

Islamic Republic of Afghanistan

United Nations Development Programme Afghanistan

AliceGhan

Project ID 00051619
Proposal ID 00044032

Brief Description

According to UNHCR, more than 4.7 million Afghans have returned from Pakistan and Iran since November 2001, while some 600,000 people are expected to return in 2006. An increasing number of returnees are returning to Afghanistan without land or shelter, creating a group of vulnerable people who cannot find a place in their areas of origin in which to settle. The settlement of landless returnees, as well as IDPs, poses a key challenge in the process of reintegration in Afghanistan, which in turn affects the very future of the country's development.

The Government of Afghanistan, under the leadership of Ministry of Urban Development and the Ministry of Refugees and Repatriation (MoRR), has taken the initiative to allocate government land to facilitate the settlement of returnee families in their Provinces of origin. To date, around 43 sites in 29 Provinces have been inaugurated for distribution among landless returnees. Development of returnees / IDPs communities on these distributed plots of land will be major development activity to take place across the country in the coming years.

In this context, the AliceGhan project aims to create a new model for returnee and IDP reintegration schemes by introducing longer-term development perspective to the provision of housing and community support. Specifically, the AliceGhan project aims to build a sustainable community for landless returnees to Kabul Province through the construction of houses and essential community infrastructure, establishing community consultation mechanisms and providing employment and training opportunities in Barikab, Kabul Province.

The Government of Australia is contributing \$US 7.27million to the project, which will be implemented through UNDP direct execution modality over the period September 2006 – December 2008.

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Country: Afghanistan

UNDAF Outcome 2: By 2008, opportunities, skills, land and infrastructure that allow for active participation in a strengthened formal economy and private sector are improved, particularly for poor and vulnerable groups.

UNDAF Indicators: Poverty headcount ratio (percentage of population below national poverty line);

UNDP CP Expected Outcome 3: Livelihoods and the quality of life for poor people improved through MDG-focused initiatives such as mainstreaming gender, broadening economic opportunities, and realising sound natural resource management.

UNDP CP Indicators: Numbers of people benefiting from programmes implemented to improve conditions in urban and rural areas including employment opportunities; number of women disabled, and ex-combatants receiving job opportunities

UNDP CPAP Expected Outputs: Social and economic opportunities for the vulnerable, including ex-combatants and returnees, broadened through local poverty initiatives and empowerment of women.

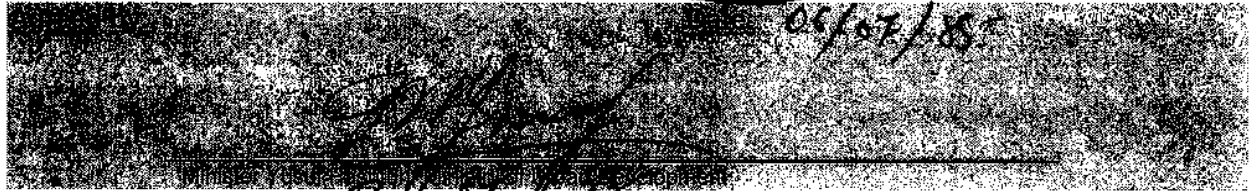
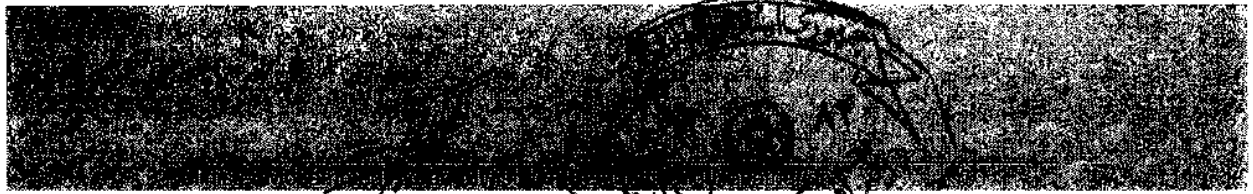
UNDP CPAP Output Indicators: Indicator 7.1: Number of people receiving employment opportunities through skills training, agriculture support and small business starters support.

Indicator 7.2: Number of poverty community based projects proposed and approved by the community shuras.

Implementing Partner: United Nations Development Programme (UNDP)

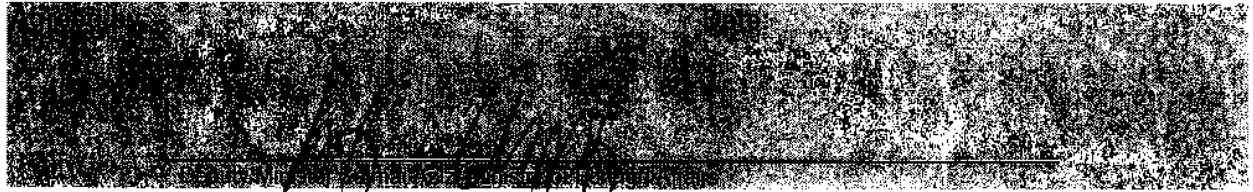
Project Period: September 2006 – December 2008
Programme Component: Poverty Reduction
Project Title: AliceGhan
Project ID: 00051619
Project Duration: 2 years and 4 months
Management Arrangement: Direct Implementation Modality

Total budget:	\$7,271,551
Project Budget (excl GMS)	\$6,795,842
General Management Service (7%)	\$475,709
Allocated resources:	
• Australian Government	\$7,271,755
• Government	
• Regular	
• Other:	
• In kind contributions:	n/a
• Unfunded budget:	\$ 0



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Date: 28/09/06

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List of Abbreviations

ANDS	Afghan National Development Strategy
ASC	Australian Steering Committee
AusAID	Australian Agency for International Development, Government of Australia
BSC	Beneficiary Selection Committee
CCA	Common Country Assessment
CDC	Community Development Council
CPAP	Country Programme Action Plan
DFAT	Department of Foreign Affairs, Government of Australia
DIMA	Department of Immigration and Multicultural Affairs, Government of Australia
GFP	Gender Focal Point
IDPs	Internally Displaced Persons
LPAC	Local Programme Appraisal Committee
MDG	Millennium Development Goals
M&E	Monitoring & Evaluation
MoFA	Ministry of Foreign Affairs, Government of Afghanistan
MOSS	Minimum Operational Security Standard
MoUD	Ministry of Urban Development, Government of Afghanistan
MoRR	Ministry of Refugees and Repatriation, Government of Afghanistan
MoRRD	Ministry of Rural Rehabilitation and Development, Government of Afghanistan
NHDR	National Human Development Report
OAPR	Office of Audit Performance Review
PEG	Project Executive Group
POSL	UNDP Promotion of Sustainable Livelihood Unit
RMG	UNDP Results Management Guide
SC	Steering Committee
UDG	UNDP Urban Development Group
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UN-HABITAT	United Nations Human Settlements Programme
UNHCR	United Nations High Commissioner for Refugees

Part 1 Situation Analysis

1.1. Background

Since the fall of the Taliban Government in late 2001, Afghanistan has accomplished a number of achievements on the political front. The Bonn Agreement set certain benchmarks for progress on the political front, and most of them have been met with success: the constitution was adopted; the presidential and parliamentary elections were held; national army and police forces were re-established; and disarmament, demobilisation and reintegration of more than 60,000 former combatants has been achieved.

A significant amount of international assistance has been extended to Afghanistan under the new regime, and the rebuilding of the state is taking its course. As a result, more than 4.7 million refugees and Internally Displaced Persons (IDPs) have returned to their homes, and 4 million children have returned to school. Economic and social indicators of Afghanistan remain extremely low, and insecurity caused by illegally armed groups and the emergence of the illicit economy are preventing foreign investment and overshadowing the sound economic development of the country.

The Afghanistan National Human Development Report 2004 (NHDR) states that "Afghans comprise the second largest number of refugees and IDPs in the world, after Palestinians. Not too long ago, it was estimated that one in every three Afghans was either a refugee or an IDP, prompting the United Nations to declare Afghanistan as the major site of human displacement in the world."¹ At the beginning of 2002, there were approximately 6 million Afghans outside of Afghanistan with more than 3.5 million Afghans in Pakistan and more than 2.5 million Afghans in Iran. Since the fall of the Taliban, over 3.2 million Afghans have returned from Pakistan and a further 1.5 million Afghans have returned from Iran. An estimated 3.5 million Afghans currently remain outside of Afghanistan.

1.2. Challenges Addressed

Most of the returnees and IDPs have a willingness to return to their places of origin. However, lack of access to shelter, land, drinking water, and income generation activities prevent their full repatriation more than security concerns.²

The Afghan Government estimates that around 6.4 million people – 30 % of the population – live in cities. This figure will have doubled by 2015 at the current rate of urbanization. Unable to return to their places of origin, thousands of returnees have chosen major cities such as Jalalabad, Kandahar, Herat, Mazar and Kabul as their residence in to the hope of benefiting from existing access to facilities, social services and employment opportunities. Owing to the influx of returnees, the population of Kabul alone has increased from 1.7 million in 2000 to around 4 million in 2006. A crisis of rapid and uncontrollable urbanization has led to an acute shortage of housing, particularly in Kabul. The majority of new urban residents are landless returnees and IDPs who have settled in unplanned and hence un-serviced portions of the cities. Most of Kabul's new residents have little or no access to basic social services and as such face the very human security concerns which prevented them from returning to their places of origin in the first instance.

The repatriation of Afghan refugees has been an issue high on the agenda for the Government of Afghanistan. In December 2006, a Presidential Decree (No. 104) was issued on "Land Distribution for Housing to Eligible Returnees and IDPs." The objective of this Decree was to distribute "intact and uncultivated government land to address the housing needs of eligible returnee and IDP compatriots", thus facilitating their resettlement.² Considering the above circumstances surrounding returnees and IDPs, it is imperative to consider livelihood issues in addition to provision of land and housing, in order to facilitate proper and sustainable repatriation.

