



**REFUGEE AFFECTED AND
HOSTING AREAS (RAHA)
Program Document
Moving Forward
2014-2017**



United Nations
PAKISTAN



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Executive Summary

The Government and people of Pakistan have been generously hosting Afghans for over thirty five years. While more than 3.9 million have voluntarily repatriated to Afghanistan since 2002, over 1.5 million registered Afghans remain in Pakistan, constituting the world's second largest displaced population as well as the largest protracted situation under UNHCR's mandate.

In recognition of the socio-economic, financial, environmental and political consequences of the prolonged stay of Afghans on the host country and communities, the 2005 Brussels Conference paved way for the conceptualization of Pakistan's Refugee Affected and Hosting Areas (RAHA) Program, as a unique holistic platform for bridging humanitarian assistance with long-term development.

Launched in 2009 as a 5-year Government-led program with financial support from several donor countries and the United Nations, Refugee Affected and Hosting Areas (RAHA) seeks to (a) increase tolerance towards Afghans in Pakistan; (b) improve social cohesion to promote co-existence; (c) provide both the host Pakistani communities and Afghans with development and humanitarian assistance; and (d) empowering youth in assisting them to make their own decisions.

Approximately 3,500 RAHA projects have been implemented up-to-date in all four provinces of Pakistan and the Federally Administered Tribal Areas (FATA), benefitting 9 million Pakistani citizens and 1.6 million Afghans through enhanced access and quality of public service delivery. Targeted projects in the sectors of health, education, water, sanitation and hygiene, infrastructure and social protection have been carefully calibrated based on comprehensive needs assessments so as to support the overall objectives of the program, including importantly improved livelihoods, rehabilitation of environment and enhanced social cohesion between the communities in refugee affected and hosting areas.

RAHA became a fundamental component of the implementation of the regional Solutions Strategy for Afghan Refugees (SSAR) 2012 - 2017 in Pakistan, as well as an important element of the Government of Pakistan's strategies and policies on the management of Afghans. As such, the RAHA initiative remains a

principal responsibility sharing platform for maintaining temporary protection space and enhancing community acceptance of Afghans in Pakistan.

This revision of the original 2009 Program Document aims to (i) extend the program through to 2017, in line with the already approved extension of SSAR; (ii) embed RAHA Phase II (2014-2017) within the present day realities in Pakistan; and (iii) ensure that its strategic directions and processes are fully aligned with the SSAR and the United Nations One Program Phase II (OP-II). The latter will help to ensure that the RAHA program is not perceived as a stand-alone initiative but rather a comprehensive and unifying platform that seeks to capitalize on and further nurture synergies, partnerships and coordination among different stakeholders, including relevant Government authorities, UN agencies, non-governmental organizations (NGOs) and beneficiaries themselves.

The revised Program Document outlines RAHA's historical perspective and impact throughout the years. It also succinctly describes the linkages of RAHA with other strategies and programs, and explains in detail how the Program is planned, managed, implemented and monitored. Simplified procedures and processes, greater emphasis on synergies, balanced transition from short-term aid to long-term development assistance, as well as renewed focus on enhanced visibility and pro-active joint resource mobilization, constitute other important elements of the revised document.

The revision of the document was essential taking into consideration the evolving community needs at the provincial and national level. The major recommendations of the RAHA Review - Lessons Learned exercise are being considered and incorporated in the revised document.

It is hoped that the revised program document will serve as a valuable basis for the future continuation of RAHA, affording the program with flexibility to respond to quickly changing realities and needs, and thereby resulting in even greater impact and benefits for Afghans and Pakistani communities that have generously hosted them for more than three decades.

November 2015



Part-1: The RAHA Program



Chapter-1:

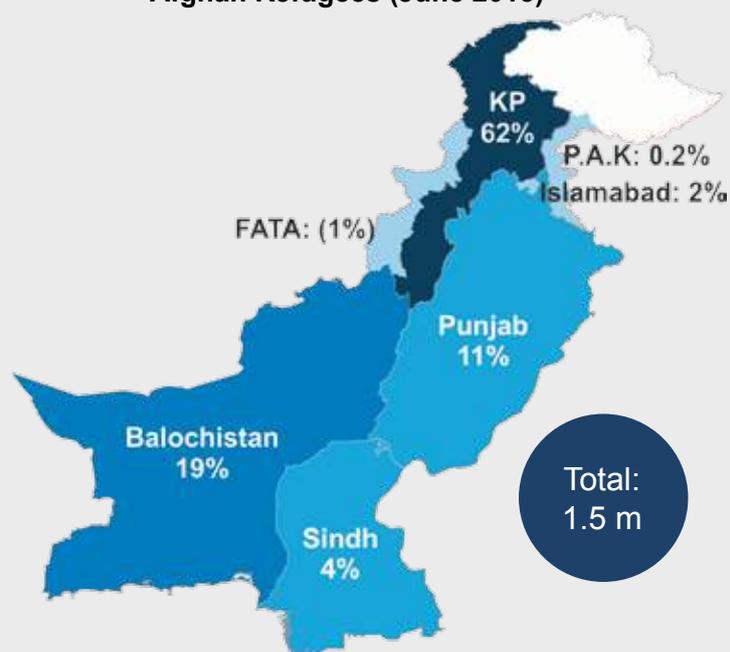
The Evolution of RAHA

1.1: Situation of ARs in Pakistan

As a consequence of the Soviet invasion of Afghanistan in 1979, factional fighting in the post 1992 era, drought in 1999-2000 and 2001 situation (post 9/11), over 4.4 million recorded Afghans sought refuge in Pakistan

during the period 1979 to 2001. The Government of Pakistan (GoP), having granted prima facie status to the first wave of refugees, ensured their international protection, together with UNHCR and the international community and established a Commissioner for Afghan Refugees (CARs).

Afghan Refugees (June 2015)



Since 2002, 3.87 million Afghan refugees (ARs) have voluntarily repatriated to their home country with the assistance of the GoP and Afghanistan and UNHCR. As of Sept 2015, just over 35,000 Afghans (6,352 families) have voluntarily repatriated back to Afghanistan during 2015.

To date, 1.5 million Afghans are registered as living in Pakistan (Khyber Pakhtunkhwa (KP): 62%; Baluchistan: 20%; Punjab: 11%; the balance in Sindh, Islamabad Capital Territory and FATA). With some 500,000 living in refugee villages, the rest live in communities and urban areas as follows:

- Around 500,000 registered Afghans live in 11 districts in KP Province (Peshawar, Haripur, Nowshera, Kohat, Mansehra, Swabi, Hangu, Mardan, Lower Dir, Charsadda, Abbottabad);
- Just over 240,000 live in six districts of Baluchistan Province (Quetta, Pishin, Chagai, Killa Saifullah, Loralai, Killa Abdullah); and
- Around 120,000 are in four districts in Punjab Province (Attock, Rawalpindi, Mianwali, Chakwal and Lahore).

At its peak, there were 340 refugee camps (mainly in KP and Baluchistan), but the majority were slowly closed down during the mid-2000s. As of June 2015, there are now 54 (43 KP, 10 Baluchistan and 1 Punjab)

refugee villages hosting one third of the registered Afghans. The rest migrated towards urban areas of Pakistan, particularly Karachi, Lahore, Peshawar and Quetta. Besides about 1.5 M unregistered Afghans are also spread out in the Refugee Villages (RVs) as well as the named urban centres. This migration has exerted considerable pressure on education, health, Water, Sanitation and Hygiene (WASH), livelihood and the environment, particularly in these major cities.

Over the years the extent of voluntary repatriation has fluctuated in line with the security and other relevant conditions in Afghanistan, whilst Afghans shifting back to Pakistan, due to a non-conducive environment in their home country, has continued at various scales. Thus, the number of registered and unregistered Afghans in Pakistan has fluctuated but remained always around three million.

1.2: Origins of the RAHA Program

In **February 2005**, the European Union (EU) and UNHCR co-chaired high level consultations in Brussels with the governments of Afghanistan, Iran and Pakistan on how to manage population movements to and from Afghanistan. At that point in time, more than 3.5 M ARs had already returned home through UNHCR's voluntary repatriation program, but around 2-3 M Afghans remained in the two hosting countries of Iran and Pakistan. Support to host communities was one of

the important conclusions.

