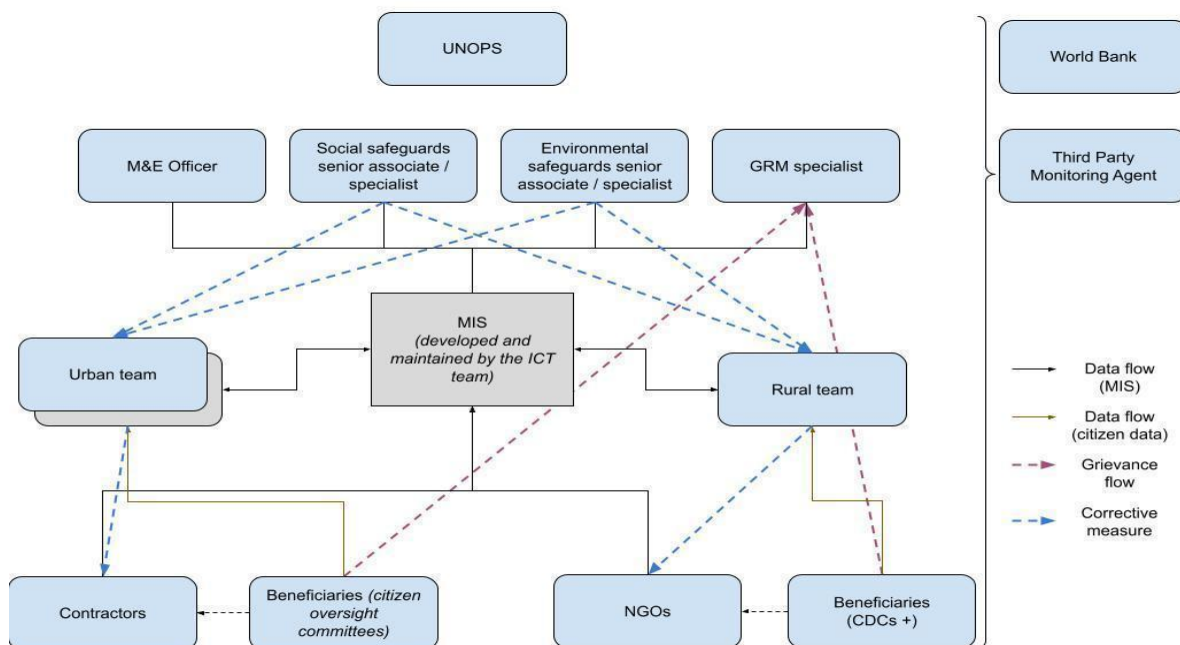
- Direct beneficiary households
- Direct individual beneficiaries
- Indirect individual beneficiaries
- Working days
- Communities/cities reached
- Sub-projects
- CDCs
- Grievances

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 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



10.7 Management Information System

UNOPS will develop a Management Information System (MIS) to manage project implementation data for Components 1, 2 and 3, 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 CFWGs and social grants being released.

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

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 CDCs 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 existing CDCs and Community Participatory Monitoring Committees, defining their role in monitoring and oversight and orienting them. In rural areas, Community Monitoring Committees will monitor that: CDCs are meeting regularly; women continue to participate in CDC 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; CDCs and activities remain independent of interim Taliban administration control and interference, CDCs 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. See Terms of Reference for the ARTF Monitoring Agent in **Annex VII**.

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 CDCs 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 CDCs operate in different areas of the country, the role of women in the CDCs 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.

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 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. 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.