AliceGhan is one of the newly formed projects in this context, which envisage provision of basic livelihood support and empowerment of returnees / IDPs – thus ensuring human security concerns are well considered – in conjunction with housing construction, supported by the Government's land distribution policy.

Part 2 Strategy

2.1. Linkage with the Afghanistan National Development Strategy, Afghan Compact, UNDAF and CPAP

The AliceGhan project has been developed by UNDP Afghanistan under its Promotion of Sustainable Livelihood (PoSL) Programme, which works towards the outcomes identified in the UNDP Country Programme Action Plan 2006-2008 (CPAP). The CPAP outcomes are in turn aligned with the objectives of the United Nations Development Assistance Framework (UNDAF) 2006-2008. Afghanistan's new development framework, benchmarks and timeframes have been further identified under the Interim Afghanistan National Development Strategy (I-ANDS) and the Afghanistan Compact, which were adopted by the Afghan Government and the international community in January 2006. These key documents now also provide the basis of UNDP's commitment for the development of Afghanistan.

The AliceGhan project has particular reference to the following parts of these documents:

I-ANDS:

Sector Three: Infrastructure and Natural Resources:

Government aims to improve infrastructure and exploitation of natural resources through investment programs in:
(6) urban development and housing.

Sector Seven: Social Protection:

The Government will meet these [development] commitments through:

(5) the refugees and displaced persons program which will work towards the return of all remaining refugees, normalising their legal status, ... while continuing to support the internally displaced and their effective reintegration.

Afghanistan Compact:

Social Protection Benchmark relating to Refugees and IDPs

By Jaddi 1389 (end-2010): All refugees opting to return and internally displaced persons will be provided assistance for rehabilitation and integration in their local communities; their integration will be supported by national development programs, particularly in key areas of return.

Social Protection Benchmark relating to Poverty Reduction

By Jaddi 1389 (end-2010): In line with Afghanistan's MDGs, the proportion of people living on less than US\$1 a day will decrease by 3% per year and the proportion of people who suffer from hunger will decrease by 5% per year.

Social Protection Benchmark relating to the Disabled

By Jaddi 1389 (end-2010): Increased assistance will be provided to meet the special needs of all disabled people, including integration in society through opportunities for education and gainful employment.

Social Protection Benchmark relating to Vulnerable Women

By Jaddi 1389 (end-2010): The number of female-headed households that are chronically poor will be reduced by 20%, and their employment rates increased by 20%.

Economic and Social Development Benchmark relating to Urban Development

By Jaddi 1389 (end 2010): ... In line with Afghanistan's MDGs, investment in water supply and sanitation will ensure that 50% of households in Kabul and 30% of households in other major urban areas will have access to piped water.

Education Benchmark relating to Primary and Secondary Education

By Jaddi 1389 (end 2010): ... In line with Afghanistan's MDGs, net enrolment in primary school for girls and boys will be at least 60% and 75% respectively.

³ Decree (No. 104) by the President of Islamic Republic of Afghanistan on Land Distribution for Housing to Eligible Returnees and IDPs (unofficial translation), date: 15/09/1384 (6th December 2005) (see Annex 4)

UNDAF Outcome 2:

By 2008, opportunities, skills, land and infrastructure that allow for active participation in a strengthened formal economy and private sector are improved, particularly for poor and vulnerable groups.

CPAP Output 3:

UNDP Afghanistan places people's quality of life at the centre of its initiatives. In this area, UNDP aims to improve sustainable livelihoods and the quality of life for poor people through MDG-focused initiatives such as mainstreaming gender, broadening economic opportunities, and realizing sound natural resource management.

2.2. Linkages with governmental arrangements

Record of Understanding:

On 11 May 2006 the Afghan and Australian Governments signed a ROU relating to the provision of housing accommodation in Kabul. The ROU outlines the development principles underlying the AliceGhan project, which were based on outcomes and outputs described in the I-ANDS, the Afghanistan Compact, UNDAF and CPAP.

The ROU describes how AliceGhan will contribute towards the shared objectives of the Governments of Australia and Afghanistan, of supporting peace and stability in Afghanistan by promoting sustainable return and reintegration processes, meeting the humanitarian needs of Afghan nationals and building capacities in relevant Afghan Government agencies. The project will achieve this by providing landless Afghan returnees who have been selected to benefit from the project access to basic human settlement infrastructure including housing, water supply, sanitation, roads and community infrastructure and assistance to develop sustainable livelihoods.

Presidential Decree 104:

On 6 December 2005 Presidential Decree 104 on land distribution for housing eligible returnees and IDPs came into force. The Decree describes the application process associated with the distribution of intact and uncultivated government land so as to address the needs of eligible landless returnees and IDPs. The Decree also describes the governance structures in place to manage the land allocation process and the temporary and then permanent transfer of land to beneficiaries.

2.3. Objectives

In line with the above outcomes and outputs, envisaged within the overall framework of Afghanistan's development, and as a result of close cooperation between the Governments of Afghanistan and Australia, AliceGhan, a new settlement project for landless returnees, has been developed with the following objectives:

- Assist vulnerable landless returnees, who are selected as the project beneficiaries by the AliceGhan Beneficiary Selection Committee (BSC) construct a traditionally designed, community built, mud brick house with a stand-alone toilet that incorporates earthquake resistant design strategies and construction techniques.
- Provide the beneficiary community with access to potable water.
- Provide the beneficiary community with access to roads within the project site.
- Provide the beneficiary community with a school and multiuse community centre.
- Assist beneficiaries acquire marketable vocational skills so as to promote their reintegration into the local economy.
- Provide extremely vulnerable groups, including female-headed households, the disabled and the ultra poor with additional assistance so as to promote their social and economic integration through increased assistance in the construction of their house and through increased community participation, training and employment opportunities.

- Assist the beneficiary community form the necessary community governance and community development structures, so as to provide sustainable community services for the community of AliceGhan such as managing current and developing further community infrastructure, mobilising the community's resources, and solid waste management.
- Provide a new model project of refugee resettlement building in view of urban development for similar peri-urban returnee/IDP housing projects, for which demand is due to increase in the future.

Direct beneficiaries of the AliceGhan project are a sub-group (as determined by the BSC) of landless returnees who have been allocated land in Barikab, Kabul Province under Presidential Decree 104 (See Beneficiary Selection). Other, indirect beneficiaries may include members of those communities that immediately surround the area who will have access to services and markets that will be available in the settlement.

2.4. Outputs

The concrete and expected outputs of the AliceGhan project are as follows. Annex 3 outlines the budget for the AliceGhan project.



In a significant departure from shelter models provided to returnees in the past, the model proposed under AliceGhan attempts to address the development needs of returnees as opposed to those of the emergency scenario. That is, in terms of design and materials, a longer term benefit is anticipated. An earthquake resistant house design consisting of two rooms, washroom and external toilet is proposed which will include stone foundations and baked brick plinth. Although the basic construction unit will be mud brick, the structure will be reinforced in such a way to provide structural strength to resist earthquake loadings.

In order to participate in the AliceGhan project beneficiaries must give their willing consent by signing a Letter of Undertaking that outlines what is expected of them and what it is that they can expect materially and financially from the project (See Annex 1). As beneficiaries (usually the male head of household) will be requested to move to the site and live in temporary accommodation on site most will not have access to any form of paid employment during the construction process. The beneficiary will be sustained during the implementation process through the provision of three meals a day (food for work), potable water and access to basic health care. In order to sustain the beneficiaries' families, who will most likely not move to the site until the house is completed, the beneficiary will be provided with a cash grant, paid as a verification payment, equivalent to that of an unskilled day labour rate for the expected duration of the implementation period (100 days).

Materials

Construction materials will generally reflect traditional practices and in the first instance will be procured locally as per UN/UNDP's Procurement Guidelines. The forming and laying of stone foundations and mud brick walls will be entirely consistent with long established traditional construction techniques and practices. Unskilled beneficiaries will be assisted in completing these tasks by skilled labourers who will also train the beneficiaries to undertake these tasks.

Quality

The quality of construction materials and techniques used will be monitored by a team of national engineers, site foremen and skilled labourers throughout the construction process. Upon completion of construction milestones, such as completion of the foundations, walls and the entire structure, national engineers will conduct site inspections so as to verify the quality of materials and construction techniques used. After each site inspection the national engineer will issue a verification certificate to the beneficiary to indicate that their house has met the necessary standards. A cash payment will be released to the beneficiary upon the receipt of verification certificates. The payments are as follows:

- | | |
|--|--------|
| - Completion of foundations | USD50 |
| - Completion of walls | USD50 |
| - Completion of entire structure, including toilet | USD100 |

Testing of earthquake resiliency of the soil and mud bricks will be performed on site in accordance with Section 7.3 of "Guidelines for Earthquake Resistant Non-Engineered Construction."⁵

Design

The design approach follows that articulated in two related documents, UN-HABITAT's "Guidelines for Earthquake Resistant Construction of Non-Engineered, Rural, and Suburban Houses in Afghanistan" and the above "Guidelines for Earthquake Resistant Non-Engineered Construction."³ The basic design thus developed by UNDP's Urban Development Group (UDG), UNHCR and UN-Habitat was examined and approved by MoUD. The unit costing was closely examined and revised by a joint technical group consisting of experts from UNDP-UDG, UNHCR and UN-Habitat, in order to ensure the best possible value (See Annex 2a for the housing unit costings).

The total covered area of the structure is approximately 35 square metres, which when based on a family of seven people exceeds both the minimum of the Sphere Standard of 24.5 metres squared and the 32 metres squared specified in MoRR's "Government Guidelines for Agencies Funding, Implementing and Monitoring Shelter Activities in Rural Afghanistan" (See Annex 2b for the housing technical drawings).