During **2006-2008**, a series of assessments were carried out on the impact of ARs in Pakistan which *inter alia* also served to profile Afghan/local settlements that could be targeted for pilot RAHA activities. Other assessments included: an analysis of UN Pakistan's institutional capacity; a new challenge posed by Temporary Displaced Persons (TDPs); a review of the UN Pakistan UNDAF¹; and of UN's approach to natural disasters. Following a series of consultative workshops and meetings, and using these various assessments, UN Joint Program for Disaster Risk Management (DRM) was established. Under the 'One UN' umbrella, the inclusion of the Afghan population in the national development plans was promoted thus reducing the need for a specific and parallel structure of facilities mainly targeting Afghans. The RAHA Initiative became an integral component of this UN Joint Program which was launched in 2009 as the One UN Program (see Chapter-2, Paragraph 2.3 for more information).

On **15 May 2009**, the RAHA Program Document was signed by the GoP represented by Ministry of States and Frontier Regions (SAFRON) and Economic Affairs Division (EAD) and a consortium of UN agencies (see 3.3.2). This five-year program (**2009 – 2013**) aimed to respond to the political, socio-economic, financial and environmental consequences associated with hosting ARs for many years. It also aimed at preserving asylum space in Pakistan by supporting local communities in areas where refugees are hosted. RAHA supports education, health, WASH, infrastructure, livelihood and environment in hosting areas to mitigate the impact of the refugee population living alongside the local community.

1.3: Objective of the RAHA Program

The overall objective of the RAHA program is to improve livelihoods, rehabilitate the environment and enhance social cohesion within communities of refugee affected and hosting areas. Public services will be improved and policies made more effective

by strengthening the capacities of the government, community institutions and vulnerable groups. Cross-cutting issues under the UN One Program (see 2.3) in relation to human rights, gender equality, civil society engagement and refugees are also addressed through RAHA interventions. Peaceful co-existence between the communities will safeguard a more predictable stay for Afghans until they can voluntarily repatriate to Afghanistan.

1.4: Need for Revision of 2009-Program Document

The RAHA initiative was conceived as a five-year (2009-2013) program. In **May 2012**, it became an integral component of the regional SSAR (also see Chapter-2, Paragraph 2.1), and it was agreed that it should continue beyond 2013 (the original end date of the RAHA initiative) and coincide not only with the time frame of the SSAR (2012-17) but also of the One UN Program (2009-17). These new linkages are reflected in this revision of the initial 2009-RAHA Program Document

Besides, owing to experiences gained and lessons learnt in the first phase (2009-13) of RAHA's interventions, most stakeholders felt that the elaborate plans, fora and management and operational processes set out in the initial Program Document were somewhat complex and had even become impracticable in view of the fast changing ground realities.

A two-day RAHA Retreat (**November 2013**) brought together the key stakeholders for this initiative: EAD, SAFRON, Chief Commissionerate for ARs (CCAR) and provincial CARs and UN agencies. Several actions were discussed and agreed, including the need to revise the original **2009** RAHA Program Document to take into consideration the various changes that had taken place since it was first conceived, such as the Phase II of the One UN Program (OP-II); and incorporating RAHA into the regional SSAR. However, work on this revision was delayed until 2015.

¹ The United Nations Development Action Framework (UNDAF) is a program document between a government and the United Nations Country Team (UNCT) that describes the collective actions and strategies of the United Nations to the achievement of national development.



Chapter-2:

RAHA's Linkages with other Key Strategies/Programs

The regulatory framework for the management of Afghans in Pakistan is governed by three instruments: the Tripartite Commission Agreement between the Governments of Pakistan and Afghanistan and UNHCR; regional SSAR and the National Policy for the Management and Repatriation of ARs.

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2.1: Solutions Strategy for Afghan Refugees (SSAR)

The multi-year regional SSAR adopted in May 2012, offers a comprehensive regional framework for joint interventions aimed at facilitating voluntary return and sustainable reintegration of the ARs, while at the same time providing assistance to host communities. It forms the cornerstone of the protection policies and SSAR of the Government and UNHCR. The RAHA Program is a key component of this strategy in Pakistan.

Following are the five SSAR outcomes, of which the RAHA Initiative supports outcomes 2 through to 5:

1. Support to voluntary repatriation;
2. Access to shelter and essential social services for refugees, returnees and host communities;
3. Improved and diversified livelihood opportunities and enhanced food security;
4. Social and environmental protection of refugees, returnees as well as assistance and support to host communities; and
5. Capacity development of national authorities, organizations and communities concerned with refugees, returnees and host communities.

2.2: National Policy on Management and Repatriation of Afghan Refugees

On 25th July 2013, the GoP adopted a National Policy on Management and Repatriation of ARs which contained a number of measures to deal with and manage ARs in Pakistan as well as the implementation of the SSAR within its domestic policy.

2.3: UN-One Program

The national program framework of the UN system in Pakistan is the UN One Program which supports national priorities in Pakistan. Launched in 2009, at the same time as the RAHA initiative, RAHA has been an integral component of this UN Delivering as One (DaO) program. Phase-I (OP-I), had five Joint Programs, one of which was the Joint Program on DRM which had three focus areas.

RAHA was the second component (i.e. Joint Program Component 2 – JPC2) involved in a community mobilization approach to improve the condition of refugees and hosting communities and provide essential services and livelihood generation.

Following a review of OP-I, and a need for a more flexible approach to partnerships, the second phase (OP-II: 2013-2017) is grouped under six Strategic Priority Areas (SPAs) which reflect priorities identified through national and provincial consultations and a review of key national frameworks and strategies.

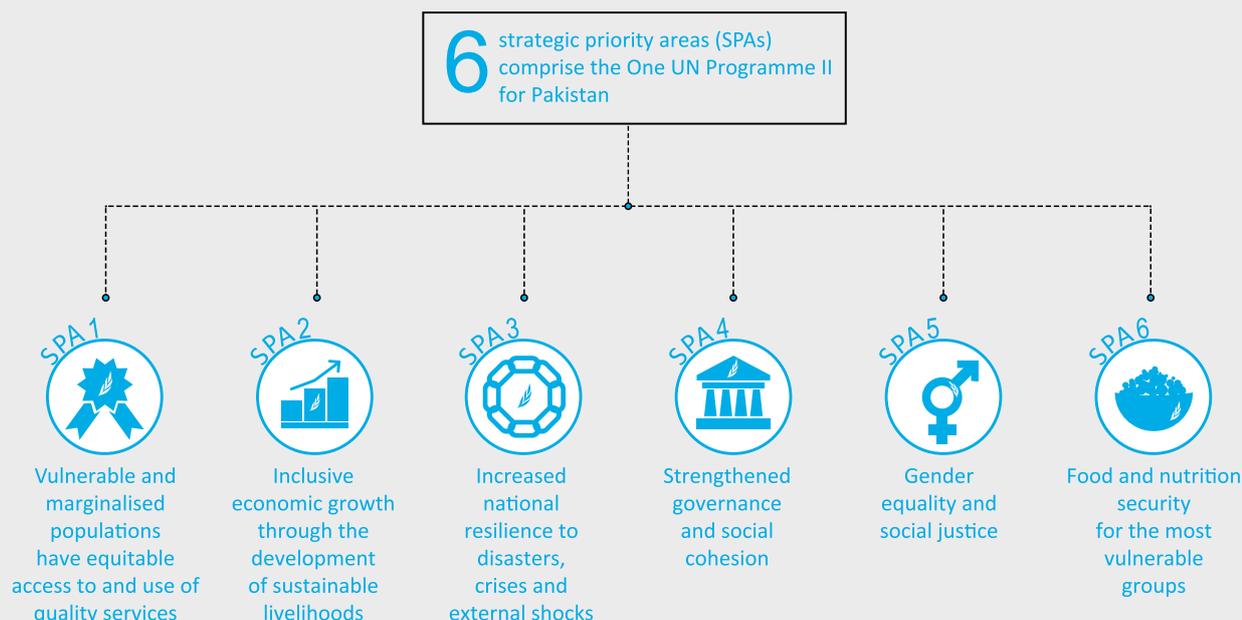
The RAHA Program is primarily connected with:

SPA-1: Vulnerable and marginalized populations have equitable access and use of quality services;

SPA-2: Inclusive economic growth through the development of sustainable livelihoods;

SPA-3: Strengthened governance and social cohesion;

Strategic priority areas (SPAs) for Pakistan



SPA-4: Increased national resilience to disasters, crises and external shocks

Note: The other SPAs are also relevant (see table below).

Increased efforts are being made to streamline refugee issues into the national and provincial development

programs and within the UN system by using RAHA and OP-II programs. Under OP-II, RAHA will continue to engage UN partners and relevant government agencies to promote peaceful co-existence, better social cohesion and asylum space for refugees.