11.4 Disbursement and funds flow

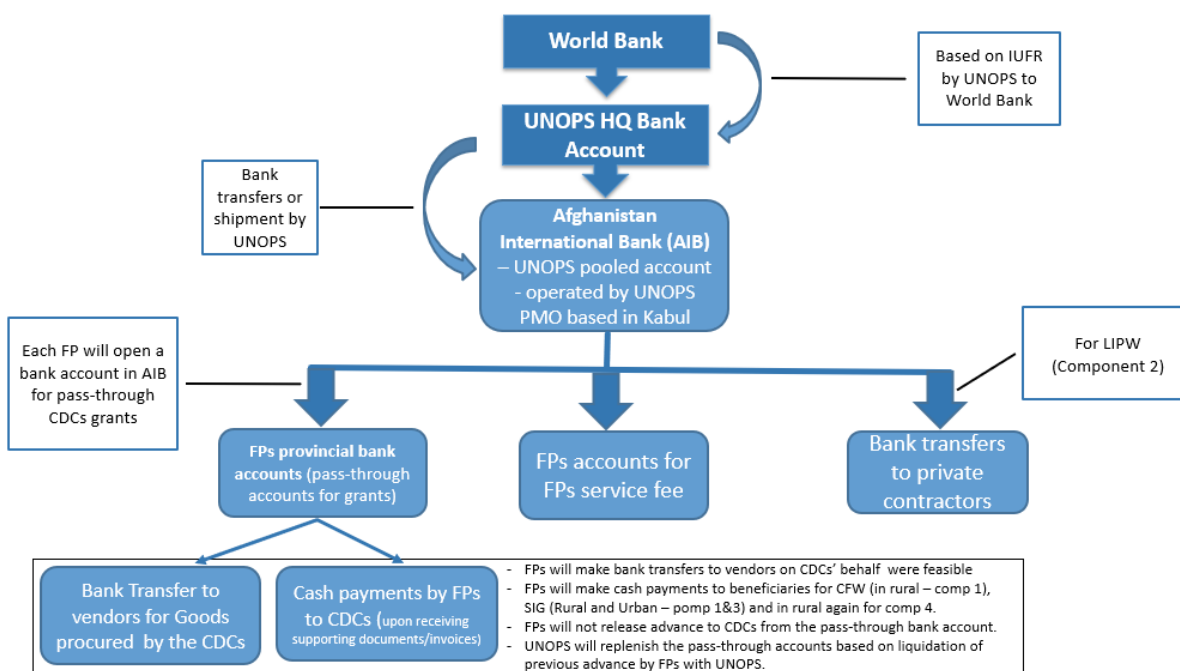
Disbursement to UNOPS will be report-based. The World Bank will transfer an initial advance to UNOPS upon approval of the project, based on UNOPS' expenditure forecast approved by the World Bank. UNOPS will submit quarterly IFR within 45 days of the end of each calendar quarter. Based on acceptable IFRs, the Bank will liquidate the previous advance and disburse additional advances.

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 money service providers 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 Development Committees (CDCs) and distributed to the end beneficiaries.

The FPs will play a role similar to a money service provider, making payments to the individuals based on the approved listing. The FP would make payments after verifying the beneficiary, getting an acknowledgement of receipt, and collecting all necessary documents for a complete audit trail. As an additional control, two CDC members would be present at the time of distribution and would also sign the receipts and list of signatures.



Component	Responsible for subgrant payments/distribution	Modality agreed
Component 1: Rural CFW	FP	FPs will make CFW labour payments in installments on weekly/bi-weekly basis in each district and hence amounts would be relatively small, and handled as cash by FP staff themselves as 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. Exceptionally, in very remote rural areas, FPs may use licensed MSPs for such payments. FPs will need to confirm that the MSP being used is not in any of the UN/ WB/ US sanctions list which will be provided to them by UNOPS. MSP use will be approved in writing 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 bank transfers themselves. No MSPs are expected to be used.
Component 4: Urban Social Grant	FP	FPs will be distributing these subgrants in cash door-to-door for eligible HHs using their own staff. No MSPs are expected to be used.

11.5 CDCs Expenditure Accounting, Documentation, and Reporting by the NGOs

The NGOs or facilitating partners are responsible for maintaining expenditure accounts and documents for each CDC 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 CDC-level accounting and document management plan in their proposals. Moreover, the responsibilities for reporting and managing documents of the CDCs expenditure will be a part of the NGO contracts. NGOs will be responsible for collecting and retaining the CDCs’ financial records and expenditure documents for the record, future reviews, and audits. UNOPS will develop the MIS and provide access and training to the NGOs to record transactions and upload documents. The NGO advances will be replenished based on appropriate expenditure recording and the availability of expenditure documents. The Third Party Monitoring Agent (TPMA) regularly would review the MIS and records maintained by the NGOs to assure completeness and accuracy.