The house design and layout (including implementation modality) makes provision for possible additions/alterations to the basic structure as per the future needs of the beneficiaries.

The proposed type of toilet is a stand-alone dry vault latrine constructed of mud bricks with stone foundations and plinth, designed to protect the water table by ensuring that waste is contained above ground level and, in the traditional fashion, made available as a fertiliser for home gardens and other cultivation.

The beneficiaries themselves will be mobilised as labour (mostly unskilled initially) while the materials and technical training / oversight will be provided by the UNDP or selected implementation partner(s) (IPs) who will remain under UNDP's guidance, oversight and management. Beneficiaries will provide both labour and materials for the construction of boundary walls using tools and equipment supplied by the project. It is expected that initially most of the beneficiaries on site will be able to provide mostly unskilled labour, and some skilled labourers need to be brought in from the appropriate labour market. However, as the project moves on and more training is given to the beneficiaries, they could also be mobilised continuously as skilled labour on site.

The beneficiaries community is provided with water, roads and basic community

Water

Based on technical assessments, the sites of water points and piped schemes will be selected. Although the actual type of water supply facilities and engineering design will be determined by a technical assessment, the project plans to construct few a deep wells, connected with sufficient water points as well as water storage tanks. One water point will serve 35 houses (approximately 245 individuals). Construction work will be carried out by construction companies/IPs that are selected through a competitive bidding processes in accordance with UNDP's procurement guidelines as they apply to UNDP's Direct Implementation modality (DIM). To the extent feasible, preference will be given to community beneficiaries to participate as unskilled labour. After construction, hygiene awareness training for beneficiary families and water point maintenance training for community caretakers will be conducted.

As soon as possible samples of well water will be tested to ensure that water quality meets Government and or World Health Organisation standards for human consumption.

Following completion of the project the water points and piped schemes including land will be handed over to the relevant Afghan Government authority and / or the AliceGhan CDC.

Roads

A technical assessment will be conducted to determine construction routes, connecting the new settlement areas with highways and major social infrastructure facilities, such as clinics and schools. It is estimated that a total of 6 km of tertiary roads in the area and .5 km of primary road to the main highway will be constructed. Construction companies will be selected through competitive bidding and in accordance with UNDP procurement guidelines. To the extent feasible, preference will be given to community beneficiaries to participate as unskilled labour.

Community Infrastructure

A school and multi-function community centre will also be constructed as part of basic community infrastructure. The designs will be drawn up in consultation with the representatives of the beneficiary community, and submitted for approval by the Ministry of Education and MoUD prior to the construction. The multi-function community centre could include provision for a clinic and/or space for vocational training, depending on the requirements put forward by the beneficiary community.

Construction work will be carried out by construction companies/IPs that are selected through a competitive bidding processes in accordance with UNDP's procurement guidelines. To the extent feasible, preference will be given to community beneficiaries to participate as unskilled labour.

Following completion of the project the community infrastructure the infrastructure including land will be handed over to the relevant Afghan Government authority and / or the AliceGhan CDC.

Training in construction skills will be provided to beneficiaries as they construct their own houses, including stone and mud brick masonry and mud brick production. In addition, a carpentry and joinery shop will be set up to produce timber doors and window frames for the houses whilst providing training in carpentry and joinery skills. Funds will also be set aside to provide other sustainable livelihood activities focused towards female headed households, the disabled, the ultra poor and other vulnerable families.

Community Services

To mobilise the community and to manage and further develop community infrastructure and community services the AliceGhan Community Development Council (CDC) will be formed by the AliceGhan community mobilisation team. IPs in consultation with UNDP will assist in determining the scope of works and ToRs of the CDC. The ToRs of the CDC will ensure that gender considerations are reflected in their planning and prioritisation process.

On completion of the project the site offices, carpentry shop and community kitchen will be handed over to the CDC. Likewise, the project equipment at the discretion of UNDP will be handed over to the CDC.

Furthermore, provision will be made within the settlement layout for a bazaar area which will be constructed solely through the financial contribution of interested vendors and community members themselves.

2.5. Sustainability & Vulnerability Concerns

Consistent with the development of viable and sustainable communities the kind of infrastructure envisaged for the AliceGhan project is designed to produce a longer-term housing solution for landless returnees and IDPs through the development of a permanent community. Thus the project is designed with a sustainable, long-term approach in mind rather than an emergency relief objective. That is, the materials and construction / implementation methods should ensure on-going serviceability, community capacity building and skill development, whilst at the same time offering the flexibility for further development and augmentation of the housing structures by the beneficiary themselves as per their future need.

In order to assist social and economic reintegration of returnees and IDPs, this project has also included provision for training of the beneficiaries in marketable vocational skills as mentioned above.

In addition, the project pays particular attention to the welfare of women and the disabled. Article Six of the aforementioned Presidential Decree 104 "On Land Distribution for Housing to Eligible Returnees and IDPs" states that during the verification process, priority for the distribution of plots will be given to returnees who are disabled, widowed and to those families without a male head of household. Additionally, paragraph 2.7 of the Record of Understanding between the Governments of the Commonwealth of Australia and the Islamic Republic of Afghanistan Relating to the Provision of Housing Accommodation in Kabul,⁴ based on which the current project has been formed, states that priority access to housing under the project will be given to households with limited sources of income, and are headed by females.

Under the AliceGhan project, therefore, where at all possible women and Afghans with disabilities will be included in the construction process with due consideration and necessary provision given for their vulnerability. That is, in activities in which there is both appropriate and safe condition for them to work.

⁴ *ibid.*

⁵ Signed in Canberra, Australia, on 11th May 2006. See Annex5.

It is planned that 5% of the beneficiaries will be extremely vulnerable (female headed households, household by a person with disability; and the ultra-poor). The BSC will be tasked to identify the extremely vulnerable households so that additional resources may be made available to them to assist with their housing construction.

2.6. Exit Strategy

The project duration of AliceGhan is 2 years and 4 months, namely September 2006 – December 2008. This is considered to be a pilot project, and during the 4th building phase in 2008, an independent evaluation/study of lessons learned and ways forward will be commissioned. It is hoped that this evaluation will serve as a reference point for further returnee/IDP support activities in other locations identified by the Afghan Government.

At the end of the project, as part of the lessons learned exercise, a field visit will be undertaken by the relevant authorities of the Afghan Government, international organisations, representatives of the Australian Government and other donors. The purpose of the field visit will be to develop an appreciation for the impact of the project, to gauge the effect that the intervention is making to the lives of the beneficiaries, and to commence discussions in regard to future development of AliceGhan, further phases of the project in Barikab and / or the replication of the project model in other locations.

The community infrastructure will be handed over to the appropriate Afghan Government authority or the AliceGhan CDC upon completion of the project. Likewise, the project equipment at the discretion of UNDP will likewise be handed over to the CDC.

2.7. Partnership Strategy

- The AliceGhan project was first conceptualised and formulated in a Record of Understanding signed between the Governments of Afghanistan and Australia, in May 2006. The ROU provides for UNDP to be appointed as the Project Manager and as such to be responsible for project implementation and the dispersal of funds in accordance with the provisions of this Project Document.

AliceGhan Project Partnership Overview

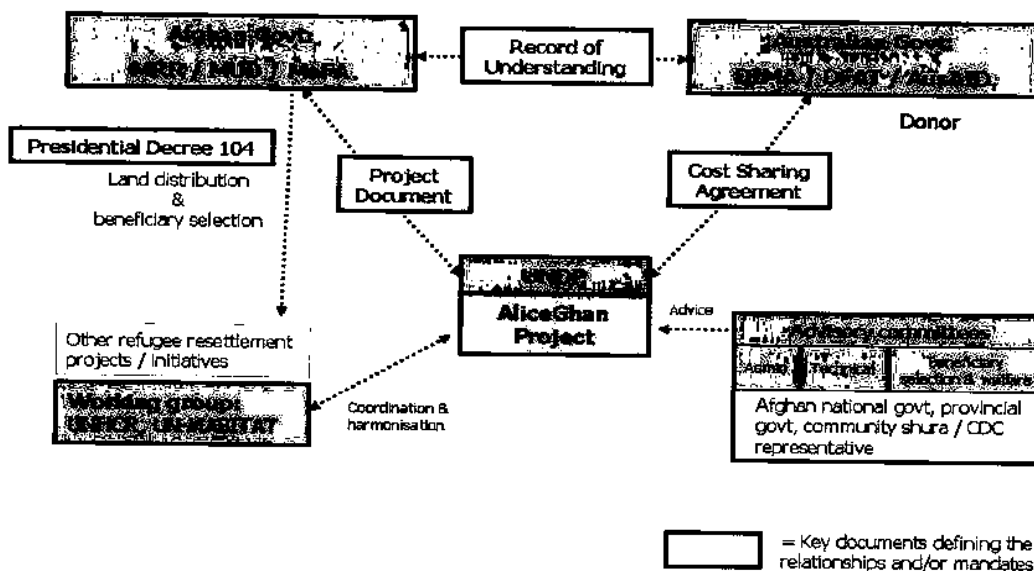


Figure 1: Project Partnership Chart

Integration / harmonization with other development projects is strongly sought in order to optimise the impact of the project for beneficiaries, while avoiding unnecessary duplication of efforts and resources. UNHCR, UN-Habitat as well as the US Embassy in Kabul, all of which have considerable experience in similar returnee/IDP resettlement projects in Afghanistan, have been approached for consultation during the finalisation of the project documentation. During the course of the project implementation period, these agencies will continue to be invited

to form a consultative working group in order to coordinate and harmonise activities between similar projects / initiatives within the country involving these agencies.