SAFRON is tasked to evolve SSAR-related/other

Comparison between Outcomes or Strategic Priority Areas of Three Key Strategies

SSAR 2012-2017	RAHA 2014-2017	OP-II 2013-2017
Supporting voluntary repatriation		
Enhancing access to shelter and essential social services	Restoration of social services and infrastructure	Vulnerable and marginalized populations have equitable access and use of quality services
Creating and diversifying livelihood opportunities	Improved livelihoods and local economies	Inclusive economic growth through the development of sustainable livelihoods
Enhancing social and environmental protection by supporting peaceful co-existence between refugees and host communities	Greater social cohesion through community development Improved social protection for co-existing Pakistani and Afghan communities	Strengthened governance and social cohesion
Strengthening the capacity development of national authorities, organizations and communities		
	Restoration and improvement of the environment	Increased national resilience to disasters, crises and external shocks
		Gender equality and social justice
		Food and nutrition security for the most vulnerable groups

policies and programs for dealing with all AR-matters and implement these via its dedicated offices of CCAR and CARs. Humanitarian and development works are part of RAHA's overall scope whose primary goal is to create social cohesion between the ARs and their host-communities until their safe return to Afghanistan.

2.4: Urban Refugee Policy

As indicated before, considerable pressure is being exerted on education, health, WASH, livelihood and environment particularly in the major cities due to urbanization by the ARs. Moreover, the repatriation trend has dropped and refugee fatigue within host communities has increased manifold.

In 2015, SAFRON/CCAR together with UNHCR is developing an urban refugee management policy which would not only effectively implement the SSAR but also provide protection and facilitate access to voluntary repatriation/group return, legal assistance as well as quality education and health care. RAHA projects, which target both ARs and their Pakistani hosting communities, will complement the Urban Refugee Policy.

2.5: Youth Empowerment Strategy

Supporting the future security and well-being of youth

(15-24 years old) – whether Pakistani or Afghan – is intrinsically linked to the acquisition of transferrable skills and assets, and the knowledge and capacities developed through education. With limited access to education and livelihood opportunities and with no guarantee of a durable solution, young people face uncertain futures and may be caught up in a state of limbo. Youth unemployment may become a factor of insecurity. Furthermore, displacement may force the youth to take up new roles and responsibilities to ensure their own and their families' basic needs, amplify their vulnerabilities and expose them to new risks.

Thus, the empowerment of the next generation, youth who possess enormous potential and can play a key role in defining the future of their country (whether Pakistan or Afghanistan) and communities, has become an important strategy which clearly links with the aims of the RAHA initiative. It is important to look into the employment trends across the border and develop joint initiatives between UN agencies, more specifically within ILO, UNHCR, UNDP, FAO and UNICEF; who have been involved in youth empowerment programs on both sides of the border. This is not an exhaustive list of UN agencies and other partners and can expand as per needs and interest.



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Chapter-3:

RAHA's Structural Setups and Partnerships

Notwithstanding the voluntary repatriation of nearly 4 million ARs back to Afghanistan, there was still a high number of ARs living in Pakistan: in 'Refugee Hosting Areas'; meanwhile areas which used to host millions of Afghan refugees for decades were also considered in need of assistance and support: in 'Refugee Affected Areas'. This led to two components as described below

3.1: Refugee Hosting Areas (RHAs) Component

These are the areas which continue to host ARs. The hosting areas (districts) have been identified through comprehensive needs assessments carried out time to time to respond to development needs. The RAHA initiative in general and the RHA component in particular is being undertaken in a pragmatic and results-oriented manner.

The GoP and UNHCR have together assembled a wealth of baseline data and information gathered by various institutions, notably UN agencies and international financial institutions. The shared database has helped to identify hosting and affected areas, based on input on registration and voluntary return. The GoP's population census and registration data have also served to define the population of the hosting communities. KP, FATA and Baluchistan are historically the major RHAs. They are also among the poorest and most economically deprived areas in Pakistan.

More than 60% of Afghan refugees live in KP and Baluchistan. The RHAs are predominantly rural and to an extent urban as well. They are characterized by poor infrastructure, acute shortages of basic services and lack of economic opportunities. Large sections of the population including refugees, lack access to basic services.

The RAHA initiative is an integral part of efforts to create leverage for the development of refugee-hosting communities affected by the lengthy presence of ARs in Pakistan. RHA is thus incorporated within the UN Delivering as One (DaO), notably in the fields of education; health; WASH; livelihood and infrastructure development.

3.2: Refugee Affected Areas (RAAs) Component

This component is led by UNDP and implemented by Planning and Development Departments (P&DD) of KP and Baluchistan provinces and FATA under, the overall guidance of EAD. The program has been designed

to compensate those Pakistani communities for social, economic and environmental damages caused by millions of ARs who lived in their areas since 1979 but have gradually left. The program was implemented in 12 districts and 103 Union Councils (UCs) of KP and Baluchistan provinces. These areas were identified through two needs assessment studies conducted in 2006-08 as the most vulnerable areas with extremely poor social and development indicators.

Additionally data from Benazir Income Support Program and UC profiles prepared by UNDP also helped to establish a baseline for UNDP interventions in various districts and UCs. FATA was added to the RAA component in 2012 as a result of a decision taken in a Federal Task Force (FTF) meeting.

These communities shared their already meager natural resources, job markets and other sources of income with the ARs residing in their districts. The already weak social service delivery infrastructure was heavily overburdened by the additional caseload of ARs, especially the water supply and sanitation systems, basic health facilities and tertiary hospitals, schools and the road network. The Afghans, being more enterprising than the locals, quickly dominated the locally available petty businesses and livelihood opportunities. This situation demanded and justified the interventions undertaken by RAHA through the RAA component.

The focus of RAA Program has remained on the participatory community development and its efforts have elevated with every passing year to further strengthen the community empowerment and promote social cohesion among Pakistani and Afghan communities in order to achieve the ultimate goal of RAHA.

In 2012, along with the addition of the provinces of Punjab and Sindh, FATA was also included in the scope of the RAHA program. UNHCR carries out humanitarian projects in FATA through the auspices of the FATA Secretariat with the approval of SAFRON through CCAR. However for RAHA projects, FATA Task Force acts as a Provincial Task Force (PTF) and approval process remains the same as for the projects under RHA component (as explained in 6.5.1).

3.3: Partnerships

The RAHA program closely involves various federal and provincial ministries/departments, UN agencies and beneficiary communities.

Details of these partnerships, which have been developed and strengthened during the period 2009-2015, are given below:

3.3.1: National Partners

- a. SAFRON, together with its CCAR and provincial CARs.
- b. EAD.
- c. FATA Secretariat.
- d. P&DDs of KP and Baluchistan provinces and FATA.
- e. Relevant Govt. Line Departments (LDs) at provincial and district levels.
- f. District governments.

3.3.2: UN: The UN participating agencies are UNHCR, UNDP, WHO, FAO, ILO, UNESCO, WFP, UN Women, UN HABITAT and UNOPS.

3.3.3: NGOs, International Non-Governmental Organizations (INGOs) and *Gesellschaft für Internationale Zusammenarbeit (GIZ)*.

3.4: Federal Level Entities

The governing structure for the RAHA Program in Pakistan at the Federal Level is described below:

3.4.1: Convening Agent and Administrative Agent

As designated UN Convening Agent (CA), UNHCR is responsible for coordination, information sharing and reporting on RAHA contributions and activities undertaken by UN agencies working within the RAHA program and representing these agencies at various fora when required.

As UN Administrative Agent (AA), UNDP handles the disbursement, to participating UN Agencies, of any funds allocated to the overall RAHA program.

3.4.2: The Federal Task Force (FTF) (previously JPC Task Force)

FTF is co-chaired by SAFRON, EAD and UNHCR.

It meets bi-annually to review RAHA's progress and endorse any major activity involving the entire Program. It is the principal oversight body for RAHA as a whole. It also provides overall strategic guidance. The CCAR, provincial CARs, Additional Chief Secretary (ACS)-P&DDs of all the provinces and FATA, and UN Agencies are members whereas the donors are observers.

3.4.3: RAHA Secretariat (RS)

The RS is led by Chief Coordinator (CC RAHA), who reports to the CCAR. The RS aims to provide leadership, coordination and guidance on all matters pertaining to the smooth implementation of the RAHA Program. It acts as a bridge between GoP (SAFRON, EAD, etc.), the UN agencies and donors and facilitate balanced decisions on inter-linked RAHA issues. It also proposes policy guidelines and procedures on macro aspects of the RAHA program to FTF/SAFRON for approval. RS supports provincial CARs and UNHCR-Sub Offices (SOs) in selection/execution of all projects. It also organizes meetings of the Core Working Group (CWG)

of partner UN agencies for mutual briefing on pace of their interventions and resolves any hurdles in the way of One-UN operation. RS keeps SAFRON/CCAR and UNHCR updated about progress of or hurdles in project implementation under RHA component.