11.6 Project Specific Internal Audit

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

11.7 Third-party Monitoring

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

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

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

Financial monitoring activities include the following:

Component	Fiduciary Risk	Details
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 CDCs 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.	Reconcile distribution lists with facilitating partners' statements of expenditure submitted to UNOPS for replenishment. For selected samples: <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 CFVGs 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 CFVG 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 CFVGs and/or SGs for each given month before the actual withdrawals for that month. FPs may withdraw CFVG 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:

- Form 1 – CDC Re-registration (data entry and scanned form upload)
- Community Resource Map (scanned form 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 CFVGs:

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

For SGs:

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

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 CFVGs 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 completion expenditure supporting documentation and related forms for each community for these grants:

- CFVGs – Maximum two 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 CFVGs:

- 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 – SG Food/Cash Distribution Verification (scanned and data entry)

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 CDC/ 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 - FPs and Money Services Providers (MSP)

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 programme 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 or MSP , including through external reports.
- Verify the ethical reputation of the NGOs or MSP, 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 or MSP premises to ensure for instance that they possess relevant equipment (e.g. equipment or IT infrastructure for IT/software requirements). NGOs or MSPs 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 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 UNOPS Procurement Manual, Revision 7 dated July 2021. 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. Reporting on the indicators in the results framework;
- d. 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 will also develop community procurement procedures in consultation with the World Bank and ensure that the Facilitating Partners (FPs) will have adequate procurement capacity to assist CDCs with community procurement activities in alignment with the procedures.

12.1 Procurement Project Staff

More than 600 procurement processes for Works and six procurement processes for Consultancy Services are estimated to be signed during the project implementation.

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

- International Procurement Advisor - one position
- Under the direct supervision of the Senior Project Manager, the Procurement Advisor is responsible for procurement planning and preparation of all procurement processes for the project.
- Procurement Advisor will lead on 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 (Contract Management) - one position
- Under the direct supervision of the Procurement Advisor the Procurement Specialist (Contract Management), is responsible for contract management for the project.
- Procurement Associates - 12 positions
- The Procurement Associates ensures the provision of efficient and timely support services in procurement and contract administration.

UNOPS also utilize consultants to support 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. All updates will follow the same workflow depicted above and below.

A partial Procurement Plan for the Project was developed and approved by the World Bank

All updates will follow the same workflow depicted above and below.

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

The expected procurement activities under the project include public works, i.e. construction/rehabilitation of community-level infrastructures such as:

- Construction or rehabilitation of gravel roads
- Pavement or improvement of tertiary streets
- Street cleaning

- d. Sidewalk and pedestrian crossings
- e. Canal cleaning
- f. Cleaning or restoration of storm water drainage canals
- g. Rehabilitation or upgrading of parks
- h. Greening of open spaces
- i. Rehabilitation or improvement of boundary walls
- j. Rehabilitation of water and sanitation network
- k. Improvements to markets
- l. Other labor intensive activities

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, about US\$ 50,000 – 100,000 with the overall cost of US\$ 65 million estimated to cover the infrastructural activities.

Potential cities include Kabul (~4.43 million), Herat (~574,000), Kandahar (~614,000), Khost (~106,000), Mazar-e-Sharif (~375,000), Jalalabad (~356,000), Bamyan (~100,000) and Taleqan (~3,545). The coverage would be kept flexible in order to target areas based on evolving needs in the country.

The procurement process will consist of the following steps:

Step 1: UNOPS will prepare the technical documents for selected subprojects

Step 2: UNOPS will compile these in a procurement plan and submit it to the Bank for approval

Step 3: After Bank approval, UNOPS would commence procurement

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

The expected procurement of goods includes:

- a. ITC equipment
- b. Office supplies
- c. Furniture

Consulting services include:

- a. Selection of Facilitating Partner
- b. Recruitment of Individual consultants
- c. Design Services

12.4 Determining the Applicable Procurement Method

An approval for using Emergency Procurement Procedure is granted for the Project and is valid until May 31, 2024.

The EPP allows UNOPS to use simplified processes to facilitate rapid response during an emergency situation without compromising compliance with UNOPS procurement principles.

Detailed information on EPP can be found [here](#).

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 in six provinces.

Considering the complexity of the assignment, evaluation based on cumulative analysis is more appropriate than the lowest priced, most technically acceptable offer. Therefore, Request for Proposal (RFP) procurement method will be used for selection of Facilitating Partners in six provinces.