To ensure effective implementation and participatory approach of the project, Advisory Committees may be established to provide advice to the project, in particular in the areas of:

- Beneficiary selection and welfare
- Technical aspects
- Project administration

Terms of References for those Advisory Committees will be drafted by UNDP upon consultation with the Project Executive Group (see the below Section 3.1. Project Management Structure).

Apart from the representatives of the Afghan and Australian governments, representatives from the relevant provincial government, as well as from the CDC (once established), will be invited to join one or more of the advisory committees.

The Project Manager, appointed under the AliceGhan project, will be responsible for the overall coordination of the communication and collaboration between the partners and other relevant parties, as well as with similar on-going projects, with support from the UNDP Country Office.

2.8. Communication Strategy

The AliceGhan Project Manager will also assume the primary responsibility to liaise with the national and international media to ensure the visibility of the project with assistance from the UNDP Country Office. A communication awareness component to include gender specific and vulnerable group dimension will be factored into the overall communication strategy.

2.9. Reporting

Reporting for the AliceGhan project will consist of the following:

- a. Monthly reports from the field prepared by field engineers
- b. UNDP quarterly progress report for submission to donors and ministry counterparts, which includes both narrative and financial reports, using standard UNDP reporting template.
- c. The quarterly progress reports (narrative and financial) will be the basis for progress reporting to the Project Executive Group (see below) meetings.

Part 3 Management Arrangements

3.1. Project Management Structure According to UNDP Results Management Guide

Project Executive Group

The management structure of the AliceGhan project, as a Direct Implementation project of UNDP, follows UNDP's Results Management Guide (RMG) and the arrangements outlined in the ROU signed between the Governments of Afghanistan and Australia.

As per the Record of Understanding between the Governments of Australia and Afghanistan, two project bodies are to be established to provide project governance activities, namely:

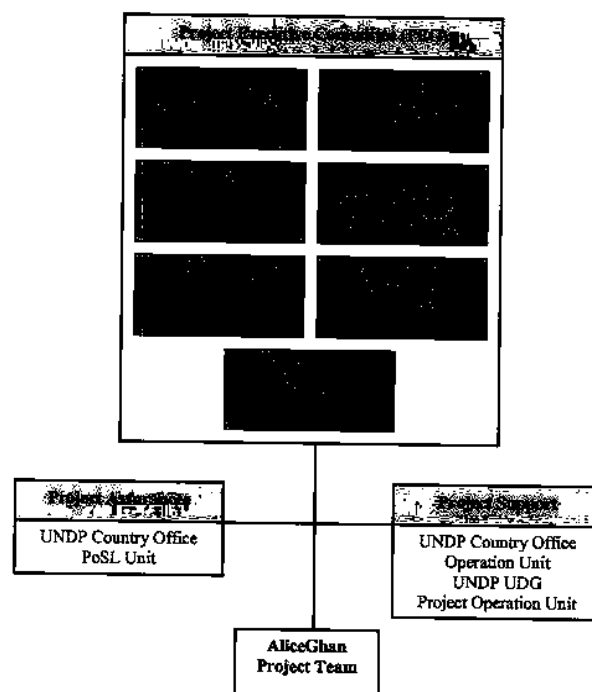
1. the Australian Steering Committee (ASC) – comprising of officials of DIMA and AusAID and the Government of Afghanistan's representative in Australia formed in Australia to oversee the project; and
2. the Afghan Steering Committee – comprising of Ministerial or senior officials of MoUD, MoRR, MoFA, representatives of UNDP and a representative of the Australian Government.

Through the development of this document it has become apparent that other Afghan Government stakeholders, representatives of international organisations and the beneficiary community should be included in project governance processes. As such it is recommended that the Afghan Steering Committee be known as the PEG and that the membership be expanded to include these additional representatives with an interest in the implementation of the project.

Membership of the PEG will include representatives of:

- MoUD
- MoFA
- Kabul Province
- UNHCR
- CDC (male)
- MoRR
- Australian Government
- UNDP
- UN-Habitat
- CDC (female)

The PEG will be co-chaired by Minister of MoUD and UNDP. With assistance from the Project Team, UNDP will be responsible for the secretariat services supporting the PEG. UNDP will also prepare all requested and necessary information and project related documentation. According to the RMG, overall policies and strategies of the project will be determined by the PEG ToRs (See Annex 4).



* On appointment one male and one female representative of the AliceGhan CDC will represent the beneficiaries.

Figure 2: Afghan Project Management Chart

The general roles and responsibilities of the PEG and the ASC can be found in Annex 4, while particularly the both committees are expected to:

- a. Provide substantial guidance and advise to include participation in all stages of project process (design and formulation, implementation, progress assessment, monitoring, lessons learned, etc.);
- b. Build consensus around the project's strategies and planned results;
- c. Approve annual and quarterly work plans;
- d. Provide advice when substantive changes are needed in the project's planned results, strategies or implementation arrangements;

- e. Ensure that potential opportunities and risks, including lessons learned, are taken into account in the project management;
- f. Review the results of the beneficiary selection process and ascertain that the beneficiaries selected are genuine returnees as defined under Presidential Decree 104 (this function will be supported by the Advisory Committee on Beneficiary Selection and Welfare, aforementioned in 2.7. Partnership Strategy);
- g. Review requests for substantial budget revision and approvals if necessary;
- h. Review Monitoring and Evaluation reports;
- i. Assess project progress including achievement of key milestones (see below); and
- j. Approve annual work plan frameworks and quarterly work plans.

Project Team and Project Manager

The PEG will be responsible for selecting the best suited implementation modality (including labour mobilisation and payment, community mobilisation, training and material security arrangements etc.) and Project Team for the actual implementation of the project in the field. Upon the signing of this Project Document, some UN agencies, which have experience in refugee resettlement and community-built shelter construction projects (such as UNHCR, UN-HABITAT and UDG), or other specialised and accountable international organisations, will be invited to give a presentation on their proposed implementation modality. The implementation of the house construction should be based on the predetermined basic design and costing of the housing prepared by UNDP in consultation with MoUD and MoRR. Each agency participating in this process will be given an opportunity to elaborate on their own proposed modality of labour mobilisation, community mobilisation and sustainable livelihood support schemes based on their own experience and expertise. The PEG will identify members of the project implementation team based on such presentations. (The organisation(s) selected as the project implementation team shall not serve as part of the Advisory Committees (see above).)

Terms of Reference for the project team will be drafted by UNDP, which will include the following functions that the team should perform with assistance from the UNDP Country Office.

- a. Recruiting of the field staff
- b. Management of works in the field
- c. Management of beneficiary labour
- d. Procurement of materials in accordance with UNDP's procurement guidelines
- e. Contract management
- f. Implementing partner and commercial contractor coordination and management
- g. Regular technical and financial reporting to PEG and UNDP

An international project manager will be appointed to serve as the AliceGhan Project Manager who will head the project team, and will be responsible for the day-to-day management of the project this person will be assisted in their role by a national deputy project manager. The team may comprise a combination of different agencies, thus making the AliceGhan an innovative joint project. If the selected implementation team includes any agency outside UNDP, a Letter of Agreement will be signed between UNDP and the agency to formalise the implementation partnership.

The AliceGhan Project Manager should also provide a secretariat role for PEG meetings.

Project Assurance and Project Support

UNDP will assume the role of overall management and oversight of the thus selected project implementation team. Both UNDP Country Office and UNDP Urban Development Group will assume the role of Project Assurance and Project Support. The Promotion of Sustainable Livelihood Unit (PoSL) at the Country Office will provide technical and programmatic guidance and monitoring function for the project including project assurance.

Both UNDP Country Office Operation Units and UDG Operation Unit will provide operational support for the project.

Project Team Field Management Structure

The management structure in the field will depend on the composition of the Project Team as well as the modality selected in the above selection process (refer to Annex 3, Budget). One of the members of the project management team, (including but not limited to the Project Manager) will assume the responsibility of Gender Focal Point to ensure mainstreaming of gender and vulnerable group considerations.

A site office will be established in two houses that will be handed over to extremely vulnerable beneficiary families on completion of the project. The site office will provide space for technical and managerial staff in addition to telecommunication, computing, security and administrative support.

3.2. Land Allocation and Beneficiary Selection Committee (BSC)

To become a beneficiary of the AliceGhan project Afghans nationals must:

1. have either returned to Afghanistan (including those who have returned to Afghanistan with the assistance of Australia) or have been internally displaced who have returned to their Province of origin;
2. not own land or house in their or their spouse or minor's name.
3. secure land through the land allocation process prescribed by Presidential Decree Number 104, "On Land Distribution for Housing to Eligible Returnees and IDPs"; and
4. be identified and approved by the BSC for the provision of support under the AliceGhan project.

Land Allocation:

The Decree states that beneficiary selection and distribution of land plots will be determined by two Commissions, the Central Commission chaired by the Deputy Minister, MORR, and the Provincial Commission chaired by the Provincial Deputy Governor of the respective province. In this context, it is the government's responsibility to ensure that the allocated land is free of dispute. The start of the project is contingent upon receipt of a formal letter from the Provincial Governor verifying that the land is free of claims.

The Commissions have the following responsibilities:

- a. Verification of beneficiaries and the distribution of land;
- b. Assessment of the potential for future development and expansion of the approved projects to the level of administrative units and presenting proposals to the competent authorities;
- c. Creating partnerships with national and international organisations to seek their support for the development of housing for returnees and the provision of other social services; and
- d. Promoting joint efforts among the relevant authorities in Kabul and in the provinces.

Article Thirteen of the Presidential Decree 104 states that Beneficiaries receiving land will in the first instance be issued temporary ownership deeds by the respective Commissions. Permanent ownership deeds will be issued by the respective municipalities after five years. Beneficiaries cannot sell the land within a period of ten years from the time the land is allocated.