RS also keeps promoting inter-communications within the RAHA program through the Management Information System (MIS). RAHA MIS is an online system which provides a common platform to collect data, store and update information, analyse to create knowledge, share to increase understanding and plan for the future. It saves much time of planners/managers in acquiring accurate data of their past/present projects. It ensures better monitoring and evaluation of all kinds of RAHA interventions. It facilitates program-wide spread of knowledge about all of the program's activities. It fosters harmony/teamwork between the GoP and UN entities and promotes the One-UN theme. It also provides a common template for all user entities. The RAHA MIS can be accessed through RS's web portal www.rahapakistan.org





Chapter-4:

RAHA's Beneficiaries and Impact

4.1: RAHA's Beneficiaries

RAHA seeks to increase tolerance and preserve protection space towards Afghans living in Pakistan; improve social cohesion to promote co-existence between the ARs and their host communities with development cum humanitarian assistance.

It aims to reduce economic and social vulnerability for the most disadvantaged sections of society living in these past/present hosting areas.

As of June 2015, 10.6 M people have benefitted from RAHA projects, of which around 11% are ARs whilst the remainder (9.4 M individuals) are Pakistani citizens who have been, or are still, affected by the presence of ARs. The beneficiaries of RAHA's development and humanitarian projects are indicated in the opposite graph.

During this time, over 3,400 projects have been implemented, the majority in KP (59%) and Baluchistan (31%) with the rest in FATA (8.6%), Punjab and Sindh (1.3%).

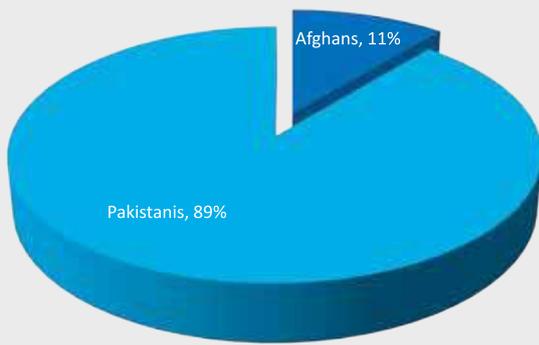
These projects were undertaken in five main sectors: Health, Education, WASH (including clean drinking water supply and drains), irrigation, livelihoods (including agriculture, environment and skills development) and Infrastructure (including street pavements, village/farm to market roads, flood protection walls and energy related infrastructure). There are also some social protection/social cohesion interventions (including shelters for women at risk, or unaccompanied minors).

Over the next two years (2016-2017), RAHA will additionally support:

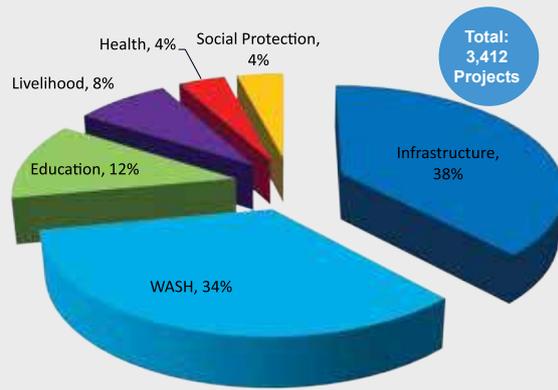
- a. Adolescent refugees and their peers from host communities to address their unique psycho-social and developmental needs.
- b. Social inclusion and participation of the youth.
- c. Formal and informal education of the youth including relevant and market-driven vocational and skills training, and complemented by specific youth employment creation programs, to help build young people's confidence and enhance their protection.
- d. Urban refugees and their hosting communities, especially with quality education and health care.
- e. Areas which have not yet benefitted from RAHA interventions whether they are RHAs or RAAs.
- f. Up to 1.5 million registered ARs in Pakistan i.e. holding Proof of

Key Achievements

10.6m individuals benefited from RAHA projects



RAHA Projects by Sector (2009-2015)



Registration (POR) Cards.

- g. Government staff in the four provinces and FATA, who will receive capacity building training to strengthen their skills to manage development initiatives after program assistance ceases.

4.2: RAHA's Impact

RAHA's impact on the beneficiaries has been felt across all the sectors. Some examples are:

- a. Over 1.5 million individuals benefitted from social services projects including irrigation channels, roads and installation of solar panels.
- b. Around 50,000 individuals benefitted from WASH projects.
- c. Some 1.1 million extremely vulnerable individuals have received support.
- d. 15 welfare centres/safe havens supported for women at risk, unaccompanied minors, and other vulnerable groups, including a school for



- blind girls.
- e. Around 50,000 individuals benefitted from flood protection walls and other environmental conservation projects.
 - f. More than 2,000 people trained in market based income generation skills; around 65% of the women becoming self-employed (tailoring, embroidery, beautician) and earning monthly incomes from 3,500-5,000 PKR.
 - g. 126 development projects in FATA benefitted 91,000 individuals.
 - h. A disease early warning system was implemented and essential medicine and equipment provided across health facilities in Khyber Agency.



Chapter-5:

Resource Mobilization and Fund Management

5.1: Joint Resource Mobilization Strategy (JRMS)

The SSSAR remains the main framework for the identification and implementation of lasting solutions for ARs in Pakistan and the region. The RAHA initiative (a key component in Pakistan) seeks to support peaceful co-existence between refugees and hosting communities in Pakistan, and is a fundamental element in maintaining stability in the sub-region of southwest Asia over the next few years..

The four SSAR key stakeholders (Afghanistan, Iran and Pakistan, and UNHCR) endorsed a JRMS-2014 (see Annex-A) which *inter alia* states: “...the successful implementation of the Solutions Strategy for Afghan Refugees, as highlighted in the Joint Communiqué, will depend largely on “bridging the gap between humanitarian assistance and sustainable development”. As such, the robust engagement and support of the development community - either by providing funds directly to the partners involved in the Solutions Strategy and/or aligning their programs with the specific outcomes outlined in the Solutions Strategy - is imperative...”

The JRMS aims to sustain and increase funding from traditional donors; engage development stakeholders and channel development resources to the RAHA program; diversify the donor base with non-traditional donors; strengthen collaboration with the private sector and monitoring of the SSAR’s implementation.

Over the years, UN agencies and the GoP have committed funds to the RAHA initiative, together with donors such as the EU and the Governments of Australia, Denmark, Germany, Japan and the United States of America (USA).

Within the UN, close coordination needs to be maintained with relevant UN agencies to ensure

adequate inclusion of refugee interventions within the OP-II program and ongoing advocacy needs to be undertaken to mainstream refugee issues in UN agencies’ development plans. The tremendous efforts made by the RAHA program in the past six years have hugely benefitted the communities all over Pakistan and FATA and shall be capitalized for resource mobilization in 2015-16.

5.2: Synergy Amid UN Agencies in Pakistan

Whilst RAHA projects are implemented with funding specifically earmarked for this purpose, UN agencies in Pakistan (as well as other operational organizations) are implementing projects/programs in areas that host ARs utilizing other funding. Hence discussions started in 2015 about how to increase the impact of projects being undertaken in the same areas, for the same beneficiaries through the interaction or cooperation of two or more organizations, and also benefit from the RAHA brand. This approach is in line with the One UN concept which is followed in Pakistan.

There are different possibilities to this synergy approach. The UN/Government Nutrition Program (implemented by WFP, UNICEF and WHO) could be linked to RAHA rehabilitated Basic Health Units (BHUs) or Rural Health Centres (RHCs). Or UNICEF could use a RAHA rehabilitated school as an entry point to the community to undertake multi sectoral activities such as education (e.g. adult learning), health (e.g. immunization) and livelihood (e.g. self-reliance/self-help).