Request for Quotation (RFQ): Detailed information on RFQ can be found [here](#)

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	5	
5	Bid Closing and Opening	1	AFCO 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	3	Evaluation Committee
8	Financial Opening, Arithmetic check and Preparation of Comparative Financial Analysis against Estimated Price	1	CRL Procurement and the bid opening committee
9	Bid Evaluation report (BER) Preparation and Electronic Signature	1	CRL Procurement and Evaluation Committee
10	Contract Preparation and Signature	1	CRL Procurement

11	Contract Approval	2	AFCO Head of support services
12	Contract Administration: Payment Follow-up, Contract Dispute Management, Supplier Performance	End of the project timeline	Lead engineering team & Procurement
Total Working Days		23	

Request for Proposal: Detailed Information on RFP can be found [here](#)

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	
3	Market Research and Preparation of Solicitation Document	1	Requesting office & CRL Procurement
5	Bid Flotation Period	21	
6	Bid Closing and Opening	1	AFCO Procurement/Bid Opening Committee
7	Preparation of Technical Evaluation Grid Sheet	1	CRL Procurement
8	Bid Evaluation and receipt of duly signed Evaluation Grid Sheet	5	Evaluation Committee
9	Financial Opening,	1	AFCO Procurement/Bid Opening Committee
10	Combined Report Preparation	3	Procurement officials
12	Arrange, Conduct Negotiation Meeting and Prepare Minutes	2	Negotiation Team
13	LCPC/HQCPC Submission Preparation	2	CRL Procurement
14	IPAS Review and Pre-clearance	2	

15	Local Contracts and Property Committee/Headquarters Contracts and Property Committee approval	10	
16	Contract Preparation and Signature	1	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		63	

12.5 Procurement Records

The legal obligation under the ECRP Financing Agreement signed between UNOPS and the World Bank obliges retention of records until at least one year after the World Bank has received audited financial statement covering the six months in which the last withdrawal was made, all records (contracts, orders, invoices, bills, receipts and other documents) evidencing all expenditures in respect of which withdrawals of the proceeds of the Financing of the Project were made. 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. The MA will conduct sample-based monitoring on the ground and use digital platforms to enhance transparency and accountability. 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 Community Procurement

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 Community Development Councils (CDCs) 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 CDC 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/ CDC, 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/CDC members in the procurement regulations and forms included in this Manual, and b) support and monitor the FP/CDC 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 CDCs), 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/CDC needs to be maintained in soft and hard copies, and distinguished by subgrant type (CFWG/SG) and community.

Note 5: References to the CDC below could indicate where the CDCs exist in both urban and rural areas, and the MCs in urban areas without CDCs.

12.7.2 Procurement Methods for Different Values

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

Procurement Procedure	Contract Value Limits
Exceptional: Sole Sourcing Procurement	Less than or equal to US\$ 1,500 or equivalent
Shopping	From 0 to US\$ 5,000 or equivalent
Request for Quotation (RFQ)	Above US\$ 5,000 or equivalent
Exceptional: Direct contracting	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 - ITO), the corresponding invoice and the payment receipts. The payments for the goods/ works/ services must be made by the FP only after the CDC Chairperson 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 SSS but to use CS method instead).

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 CDC level. (Note: The FP holds the right to handle the procurement entirely without the support of the CDC. 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 CDCs.). The process is as follows:

The CDC, 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/CDC representative at the location specified and before the submission deadline. The CDC members open the envelopes of the offers received before the submission deadline. A member of the CDC reads out the name of each bidder and the total amount of each offer. Each member of the CDC 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/ CDC 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/CDC. A copy of the signed PO may also be provided to/retained by the vendor/supplier but the original must be available with the CDC.

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/CDC 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/ CDC 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/CDC 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.

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/CDC engineers to the FP's Provincial or Central Unit. The guidelines for RFQ is as outlined above, and will also apply for community procurement for the subgrants.

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:

- When only one supplier/service provider/contractor is available in the whole province for the provision of the required goods/works/services.
- 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.
- 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).
- 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 CDC or FP
- 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 CDC, with assistance from the FP must prepare a letter or memo of explanation addressed to FP PMU. 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 FP PMU must examine the justification provided. If satisfactory, the authorization must be signed by the Head of the FP PMU *prior to* the CDC 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 CDCs.

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 Approach Note 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 PIU and report to the UNOPS Project Manager. The key task of the Adviser will be to ensure Local Security Assistants 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: FPs and contractors are to demonstrate availability of relevant security SOPs. If those are not available, UNOPS will prepare 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 extremis; 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 in completing the plans. UNOPS to provide clearance of plans and SOPs.

Step 7: UNOPS to train 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 On where necessary.

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 VI 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.