The implementation of this Presidential Decree is the responsibility of MoRR.

According to the Decree, MoUD's responsibility under the government's returnee / IDP land allocation scheme is to provide maps of the sites and plans of the land identified for allocation, for the development of required urban services. Under the AliceGhan project, MoUD also has the mandate to approve the construction drawings and the settlement layout.

Beneficiary Selection Committee (BSC):

The BSC will be comprised of representatives of MoRR (central and provincial authorities), Provincial and local authorities, UNDP, UNHCR, the housing implementing partner (IP) and following the establishment of the first construction phase, male and female representatives of the AliceGhan CDC. Participation of women in the BSC is a requirement of partnership and should be encouraged in every possible location. This enables the BSC to have direct dialogue with women to identify both female and vulnerable beneficiaries. The BSC will ensure that the identification and selection process meets the criteria set in the Selection Criteria (See Annex 5).

Under the AliceGhan project, the beneficiary identification, mobilisation, construction and resettlement process will be implemented in phases. The specific plan of phases over the 2 year 4 month project period should be drawn up by the Project Team under the guidance of the AliceGhan Project Manager. The plan will be approved by the Project Executive Group (PEG) as part of the annual and quarterly plan.

3.3. Achievement Milestones

The key, reportable achievement milestones of the project include the following:

- a. Agreement and demarcation of the AliceGhan project site
- b. Selection and finalisation of the implementation modality and Project Team composition
- c. Proving of wells and positive results on water testing; testing of soil and positive results
- d. Adoption of the site layout
- e. Agreement with beneficiary community representatives on the scope of beneficiary involvement
- f. Confirmation of budget
- g. Site office, materials storage and security measures in place
- h. Confirmation of the first 375 beneficiary families
- i. Establishment of temporary accommodation
- j. Confirmation of subsequent phases of beneficiaries

These milestones are to be reported and tracked following the procedure of UNDP's Result Management Guide.

3.4. Security in the Field

Watchmen will be hired from the beneficiaries to provide security for the site and materials, 24 hours per day, seven days a week throughout the period of construction. In addition, UNDP will request the Ministry of Interior to set up security posts in the project site with a sufficient number of armed guards in uniform, to patrol and guard the site throughout the duration of the construction work. The project staff will be provided with necessary vehicles, radios (VHF and UHF), mobile telephones and if necessary satellite telephones to enable rapid communication in the event of a security incident. For International and National UN staff the provisions of the Minimum Operational Security Standards (MOSS) will apply.

Construction materials will be procured and delivered in several instalments as a security measure. The procured materials will be secured in lockable storage which in turn will be guarded.

Prior to the project implementation, UNDP will request assistance of the UN Mine Action Centre for Afghanistan (UNMACA) for surveying mine / UXO risks in the project site in Barikab, as well as along the road between Kabul and the site. In case any mine/UXO is detected prior to or during the implementation, UNMACA's service will again be requested for clearance.

Part 4 Monitoring and Evaluation

Monitoring of the AliceGhan project will be the responsibility of the PEG and UNDP. Outputs and indicators⁵ to be directly used for the project monitoring purpose will include:

- Total number of beneficiaries on site.
- Number of identified beneficiaries employed on site
- Progress of construction according to the plan

- Contractor performance
- Training delivered

A detailed M&E plan will be submitted by the Project Team for approval by the PEG. The M&E process will be reviewed by PEG. In addition, both MOUD and MORR have their own monitoring mechanisms which will proceed in parallel with (but independently from) UNDP's monitoring arrangements. This procedure will provide an independent review of UNDP progress reporting.

In cooperation with MOUD and MORR, UNDP will collect monthly progress reports from the field. The information contained in the weekly report will be compiled to form the following:

- a. Annual project report
UNDP ensures the preparation of the annual report, in consultation with PEG. The UNDP annual report template will be used for this purpose.
- b. Quarterly progress report
The Project Team will also prepare quarterly progress reports for PEG and the donor, accompanied by cumulative financial reports. The quarterly progress report will be a brief summary of progress in relation to the work plan and an update on the financial situation. The UNDP quarterly report template will form the basis of this report. UNDP and the Project Team will follow up on the corrective actions recommended by PEG and other recipients of the reports.
- c. Review meetings
Quarterly progress reports may be assessed in review meetings with the members of PEG (including Gender Focal Point). UNDP is responsible for organising such meetings and for following up on the recommendations and decisions taken in the meetings. The Project Team will promptly report back to the review meeting participants (PEG) with a brief report on the plan of actions or result of actions taken according to the recommendation of the review meeting.

Evaluation / Lessons Learned Study

The Lessons Learned Study planned at the end of this project will evaluate the AliceGhan project and will provide the PEG with an independent review of the achievements and drawbacks, and what measures need to be adopted or modified to ensure success in future projects.

Auditing

The audit of Direct Implementation projects, including the AliceGhan project, is carried out through the regular external (UN Board of Auditors) or internal audits (audits managed by UNDP's Office of Audit and Performance Review (OAPR)). Country Director may request OAPR to exceptionally undertake audits as per his/her discretion.

¹¹ All indicators are to be gender sensitised.

Part 5 Risks

Below Table 2 shows some of the potential risks and suggested mitigation measures associated with implementation of the project.

Table 2: AliceGhan Risks and Mitigation Analysis

	Description	Probability	Impact	Mitigation
1	Inability of BSC to fulfill stated responsibilities	Medium	High	PEG to provide monitoring oversight of the beneficiary selection process and suggest restorative action in case of discrepancy. UNDP to provide support in areas of identified weakness.
2	Ongoing land dispute	Medium	High	MoRR, MoUD and Governor actively involved in discussions with disputing party. If no immediate resolution then project site to be reconsidered or project deferred until resolution apparent.
3	Security restriction	Low	High	Unarmed and armed security guards on site. MOSS standards to apply to all UNDP staff. UNDSS to be regularly informed of activities and their advice sought in the event of security risk. Presently a low security risk is given for the project target area (Barikab).
4	Lack of beneficiary commitment	Low	High	Beneficiaries provided with incentives by being paid food for work scheme and cash grant to support families during the construction period. A letter of understanding to be signed with the beneficiary (see Annex 6).
6	Water found not to be potable	Low	High	Wells to be tested and samples taken. If poor results then a new bore site will be attempted. Local knowledge is that water will be available and potable.
7	Soil not appropriate for mud bricks	Low	Low	Sand or clay will be transported from alternate site.

A Risk Log will be kept throughout the project to monitor these and other potential risks and report for timely countermeasures.

Part 6 Legal Context

This project document shall be the instrument referred to as such in a) the Standard Technical Assistance Agreement, 1956 and b) Country Programme Action Plan (CPAP) 2006-2008. The host country implementing agency shall, for the purposes of the Standard Technical Assistance Agreement, refer to the Government co-operating agency described in the Agreement.

Annex 1: Letter of Undertaking

Contract No.: _____

_____ District of _____ Province

Contract between:

- (1) Owner of house _____
- (2) Representative of BSC _____, and
- (3) Implementing Partner _____

A. Owner's Responsibilities:

- 1. Provide labour, skilled and unskilled, to build house or rooms accordingly, but it should be not less then 32m².
- 2. Complete the different building phases on these dates as below:

<i>Activities</i>	<i>Tentative Date to be Completed</i>
Preparatory Phase (site clearance, foundation)	
Erection of walls	
Roofing	

- 4. Safe keeping of the material coupon. The material coupon number is _____.
- 5. Do not misuse the materials received from the project for other purposes.
- 6. Receive building materials from IP.
- 7. Agree to live in the house constructed with housing assistance material.

B. Responsibilities of BSC:

- 8. Identify beneficiaries for the Housing Project according to the selection criteria.
- 9. Obtain the Mine Clearance Certificate from the concerned agency.
- 10. Ensure that the property right or right of use of the building site belongs to the housing project beneficiary.
- 11. Monitor the building of housings and certify completion at each phase for provision of materials.
- 12. Monitor distribution of the food component of Food-for-Work and cash for materials.

C. IP's Responsibilities:

- 13. Provide the beneficiary with building materials, according to the project design.
- 14. Monitor building activity. Sign Coupon when construction is in progress and when the materials have been delivered to beneficiaries. Building materials will be provided based on the monitoring and judgment of IP.