5.3: Allocation of Resources

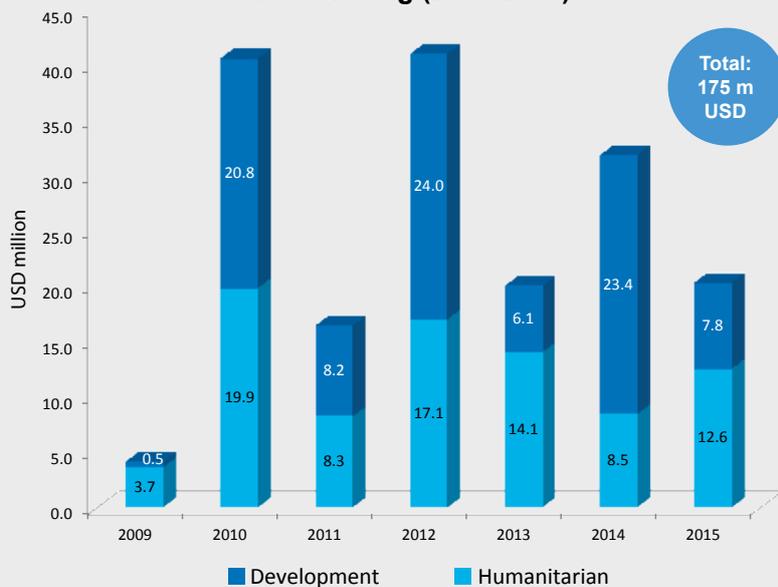
There are two main ways in which funds can be allocated to a RAHA project:

- a. Allocated to a Participating UN Agency.

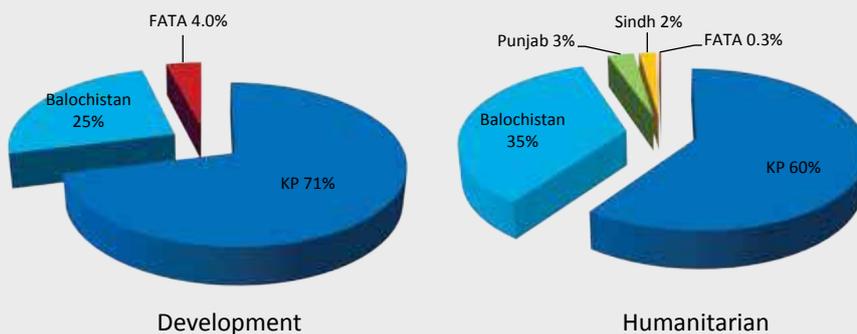


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RAHA Funding (2009-2015)



RAHA Budget by Area (2009-2015)



b. Allocated to the RAHA Program.

Earmarking (geographically or by sector) remains the prerogative of the donor. In the spirit of One UN, funding should be by outcome and not by humanitarian or development projects. Thus, funds should go direct to the agency that is best placed (in terms of mandate, access, delivery, etc. for any given outcome) e.g. ‘Improved and diversified livelihood opportunities and enhanced food security (Outcome #3, SSAR, 2012-2017).

5.3.1: Allocated to the RAHA Program

In this instance, the funds are channeled through the Pakistan One Fund and disbursed by UNDP in its role as Administrative Agent.

The pass-through fund-management mechanism used for transfer of funds enhances UN transparency and accountability, a direct application of the Aid Effectiveness Agenda and UN Reform initiative “Delivering as One”, and is consistent with the principles

of the Paris Declaration on Aid Effectiveness and the Accra Agenda for Action, including national ownership and alignment with national priorities, harmonization and coordination, effective and inclusive partnerships, and achieving development results and accounting for them².

5.3.2: Allocated to a Participating UN Agency

In this instance, funds remain under the purview of that agency and its own financial rules and regulations.

Each Participating Agency shall report progress on the use of core, non-core, parallel funding and contributions received. Participating Agencies will continue to be audited internally and separately for the management of the resources and implementation of the activities under their responsibility, in line with their established rules and regulations.

² More details concerning allocation of funds through the Pakistan One Fund can be obtained from UNDP Pakistan



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Part-2: The RAHA Components



Chapter-6:

Refugees Hosting Areas (RHA) Component

6.1: The RHA Component

As described in Chapter-3 (see 3.1), these are interventions in the areas that even now host 1.5 million Afghans living in RVs, mixed among rural populations or concentrated in

peri-urban and urban areas of major cities. The RHA component was and will continue to be implemented through SAFRON, CCAR and provincial CARs and UNHCR.

6.2: Management and Coordination

Besides the entities mentioned in Chapter-3, the RHA component is governed by the following federal and provincial entities:

6.2.1: Federal Level

While the other federal level governing setups have been explained in Chapter-3 (see 3.4), the only federal level RHA-specific entity is explained below:

6.2.1.1: RAHA Cell (RC)

The RC co-located with the RS provides technical expertise, monitoring and evaluation for humanitarian projects. RC is led by the Project Manager (PM-RC) and reports to CC RAHA. RC is the technical arm of the CCAR's office and is also an important member of the Pre-PTF and PTF meetings. It provides guidelines/instructions for streamlining RHA program under guidance of the RS. It also examines the endorsed projects and submits these to CCAR and SAFRON for approval. RC is a separate body authorized to conduct random and unilateral monitoring of any on-going or completed project of the RHA component on behalf of the SAFRON/CCAR. It also maintains a record of all the past and on-going projects. RC assists CCAR office in special RAHA related assignments.

6.2.2: Provincial Level

The provincial level management & coordination is ensured by the following set-ups:

6.2.2.1: Provincial Task Force (PTF)

The PTF is chaired by the provincial CAR to endorse UNHCR's humanitarian-cum-development RAHA projects which are then approved at federal level by SAFRON via CCAR. The members of the PTF include CCRAHA, UNHCR's Snr. RAHA Coordinator and Snr. Technical Advisor, PM-RC, Head and Program Officer of UNHCR's provincial SO and Donors' reps. Reps. of LDs and NGOs are present for clarification. The PTF endorses projects vis-a-vis funding and ensures that the endorsed projects fully meet the criteria laid down for selection of RHA projects. PTF submits endorsed proposals to CCAR through RC for seeking approval from SAFRON.

6.2.2.2: Program Management Unit (PMU)

It comprises of members from UNHCR-SOs and

RAHA Units (RU). PMUs in KP and Baluchistan and UNHCR Field Unit Islamabad (FUI) in case of Sindh & Punjab, serve as management and coordination fora at the provincial levels. Its principal duties include program planning, assessment of project proposals and their presentation to the Pre-PTF³ and PTF meetings for endorsement. PMUs facilitate and coordinate activities that emerge after the launch of Calls for Expression of Interest (CEOI)/Calls for Proposals (CFP). The PMU screens proposals, carries out technical and desk reviews and site validations. It also launches CFPs/CEOIs. It processes Project Partnership Agreements (PPA) after the projects are approved by SAFRON.

6.2.2.3: RAHA Unit (RU)

RU in the provincial CAR-KP is led by the Chief Coordinator whereas RUs in CAR Baluchistan, CAR Punjab and Afghan Refugees Repatriation Cell (ARRC) Sindh are led by RAHA Coordinators. They are responsible for selecting, managing, coordinating, implementing and monitoring the RHA projects at the provincial level in coordination with SO or Field Unit (FU) of UNHCR. They also conduct the site validations of the newly proposed projects and report to RC on monthly basis regarding the progress of selection, implementation and monitoring of the projects.