Signatures:

The Owner of house

Date

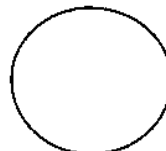
The Representative of BSC

Date

The Implementing Partner

Date

Stamp of GoA Officer-in-Charge as witness:



Annex 2a: Alice Ghan Housing Unit

Cost Estimation of Housing Unit

Material Costs					
No	Description	Unit	Quantity	Total Cost in USD	Specifications
1	Foundation Stone Masonry (below ground)	m ³	13.0	100.00	Mountain stone without mortar
2	Stone Masonry (above surface)	m ³	8.2	270.00	Mountain stone with mortar, ratio 1:6
3	Brick masonry (mud brick)	m ³	30.4	283.00	Sun dried brick with mud mortar
4	Brick masonry (burnt brick damp course)	m ³	3.0	36.00	Burnt brick with mud mortar,
5	Lintel (Timber)	m	26.0	99.00	Perimeter = 400mm, Local timber, fully dry
6	Katiba (earthquake component)	m	37.0	143.00	Perimeter = 400mm, Local timber, fully dry
7	I Beam	m	36.0	270.00	I - Beam Made in Pakistan, Size # 15
8	Plank (wooden board)	m ²	33.4	260.00	Russian plank, thickness 30mm, fully dry
9	Gutter	m	5.0	10.00	Russian iron gauge 24, 1m length
10	Plastering of internal wall of bathroom	m ²	7.0	20.00	Sand and cement ratio 1:3
11	Pointing	m ²	13.5	36.00	Clean sand and cement, ratio 1:3
12	PCC (inside)	m ³	0.6	30.00	M 120 with 50mm thickness
13	Windows	m ²	6.6	138.00	Russian timber (Khar) frame size 10x7 cm
14	Doors	m ²	3.5	70.00	Russian timber (Khar) frame size 10x7 cm with Plywood
15	Glass	m ²	6.2	44.00	3mm
16	PVC Waste Pipe	m	1.5	5.00	3" diameter
17	Miscellaneous items	various		30.00	Cement, lime, plastic, straw, paint and sand
18	Tools	unit	1.0	20.00	Hammer, shovel, pick axe, hand saw, screw driver, bucket and nails
18	Toilet Materials	unit	1.0	136.00	Dry vault latrine
Total Material Costs				2,000.00	
Construction activities with minimal material costs					
No	Description	Unit	Quantity	Total Cost in USD	Specifications
1	Excavation	m ³	13		Excavation of foundation
2	Mat (Buria)	m ²	34.00		Locally woven
3	Mud insulation (Ghoragail & Khoshki)	m ²	44.50		Mud without sand , thickness 150mm
4	Mud plaster of Roof	m ²	44.50		Mud plaster for roof, two layers
5	Plastic	m ²	44.50		Roof damp course
6	Mud plaster of walls (inside of walls)	m ²	108.00		Mud without sand 2 layer ,thickness 4cm
7	Smooth mud plaster (inside walls)	m ²	108.00		Sand and mud ,ratio 1:2.5
8	Mud plastering of outside walls	m ²	92.00		Sand ,Cement and lime ratio 1:3:9 (100/210)
9	Filling	m ³	9.00		Filling including good compaction
10	Gravelling	m ³	3.00		Graveling including good compaction
11	Mud Plaster of Floors	m ²	24.00		Mud without sand , thickness 50mm
12	Oil Painting of Windows & Doors	m ²	13.57		Damp course for timber window and door frames and doors

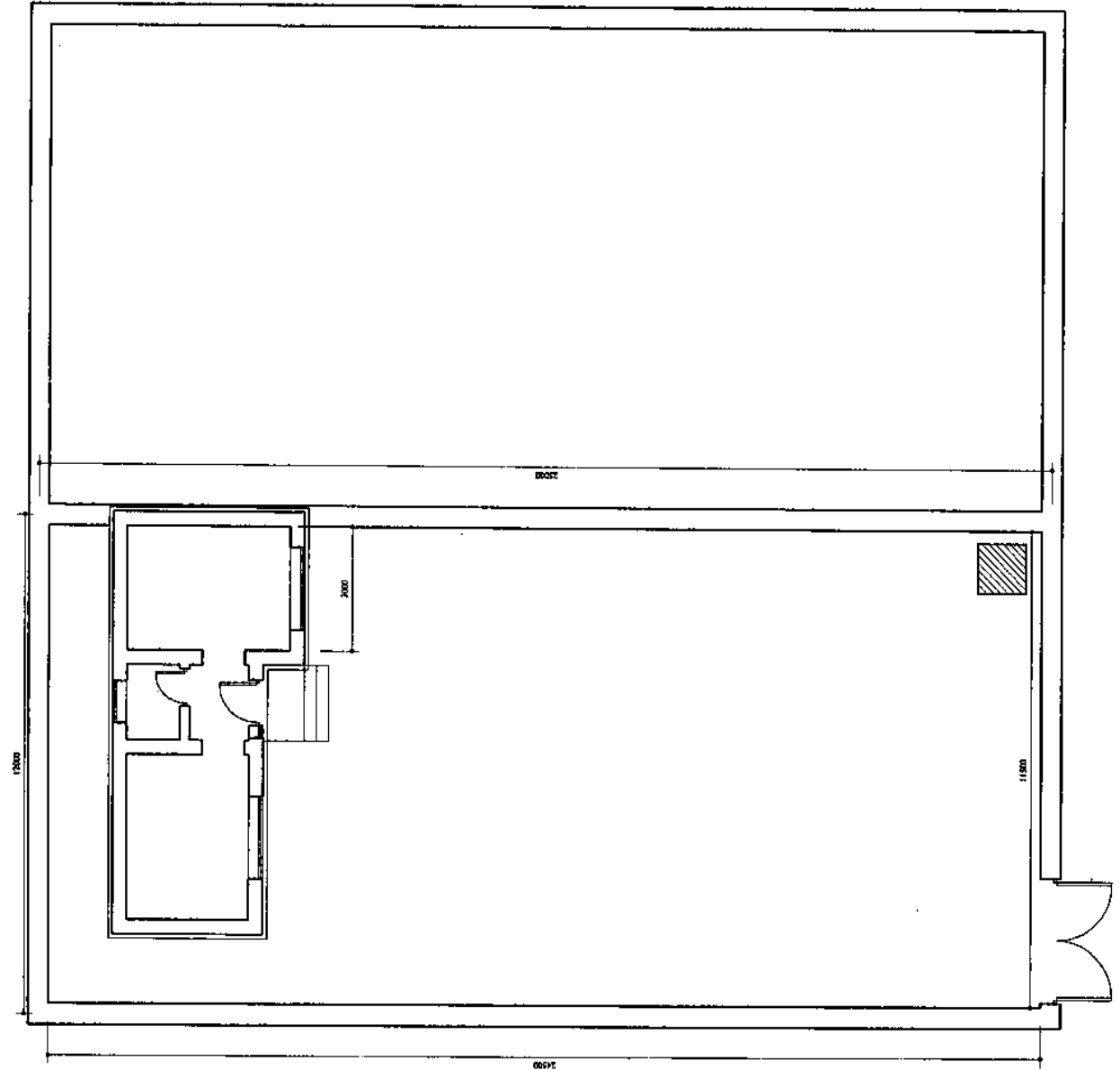
Cost Estimation of Housing Unit

Material Costs					
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8	Plank (wooden board)	m ²	33.4	260.00	Russian plank, thickness 30mm, fully dry
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10	Plastering of internal wall of bathroom	m ²	7.0	20.00	Sand and cement ratio 1:3
11	Pointing	m ²	13.5	38.00	Clean sand and cement, ratio 1:3
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13	Windows	m ²	6.6	138.00	Russian timber (Khar) frame size 10x7 cm
14	Doors	m ²	3.5	70.00	Russian timber (Khar) frame size 10x7 cm with Plywood
15	Glass	m ²	6.2	44.00	3mm
16	PVC Waste Pipe	m	1.5	5.00	3" dlameter
17	Miscellaneous items	various		30.00	Cement, lime, plastic, straw, paint and sand
18	Tools	unit	1.0	20.00	Hammer, shovel, pick axe, hand saw, screw driver, bucket and nails
18	Toilet Materials	unit	1.0	136.00	Dry vault latrine
Total Material Costs				2,000.00	
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No	Description	Unit	Quantity	Total Cost in USD	Specifications
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2	Mat (Buria)	m ²	34.00		Locally woven
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5	Plastic	m ²	44.50		Roof damp course
6	Mud plaster of walls (inside of walls)	m ²	108.00		Mud without sand 2 layer ,thickness 4cm
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9	Filling	m ³	9.00		Filling including good compaction
10	Graveling	m ³	3.00		Graveling including good compaction
11	Mud Plaster of Floors	m ²	24.00		Mud without sand , thickness 50mm
12	Oil Painting of Windows & Doors	m ²	13.57		Damp course for timber window and door frames and doors

Annex 2b: AliceGhan Housing Technical Drawings

Please see the next 3 pages

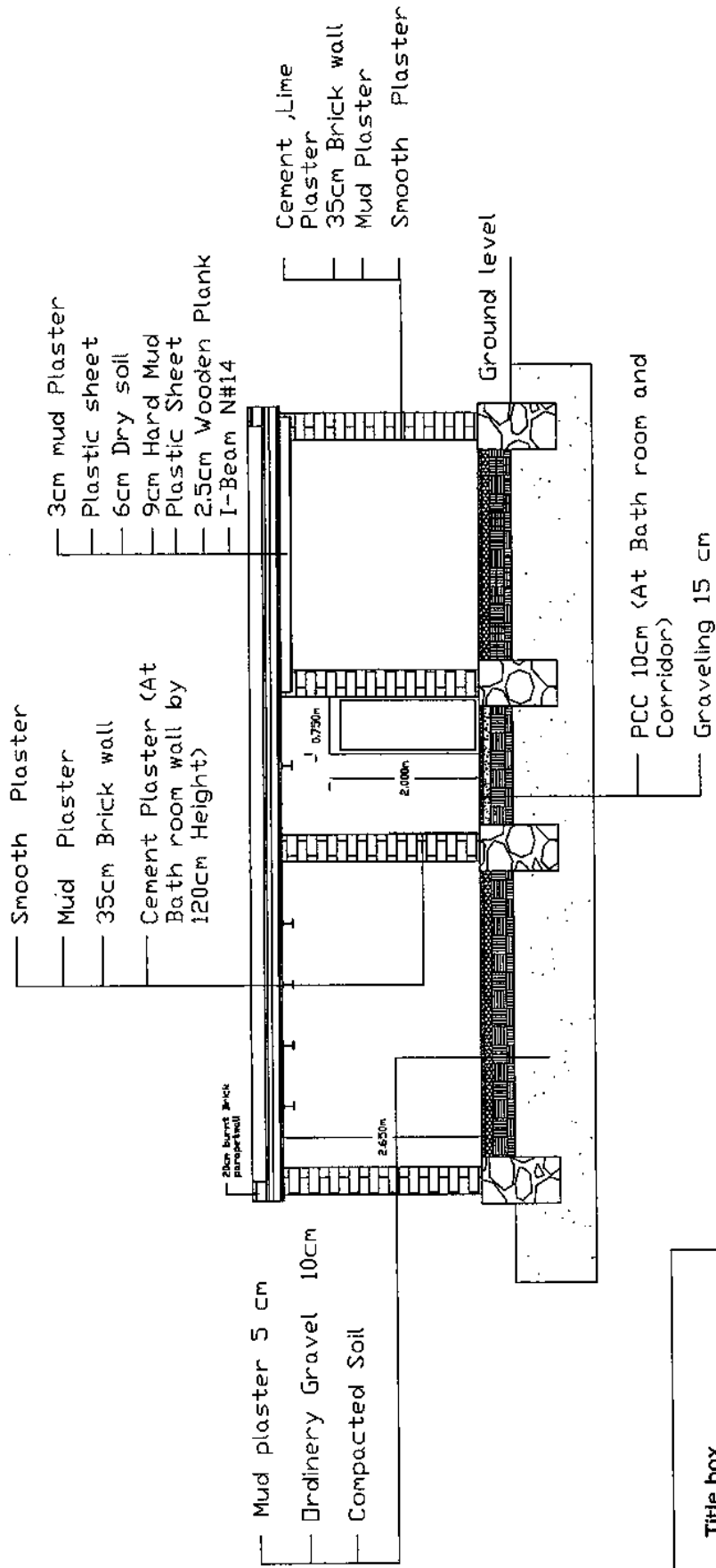
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SITE PLAN