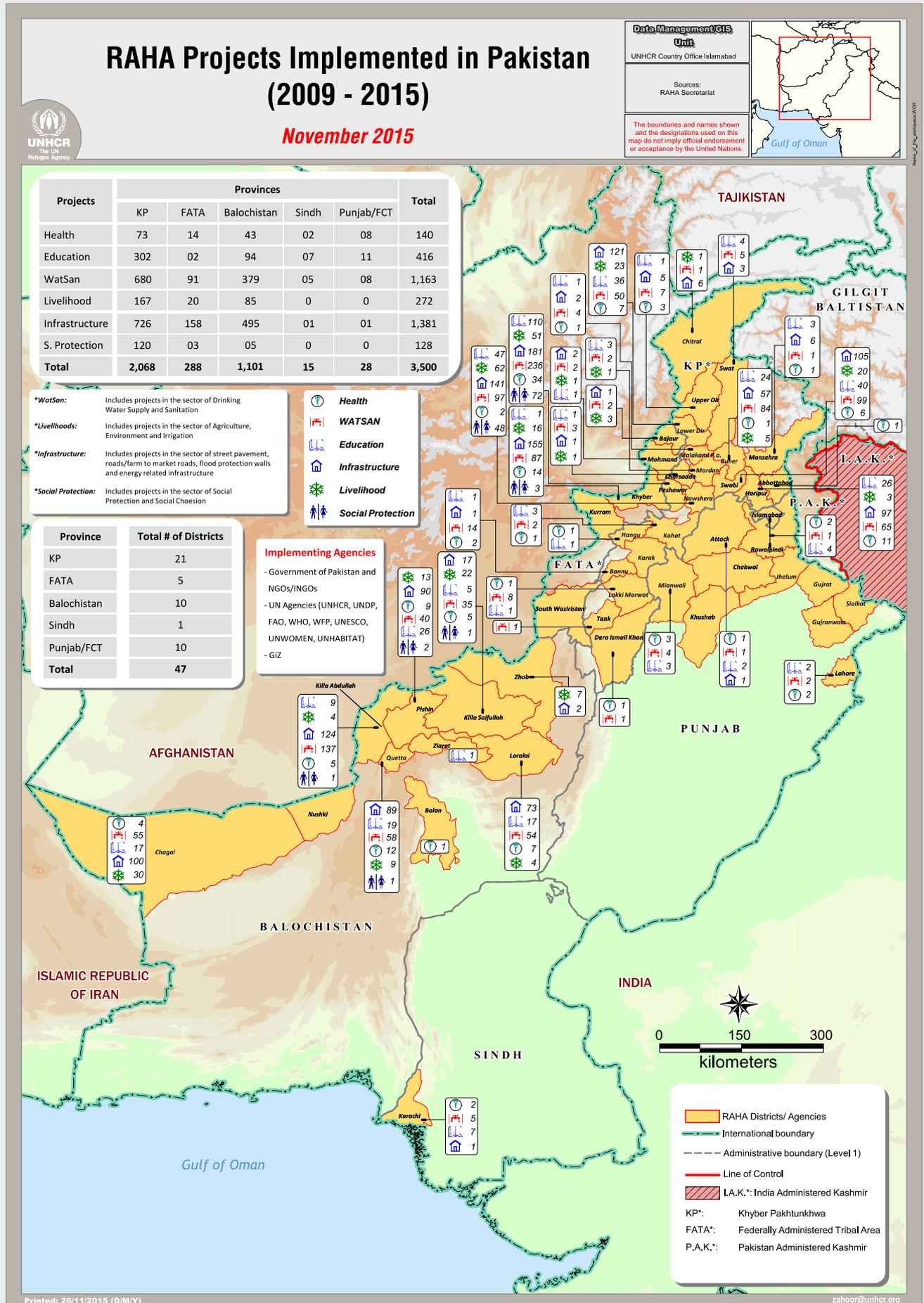
6.3: Geographic Coverage

Whilst owing to geographical spread and the massive needs it is difficult to cover all areas of the country, no district will be considered as excluded under RHA component subject to availability of funds. The principle on which a district/area is to be considered for RHA projects must be based on whether or not that area is presently hosting ARs or not.

During the period 2009-12, only 21 designated districts in KP and Baluchistan were covered under the RHA component and Sindh, Punjab and FATA were excluded. In May 2012, a FTF decided to include FATA in the RAHA program. Later in November 2012, a Government and UN Retreat on RAHA recommended that all of the following districts of the provinces should be considered for RAHA interventions.

³ Pre-PTF is a forum comprising of the PMU and members from RC, RS which thoroughly scrutinize and examines all the pre-requisites of the project proposals and PC-1s for submission to the PTF for endorsement.

The map below indicates the geographical area and province-wise sectoral interventions:



KP	Baluchistan	Punjab	Sindh	FATA Agencies
Abbottabad, Bannu, Buner, Charsadda, Chitral, DI Khan, Hangu, Haripur, Karak, Kohat, Lakki Marwat, Lower Dir, Malakand, Mansehra, Mardan, Nowshera, Peshawar, Swabi, Swat, Tank, Upper Dir	Bolan, Chagai, Killa Abdullah, Killa Saifullah, Loralai, Noshki, Pishin, Quetta, Zhob, Ziarat	Attock, Chakwal, Gujrat, Jhelum, Khushab, Lahore, Mianwali, Sialkot, Rawalpindi/Islamabad	Karachi	Bajaur, Khyber, Kurram, Mohmand, South Waziristan

6.4: Intervention Sectors

The RHA component intervenes in the following sectors (*see the graphical description at 4.1*):

- Health
- Education
- Water, Sanitation and Hygiene (WASH) including clean drinking water supply
- Livelihoods including agriculture, environment and irrigation. (Indicating the training/capacity building component in the projects and linking with livelihoods of the beneficiaries).
- Infrastructure (including street pavement, village/farm to market roads, flood protection walls and energy related infrastructure).
- Social protection (including shelters for women at risk or unaccompanied minors).

RAHA initiatives shall ensure the integrated approach and implement multi-sectoral projects by

ensuring the coverage of almost all sectors as per community and geographic needs.

6.5: Operational Processes

6.5.1: Project Selection Process of RHA Projects

During the first phase of the RAHA program, the projects-selection/approval process of RAHA's RHA-segment was considerably slow and inefficient. To address these issues, a modified "project selection and approval process" (Projects Plan-2015) was implemented in March 2015. The modified process ensures that the projects selection does not go to the year's end and eliminates the carryover of many approved projects to the next year. This modified process no more wastes months of work-time or upsets the process managers and precludes criticism from the RAHA's supporters.

The **core idea** of the altered process is to put RAHA's RHA-segment on the track of **'annual project planning'**. For that purpose, the provincial RAHA Teams invite all provincial RHA districts to propose their



10 most needed projects (2 per each RHA sector) which they site-validate by visiting the districts successively. Among these; 5 projects chosen for execution by the LDs are routed via the relevant provincial Secretaries of the LDs; and 5 projects to be done by the NGOs are processed by the RAHA Team itself. Thus, the project selectors create a big ‘pool’ of approved projects. The ‘pool’ minimizes the need for the **many** CFPs/CEOIs made and PTF meetings held in the past.

The **key outcome** of the process is to maximize the implementation period for RHA projects and their timely completion within the calendar year.

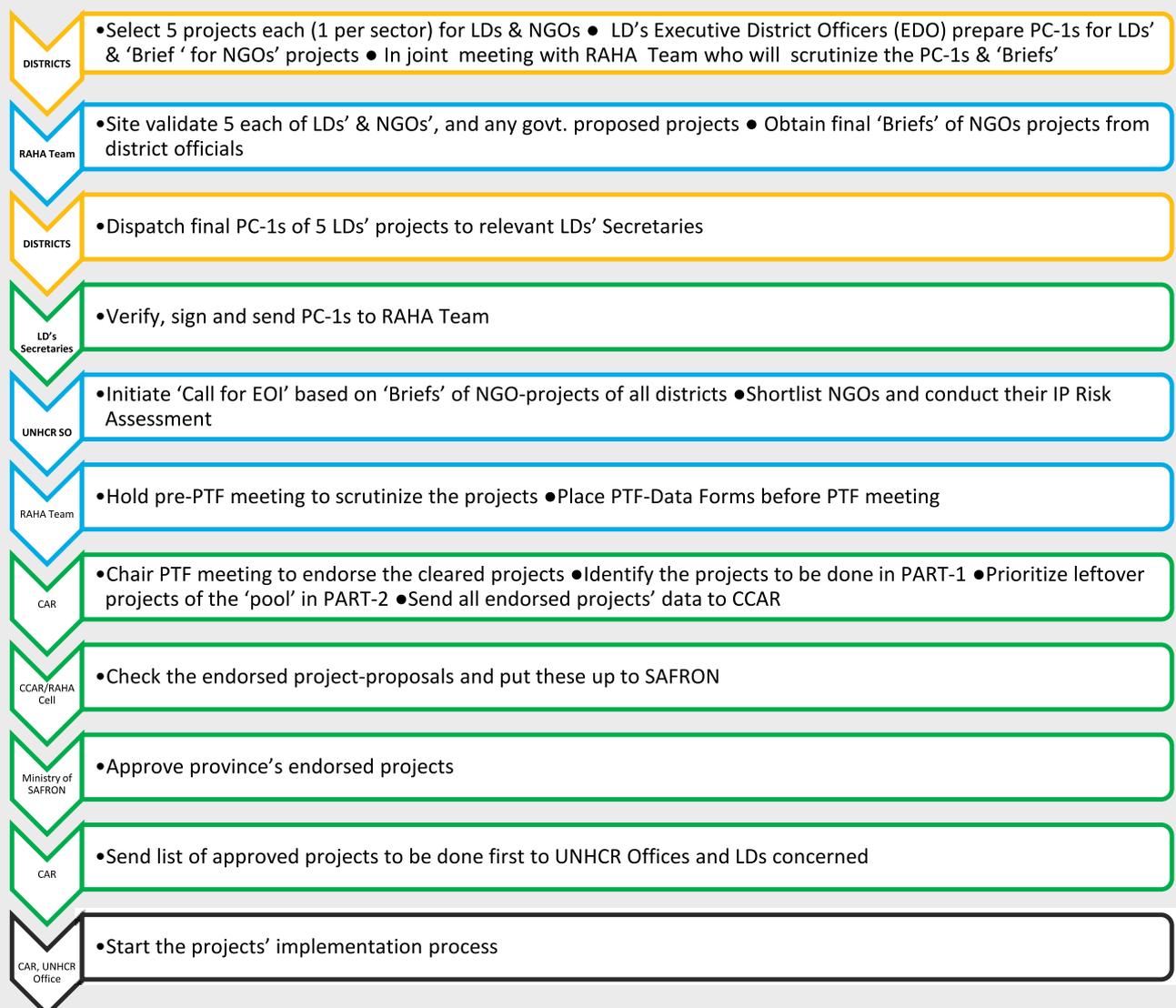
Other salient benefits of the modified process are:-

- a. By taking the project selection process to the districts; the communities’ needs and participation will be better met and their trust in the RAHA Program/governments’ efforts will grow.
- b. RAHA Program would also extend to relatively ignored districts, earning it wider recognition.
- c. As projects would be completed by the year’s end, their reporting and accounting will be re-normalized.
- d. Greater conformity of this process to Donors’ criteria would enhance their interest in RAHA.

The modified project selection process is detailed in Annex - **B**

Process Flow of RHA Projects’ Selection and Approval Process

The process flow chart for the selection and approval of the projects in the RHA Component is summarized below:



6.5.2: Selection Criteria of RHA Projects

The criteria pursued by RHA humanitarian program align its projects to create harmony among the ARs and their Pakistani hosts. So, the project-areas are chosen to ensure benefit for/participation by the ARs too. At times, donors limit the areas where their funds may be used. Thus, RAHA's projects cannot cover all territories of Pakistan.

Below are the key criteria-elements followed for selection of projects in RAHA's humanitarian program:-

- a. **Objective.** The projects must fulfill RAHA's prime goal of enhancing social cohesion amid the ARs and host communities allowing the ARs a peaceful stay until their return to Afghanistan. The program is to also restore social services and infra-structure and improve livelihood, local economies and social protection in areas where the Afghans are living.
- b. **Beneficiaries.** Only when the ARs and their hosts share the projects' benefits and roles would their relations grow closer. So, proposals/PC-1s must state accurate data of Afghan & Pakistani beneficiaries of the projects. The project-proposers and site-validators may use UNHCR-published data on number & location of ARs in Pakistan but verify it on ground before preparing or examining the proposals, respectively. If such data about the proposed project area is not available or no AR-villages exist there; then, the project proposers/validators, Core Working Group (CWG: reps of CAR and UNHCR) and PTF Chairman must successively verify that the proposed project would still benefit ARs living in the farther off host areas. But project locations which would not at all benefit ARs would not be considered in the RAHA humanitarian program.
- c. **Need.** The project must be a dire need that would benefit the ARs and their Pakistani host communities and conform to the donors' prerequisites, if stated.
- d. **Sectoral Parity.** Project selectors will cater for the federal & provincial governments' need perception and sectoral priority subject to any donor criteria. The current sectoral priority is education, health,

WASH, infrastructure & livelihood.

- e. **Geographical Parity.** Projects may cover any peaceful area that hosts ARs but funds will be shared in proportion to the number of ARs living there and subject to donors not limiting their funds to specific districts.
- f. **Site Validation.** Joint teams of provincial CAR & UNHCR shall validate all project proposals on site to ensure that these fulfill all aspects of RAHA project selection criteria. Only those proposals which pass this test shall be considered further.
- g. **Sustainability.** Once the implementing partners (IPs) of the approved projects are chosen, the linked provincial LDs and/or communities must sign Memorandum of Understanding (MoU) with the IPs that they would sustain the completed/taken over projects.
- h. **Incomplete Proposals.** PC-1s/proposals submitted by LDs and NGOs must be complete in all respects, otherwise these will be returned and may be resubmitted only if RAHA calls for similar projects in the next phase. The proposals must, inter alia, contain Bill of Quantities (BOQs), drawings, X-sectional diagrams, budget breakdown and maps/sketches of site locations.
- i. **Fund Distribution Ratio.** Projects shall be awarded to LDs and NGOs so as to maintain 50:50 financial ratios between them, subject to availability of appropriate number of projects.
- j. **Unacceptable Proposals.** Project proposals requesting for provision of equipment, machines, tools, plant, medicines etc. may be considered only if such other activities as installation, structural improvement and capacity building of users/operators, etc., form an essential part of the proposals.
- k. **NGOs' Proposals** must contain:-
 - 1) 'Certificate of Exclusivity' stating that no other funding has been identified for this project.
 - 2) Copy of the 'Allowed to Work' certification issued by SAFRON.

- 3) The ‘sustainability MoU’ explained in Criteria-g above.
 - 4) Details of administrative costs not exceeding 15-20% of the overall cost of the project.
- l. **IP Risk Assessment.** NGOs whose proposals are shortlisted by the CWG must also clear the ‘IP Risk Assessment’ process of UNHCR.
 - m. **Maximum Award of Projects.** The pre-PTF and PTF fora will endorse maximum two projects or project(s) costing PKR 40 million for a given NGO. In deciding this, the capability, financial strength and past performance etc. of the NGO will be considered. However, this decision must fulfill the provisions stated in Criteria-n below.
 - n. **Certification for Award of Several Projects.** If a LD or NGO has one or more on-going project(s) but is being endorsed by the PTF for award of new project(s); then, CAR and Head of UNHCR Office shall respectively provide formal certificates verifying that progress of concerned LD or NGO in the on-going project is satisfactory and that it has the capacity to timely start/complete its newly endorsed project within the time prescribed for the new project. These ‘certificates’ will be attached to the standard PTF-Data Format(s) of the endorsed projects submitted to CCAR/RC for obtaining SAFRON’s approval.
 - o. **Relatively Larger Projects (RLPs).** While no limits are fixed for funding of RAHA projects unless stated by the donors, efforts should be made to select RLPs that would tangibly benefit the targeted communities and visibly portray RAHA’s major contributions. RLPs may include establishment of Technical Training Institutes, major up-gradation of health and educational facilities, drinking-water supply schemes at public places and even check dams, etc.
 - p. **Visibility.** RAHA funds should not be frittered away in executing minor invisible projects of minimal or doubtful benefits/outcomes. The projects should be significantly beneficial and visibly depict RAHA’s input and impact.

6.5.3: Project-Data Submittal Formats

In an effort to further streamline, standardize and harmonize the endorsed projects’ documents submitted to CCAR and on to SAFRON, standardized data formats have already been brought in to use in all provinces since 2014. The need for these arose because different types of documents were placed before the PTF’s members for considering the projects. Also, the minutes forwarding the endorsed proposals to CCAR often omitted or incoherently stated the PTF’s rationale for its decisions vis-à-vis the ‘guidelines for the selection of projects’ which used to delay the approval process.

The three simplified formats (See Annexes C-1, C-2 and C-3) are prepared in the provincial pre-PTF meeting and placed before the PTF members to evaluate the project proposals; and then, after amending these per PTF’s decision, forwarded to CCAR for obtaining approval of the endorsed projects from SAFRON.

The ‘project-data submittal formats’ are placed in the following Annexes:

- a. **C-1:** Brief on Outcomes of the PTF Meeting
- b. **C-2:** Data Chart of Endorsed Projects
- c. **C-3:** Budget Sheets of Endorsed Projects

6.5.4: Monthly Progress Reports

In order to enable the federal entities managing the RHA projects to timely intervene in case of any hold ups in the projects and avoid delays in the timely completion of the projects, the RS devised a simple monthly standard-reporting-system which is being implemented by the provincial CARs in case of LDs and UNHCR SOs/ FU in case of the NGOs. On receiving the provincial reports the RS holds monthly meetings to review the progress of all the provincial projects’ activities and promptly intervenes to resolve any problems faced by the provincial RAHA offices in the execution of their projects and takes steps to rectify any progress-lags.

To achieve RS’s stated objective, the provincial offices of CARs and UNHCR Sub Offices and Field Unit Islamabad shall forward the following monthly report to the RS i.e. on the 10th day of each month as shown in the following annexes:

Annexes	Report Title	Reporting Frequency
D-1	Project Selection Process	From start until 'pool' of approved projects is established
D-2	Progress of Execution and Monitoring of Projects	Monthly: from start till completion of projects

The introduction of the foregoing 'Reporting System' has minimized the problems in execution of these projects and has enabled the RHA-component to run in a far more effective way. Moreover, the federal entities can now respond to such problems, if any, in a more timely, efficient and effective manner.