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N



Section A.A with Detail

Title box	
Type of project	Housing
location	Barikabo Kabuli
Proposed by	UNDP, UNHCR, HABITAT

Annex 3a: Project Budget (ATLAS Version)

Project ID#: 00051619								
Activity ID	Amount in Budget	Account Description	Account	Operation Unit	Fund	Implementing Agency	Donor	SI Unit
ACTIVITY1	352,000	Materials & Goods	72300	AFG	30000	1981	56	UNDP1
ACTIVITY1	7,700	Professional Services	74100	AFG	30000	1981	56	UNDP1
ACTIVITY1	10,791	Claims and Adjustments	74500	AFG	30000	1981	56	UNDP1
ACTIVITY1	25,934	Facilities & Administration	75100	AFG	30000	1981	56	UNDP1
	396,425	Total Activity 1						
ACTIVITY2	351,450	Materials & Goods	72300	AFG	30000	1981	56	UNDP1
ACTIVITY2	16,000	Local Consult.-Sht Term-Tech-labor	71300	AFG	30000	1981	56	UNDP1
ACTIVITY2	11,024	Claims and Adjustments	74500	AFG	30000	1981	56	UNDP1
ACTIVITY2	26,493	Facilities & Administration	75100	AFG	30000	1981	56	UNDP1
	404,967	Total Activity 2						
ACTIVITY3	2,940,000	Materials & Goods	72300	AFG	30000	1981	56	UNDP1
ACTIVITY3	560,000	Local Consult.-Sht Term-Tech-labor	71300	AFG	30000	1981	56	UNDP1
ACTIVITY3	105,000	Claims and Adjustments	74500	AFG	30000	1981	56	UNDP1
ACTIVITY3	252,350	Facilities & Administration	75100	AFG	30000	1981	56	UNDP1
	3,857,350	Total Activity 3						
ACTIVITY4	59,700	Materials & Goods	72300	AFG	30000	1981	56	UNDP1
ACTIVITY4	15,000	Equipment and Furniture	72200	AFG	30000	1981	56	UNDP1
ACTIVITY4	19,200	Rental & Maint of Other Equip	73400	AFG	30000	1981	56	UNDP1
ACTIVITY4	370,200	Service Contracts-Individuals	71400	AFG	30000	1981	56	UNDP1
ACTIVITY4	325,800	Local Consult.-Sht Term-Tech-labor	71300	AFG	30000	1981	56	UNDP1
ACTIVITY4	23,697	Claims and Adjustments	74500	AFG	30000	1981	56	UNDP1
ACTIVITY4	56,952	Facilities & Administration	75100	AFG	30000	1981	56	UNDP1
	870,549	Total Activity 4						
ACTIVITY5	50,000	Materials & Goods	72300	AFG	30000	1981	56	UNDP1
ACTIVITY5	43,200	Local Consult.-Sht Term-Tech-labor	71300	AFG	30000	1981	56	UNDP1
ACTIVITY5	22,392	Rental & Maint of Other Equip	73400	AFG	30000	1981	56	UNDP1
ACTIVITY5	3,468	Claims and Adjustments	74500	AFG	30000	1981	56	UNDP1
ACTIVITY5	8,334	Facilities & Administration	75100	AFG	30000	1981	56	UNDP1
	127,394	Total Activity 5						
ACTIVITY6	500,000	Materials & Goods	72300	AFG	30000	1981	56	UNDP1
ACTIVITY6	100,000	Local Consult.-Sht Term-Tech-labor	71300	AFG	30000	1981	56	UNDP1
ACTIVITY6	18,000	Claims and Adjustments	74500	AFG	30000	1981	56	UNDP1
ACTIVITY6	43,280	Facilities & Administration	75100	AFG	30000	1981	56	UNDP1
	661,280	Total Activity 6						
ACTIVITY7	250,000	Professional Services	74100	AFG	30000	1981	56	UNDP1
ACTIVITY7	7,500	Claims and Adjustments	74500	AFG	30000	1981	56	UNDP1
ACTIVITY7	18,025	Facilities & Administration	75100	AFG	30000	1981	56	UNDP1
	275,525	Total Activity 7						
ACTIVITY8	5,000	Travel	71600	AFG	30000	1981	56	UNDP1
ACTIVITY8	27,000	Professional Services	74100	AFG	30000	1981	56	UNDP1

ACTIVITY8	312,000	ALD Employee Costs	71100	AFG	30000	1981	56	UNDP1
ACTIVITY8	84,000	Service Contracts-Individuals	71400	AFG	30000	1981	56	UNDP1
ACTIVITY8	69,000	Equipment and Furniture	72200	AFG	30000	1981	56	UNDP1
ACTIVITY8	30,000	Communic & Audio Visual Equip	72400	AFG	30000	1981	56	UNDP1
ACTIVITY8	18,000	Rental & Maint of Other Equip	73400	AFG	30000	1981	56	UNDP1
ACTIVITY8	45,669	Claims and Adjustments & Miscellaneous Expenses	74500	AFG	30000	1981	56	UNDP1
ACTIVITY8	43,200	Rental & Maintenance-Premises	73100	AFG	30000	1981	56	UNDP1
ACTIVITY8	44,212	Facilities & Administration	75100	AFG	30000	1981	56	UNDP1
	678,081	Total Activity 8						

Annex 3b: Project Budget (Non-ATLAS Version)

AliceGhan Project Budget

Description	Unit Cost USD	Unit	Quantity	Amount USD	Amount AUD (USD x 1.35)
Water					
60m Wells	18000	Well	4	72000	97200
Connections and Water Points	5000	Set	40	200000	270000
Header Tanks	20000	Tank	4	80000	108000
Maintenance Training	35	Session	80	2800	3780
Hygiene Training	7	Session	700	4900	6615
Sub Total				359700	485595
Roads					
Tertiary Roads	52700	km	6	316200	426870
Primary Roads	70500	km	0.5	35250	47588
Labour	5	Days	3200	16000	21600
Sub Total				367450	496058
Housing					
Materials	2000	Unit	1400	2800000	3780000
Cash Grant	200	Unit	1400	280000	378000
Food for Work	200	Unit	1400	280000	378000
Assistance for Extremely Vulnerable	2000	Unit	70	140000	189000
Sub Total				3500000	4725000
Construction Support					
Temporary Accomodation	200	Large Tents	30	6000	8100
Site Office	4000	1 x House	1	4000	5400
Health Clinic	4000	1 x House	1	4000	5400
Kitchen	4000	1 x House	1	4000	5400
Kitchen equipment	2500	Unit	1	2500	3375
Security Storage	1600	Container	2	3200	4320
40kva Genset	15000	Unit	1	15000	20250
Diesel Fuel	800	Month	24	19200	25920
Site Preparations and Layout	35000	Unit	1	35000	47250
Chief Engineer x 1	1500	Month	24	36000	48600
Engineers x 6	8400	Month	24	201600	272160
Foreman x 12 (USD300)	3600	Month	18	64800	87480
Logistician x 1	800	Month	24	19200	25920
Fin/Admin Officer x 1	750	Month	24	18000	24300
Site Nurse x 1	400	Month	18	7200	9720
First Aid	500	Year	2	1000	1350
Community Mobilizers x 6 (USD500)	3000	Month	24	72000	97200
Training Coordinator x 1	1300	Month	18	23400	31590
Stone Masons x 5 (USD300)	1500	Month	18	27000	36450
Brick Masons x 5 (USD300)	1500	Month	18	27000	36450

Brick Makers x 5 (USD300)	1500	Month	18	27000	36450
Security Guards x 24 (USD300)	7200	Month	24	172800	233280
Sub Total				789900	1066365

Carpentry and Joinery Shop

Carpentry and Joinery Shop	20000	Building	1	20000	27000
Carpentry Trainers x 4	2400	Month	18	43200	58320
Tools and Equipment	15000	Unit	1	15000	20250
60kva Genset	15000	Unit	1	15000	20250
Diesel Fuel	1244	Month	18	22392	30229
Sub Total				115592	156049

Community Infrastructure

Community Centre	300000	Unit	1	300000	405000
School	300000	Unit	1	300000	405000
Sub Total				600000	810000

Support for Sustainable Livelihoods

Training for Sustainable Livelihoods	250000	Unit	1	250000	337500
Sub Total				250000	337500

Project Sub Total **5982642** **8076567**

Operations Costs

Travel	5000	Unit	1	5000	6750
Reporting, Printing and Signage	12000	Unit	1	12000	16200
Project Manager (International)	13000	Month	24	312000	421200
National Project Manager	2400	Month	24	57600	77760
Office Equipment	15000	Unit	1	15000	20250
Telephone and Internet	1250	Month	24	30000	40500
Vehicles and Equipment	27000	Unit	2	54000	72900
Administration Assistant x 1	400	Month	24	9600	12960
Drivers x 2 (USD350)	700	Month	24	16800	22680
Maintenance and Repair	750	Month	24	18000	24300
Miscellaneous	25000	Unit	1	25000	33750
Office Rent	1800	Month	24	43200	58320
Independent Lessons Learnt Study	15000	Unit	1	15000	20250
Operations Sub Total				613200	1097820

Contingency 3% **200000** **Unit** **1** **200000** **270000**

Project + Operations + Contingency 6795842 9174387
 UNDP GMS @ 7% of (Project + Operations) 475709 642207

Grand Total **7271551** **9816594**

Annex 4: Terms of Reference

Project Executive Group (PEG) and the Australian Steering Committee (ASC)

OBJECTIVE:

The objectives of the Project Executive Group (PEG) and the Australian Steering Committee (ASC) are to ensure effective, efficient and transparent implementation of the AliceGhan project, through a coordinated and consultative mechanism. The PEG will provide guidance on strategy for project implementation, decide on project priorities, oversee implementation, assess progress, ensure project outcomes are achieved and funds are disbursed in line with the project document and coordinate communication with the ASC and other stakeholders. While the ASC in consultation with the PEG will provide overall direction to the project, by reviewing and endorsing project progress reports, and assessing project financial reports including budgets and expenditure and approving project and budgetary arrangements.

COMPOSITION:

As per the Record of Understanding between the Governments of Australia and Afghanistan, two project governance bodies are to be established, namely:

1. the Australian Steering Committee – comprising of officials of DIMA and AusAID and the Government of Afghanistan's representative in Australia formed in Australia to oversee the project; and
2. the Afghan Steering Committee – comprising of Ministerial or senior officials of MoUD, MoRR, MoFA, representatives of UNDP and a representative of the Australian Government.

Through the development of this document it has become apparent that other Afghan Government stakeholders, representatives of international organisations and the beneficiary community should be included in project governance processes. As such it is recommended that the Afghan Steering Committee be known as the PEG and that the membership be expanded to include these additional representatives with an interest in the implementation of the project.

Membership of the PEG will include representatives of:

- MoUD
- MoRR
- MoFA
- Australian Government
- Kabul Province
- UNDP
- UNHCR
- UN-Habitat
- CDC (male)
- CDC (female)

The PEG will be co-chaired by Minister of MoUD and UNDP. With assistance from the Project Team, UNDP will be responsible for the secretariat services supporting the PEG. UNDP will also prepare all requested and necessary information and project related documentation.

FREQUENCY MEETINGS:

The PEG and the ASC shall meet once a quarter, with the PEG providing advice and necessary documents to the ASC for consideration. Additional meetings may be scheduled on an as-needed basis.

RESPONSIBILITIES:

The responsibility of the PEG may include but not limited to:

- a. **Progress Review:** the PEG will review the progress of all activities across the different components of the project to ensure it is in line with the project document and implementation plan. It will approve quarterly and annual work plans and progress reports.
- b. **Identification of Issues:** the PEG will endeavour to identify any outstanding issues that are hindering progress or delaying the project in the achievement of its objectives. The PEG will provide recommendations for the resolution of identified issues in consultation with the ASC.
- c. **Policy Recommendations:** the PEG will assist MoUD and MoRR with policy advice in areas of resettlement and housing, to facilitate the implementation of the programme and build consensus.
- d. **Communication & Coordination:** the PEG will provide the forum to improve communication and coordination between the various Afghan Government agencies with an interest in the project and between government and international organisations. The PEG will also approve communications and recommendations to be sent to the ASC for their consideration and/or approval.
- e. **Inter-Ministerial Collaboration:** the PEG will support MoUD and MoRR to improve collaboration and build consensus.
- f. **Planning:** the PEG will review all future plans for the project and on approval from the ASC will provide guidance on the direction of the project and ensuring agreement between all stakeholders.
- g. **Sustainability:** PEG will guide the long-term vision of the project to ensure that present investments in all areas are sustainable and have an impact into the future.
- h. **Monitoring & Evaluation:** the PEG will review and approve monitoring plans as part of the quarterly plans, monitoring and evaluation reports, keep oversight project progress and recommend corrective measures as needed. It will participate in monitoring visits and interact with beneficiaries.
- i. **Financial Oversight:** Review request for substantial budget revisions and forward to the Australian SC for approval⁶. Funds for the project are to be utilised and implemented in accordance with the project document unless otherwise approved in writing by the Australian Steering Committee in consultation with PEG.
- j. **Direction and management:** Authority with regard to project reduction, suspension, or termination will be taken by the Australian Steering Committee in consultation with the PEG.

The responsibility of the **Australian Steering Committee** may include but not limited to:

- a. Approval of substantive changes to project scope.
- b. Approval of changes to implementation strategy.
- c. Oversight of the progress of the project.
- d. Review of technical and developmental issues reported by the PEG during progress of the project, including input of advice to the PEG.
- e. Provision of guidance and direction in regard to substantive changes that are needed in order to achieve the project's planned results, strategies or implementation arrangements;
- f. Review and endorsement of the project monitoring and evaluation strategy and of regular monitoring and evaluation reports.
- g. Direction and management authority with regard to project reduction, suspension or termination.
- h. Review UNDP financial performance in regard to the project and/or commission independent audits of the project.
- i. Approval of interim and final reports

⁶ Substantial budget revisions entail budget revisions which result in changing the scope, the objective, outcome and output of the project. Minor budget revisions relate to small changes between budget lines along the way of project implementation.

Annex 5: Beneficiary Selection Procedures

Beneficiary selection is the most sensitive step of the housing programme. It requires awareness of the situation and needs in each location and transparent involvement of all stakeholders in decision making in each community. The intention of this document is to outline beneficiary selection guidelines for the AliceGhan project which is derived from the UNHCR Housing Guidelines 2005. Although these guidelines include the basic parameters of returnee arrival and residential status, social and economic conditions, etc., they are flexible for regional adjustment so that possible irregular or unavoidable circumstances and contextual requirements can be included.

Families who have been allocated land in Barikab, Kabul Province under Presidential Decree 104 will form the population from which a subgroup will be selected for additional housing support through the AliceGhan project. Approximately 7000 blocks of land will be allocated to landless returnees in Barikab under the Decree. Of these 7000 beneficiary families approximately 1400 of the most vulnerable families will be chosen to benefit from housing support by a Beneficiary Selection Committee (BSC).

The BSC will be comprised of representatives of MoRR (central and provincial authorities), Provincial and local authorities, UNDP, UNHCR, the housing implementing partner (IP) and following the establishment of the first construction phase, male and female representatives of the AliceGhan CDC. Participation of women in the BSC is a requirement of partnership and should be encouraged in every possible location. This enables the BSC to have direct dialogue with women to identify both female and vulnerable beneficiaries.

I. Residential Guidelines

It is mandatory that at the time of selection beneficiaries should be staying temporarily in the following accommodation in their areas of return:

1. Tents/huts
2. Rented accommodation
3. Illegally occupied public or private premises, such as schools, clinics, etc.
4. Newly and temporarily living with relatives

II. Criteria for Beneficiary Returnee Families

1. **Returnees:** The primary beneficiary candidates should be those who have returned from exile to their place of origin (returned refugees or IDPs) or as per the ROU have returned to Afghanistan with assistance from the Australian Government.
2. **Vulnerability:** Beneficiary families should be the poorest members of their community, who have no financial or material resources to construct their own houses by themselves without receiving additional support. UNHCR recognises that vulnerability is a relative phenomenon in one targeted location or village as compared with another

location. That is why the BSC plays an important role in identifying vulnerable beneficiaries. The BSC will also attempt to identify the extremely vulnerable (approximately 5% of the beneficiary community selected to be a part of the AliceGhan project) through the beneficiary selection process. Families that could be considered as being extremely vulnerable and as such might require additional assistance to complete their house include, female-headed households, people with disabilities, elderly heads of households without external support, large families with insufficient income and the ultra poor. The BSC will also attempt to identify the extremely vulnerable during the project implementation process (for example some families begin construction but later withdraw from the programme because they are unable to contribute with additional material or labour costs needed to construct their housing).

3. **Self help and community participation:** Beneficiary families must be willing and able to rehabilitate or construct their houses through self-help participation. Labour to construct housings should be, therefore, provided by the beneficiaries themselves (it is partly compensated for by the food-for-work component).

III. Beneficiary Selection, Verification, and Assistance Procedures

1. The BSC will attempt to identify vulnerable families to benefit from the project and the extremely vulnerable for additional assistance. The selection of beneficiaries will be based on an application process to be prepared by the Project Team in conjunction with the BSC and to be based on the criteria discussed above. The application process will be approved by the PEG and the ASC.
2. UNDP and/or the housing implementation partner with involvement of the BSC, will compile and maintain lists of selected beneficiaries.
3. UNDP and/or the housing implementing partner will assist only those beneficiaries who have been identified and approved by the BSC.
4. The BSC will sign a Letter of Undertaking with each beneficiary family, which outlines what is expected of the beneficiary and what the beneficiary can expect from the project (See Annex 1).
5. The BSC will not discriminate on the grounds of race, ethnicity, religious background and gender in the selection of the beneficiaries.