6.5.5: Project Completion Report (PC-IV)

The PC-IV is an integral part of the reporting system. PC-IV is submitted by the executing agency once the project is successfully completed. The PC-IV format follows the instructions of the Planning Commission as well as meets the UNHCR and government needs of the RHA program. The PC-IV is to be submitted by the executing agency to the provincial RAHA Coordinator at the RU and countersigned by the provincial CARs/ARRC in case of the LDs and by the head of UNHCR SOs/FUI in case of the NGOs.

The format of PC-IV is annexed as **E**.

6.6: Monitoring and Evaluation (M&E)

M&E of the projects of RHA component is a vital tool for keeping a check on progress and quality of works/services being executed by the LDs and NGOs. To meet this key requirement, M&E of the RHA projects is to be organized jointly by the provincial CARs and Heads of UNHCR SOs/FUI so as to ensure adequate progress and quality of work in all the schemes. The results of unilateral monitoring by the provincial entities will not be accepted. However, for the reason that there was no clear/formal procedure laid out for M&E of the projects in the Program Document of 2009, the RS issued a policy letter in May 2015, advising the CARs/ARRC and Heads of UNHCR SOs & FUI to prepare comprehensive M&E plans for their ongoing projects.

6.6.1: Standardized Monitoring Plan

In view of conversion of the RHA component to 'annual planning' in the form of the revised project selection/approval process (Project Plan-2015) and to assist the RHA related entities in the provinces, the RC issued a format for evolving an M&E plan at the provincial CARs and UNHCR SOs/FUI levels for the monitoring of the LDs' and NGOs' projects respectively.

The format of this standardized monitoring plan can be seen at Annex-F.

6.6.2: Sector Specific Checklists

The RC also formulated a comprehensive 'Sector Specific Monitoring Checklists' for the RHA projects. To ensure that the provinces wholesomely conduct their monitoring of the projects the monitoring checklists prepared by the RC was also disseminated to the provincial CARs and UNHCR SOs/FU levels for monitoring of the LDs' and NGOs' projects respectively.

The "Sector Specific Monitoring Checklists" are at Annex – **G**.

6.7: Selection, Approval and Implementation Process of Projects to be Executed in FATA

The selection, approval and implementation process of projects to be executed in FATA would depend on whether the funding for these is provided by UNDP **OR** UNHCR and other UN Agencies.

In case the funds are channeled through UNDP then the process followed for the selection and approval of projects would remain the same as stated in Chapter 7 under the RAA Component.

However, if the funding for humanitarian cum development projects in FATA is provided through UNHCR and other UN Agencies; then, the process stated in paragraph 6.6 above would apply except for the following changes:

- a. FATA Task Force will only endorse the projects and forward the data of the endorsed projects to CCAR who in turn, will obtain the approval of the projects from SAFRON. In case of UNHCR



funded projects all the procedures stated below would apply.

- b. CAR-KP, CC RAHA, UNHCR's Snr. RAHA Coordinator and Snr. Technical Advisor at RS, Head/Program Officer of UNHCR's provincial SO, PM-RC would attend the FATA Task Force as its members.
- c. Except for the changes stated in the preceding sub-paragraphs 1 and 2; FATA Secretariat will continue to follow its already in-vogue process of projects' selection and implementation. However,

the following implementation procedures will also be followed by the FATA Secretariat:-

- 1) Sub paragraph: 6.5.3-Project-Data Submittal Format
- 2) Sub paragraph: 6.5.4-Monthly Progress Reports
- 3) Sub paragraph: 6.5.5-Project Completion Report (PC-IV)
- 4) Sub paragraph: 6.6-Monitoring and Evaluation (M&E)



Chapter-7:

Refugee Affected Areas (RAA) Component

7.1: The RAA Component

These are interventions in regions of Pakistan that were heavily populated by ARs for nearly 30 years but from where most have left or voluntarily repatriated back to Afghanistan. This component was and will continue to be implemented through the P&DDs of Governments of KP and Baluchistan and FATA Secretariat under the lead of EAD and UNDP (for more details see 3.2).

7.2: Management and Coordination

Coordination with development agencies and close liaison with relevant government entities is carried out to ensure durability and ownership of interventions are built into agreements with implementing partners. Capacity building of relevant stakeholders and technical support towards these entities forges linkages with a development phase. Strengthening community infrastructure and promoting self-reliance of communities are efforts to ensure sustainability of the return process and to avoid secondary displacement inside the country of origin.

The following management and coordination structure is maintained for the RAA Component:

7.2.1: Provincial Task Force (PTF)

PTF is the overall coordination and approving body for RAA at the provincial level. The PTF is chaired by ACS (Planning and Development) in KP and Baluchistan and ACS (Development) in case of FATA and is convened on quarterly basis to review program progress and approve the Annual Work Plan (AWP). EAD, Government LDs, civil society representatives, UN Agencies and representatives from the donor community are members of the PTFs. One of its core functions is to coordinate RAHA activities with the government LDs to ensure that RAHA activities contribute towards the government development agenda and there is no duplication of activities at field level.

The FATA Task Force is convened by the Secretary P&D, FATA Secretariat with membership from representatives of government LDs, civil society and Political Agent. Donors are also invited to attend the meetings.

7.2.2: District Coordination Committee (DCC)

District level coordination for the program activities are led by District Coordination Officers (DCOs)/Deputy Commissioners (DCs) through the DCC constituted for this purpose by the provincial governments and will comprise Executive District Officers (EDO) of the relevant LDs, NGOs and Community Organizations (COs).

The FATA Agency Coordination Committee is chaired by the Political Agent and this committee is convened on monthly basis.

In addition to the regular representatives of the participating Government LDs, interested UN participating agency reps. and other stakeholders/partners are also invited to the monthly meetings concerning RAA component with the following tasks:

- a. To coordinate and resolve all operational issues which may arise during the implementation process.
- b. To ensure LDs support for program implementation.
- c. To monitor program activities at the field level.
- d. To approve projects costing up to Rupees 10 million (approx. 0.1 M USD).

7.2.3 Program Management Unit (PMU)

A PMU headed by a Provincial Program Manager (PPM) and relevant technical staff has been established under the direct supervision of Special Development Units (SDUs) in the P&DD of the Government of KP. Similar PMUs are working under P&DD Baluchistan and the FATA Secretariat. IPs are responsible for the overall project planning, implementation, reporting and coordination.

These PMUs are properly staffed with required project management and monitoring experts, which include the PPM, M&E specialist, Communications and Knowledge Management Specialist, Infrastructure Development Coordinators, Field Engineers, Social Cohesion Coordinator, Senior and Junior Social Mobilizers, Social

Protection and Gender Officers, Livelihood Training Officers, Finance and Administrative Assistants and other sectoral and cross-cutting experts to provide technical support.

The PMUs also directly supervise the District and FUs established for smooth implementation of project activities. Additionally, LDs, District Governments, NGOs/Rural Support Networks (RSNs) and COs identified on need basis will also be IPs for specific components of the projects. The PMU serves as a management and coordination unit at the provincial level, and focuses on policy matters, facilitation, coordination and overall monitoring of program activities related to the RAA component.

Implementation of project activities will be guided by revised National Implementation Modality (NIM) guidelines approved by the EAD.

7.3: Geographic Coverage

The UNDP-led RAA Component initially covered 12 districts in the provinces of KP and Baluchistan. However, in 2012 it was agreed to include FATA as well and project activities were extended under Government of Japan grant to 03 UCs of Peshawar and north of Peshawar-Torkham highway.

Interventions in KP and Baluchistan were focused in 12 districts and 103 UCs and 03 tehsils of Khyber Agency benefitting 5.9 M Pakistani population through grass root community-led interventions. These included 91,000 beneficiaries from FATA. The primary target groups included community groups at the village, UC and tehsil levels, local government officials and staff of provincial government LDs (Education, Health, Public Health Engineering, Irrigation, Agriculture and Livestock), etc.

Following a Government and UN Retreat on RAHA in November 2012, the following districts/agencies were recommended for consideration in the RAA interventions:

KP	Baluchistan	FATA Agencies
Abbottabad, Bannu, Buner, Charsadda, Chitral, Dera Ismail Khan, Hangu, Haripur, Karak, Kohat, Lakki Marwat, Lower Dir, Malakand P. Area, Mansehra, Mardan, Nowshera, Peshawar, South Waziristan, Swabi, Swat, Tank, Upper Dir, Lower Dir	Bolan, Chagai, Killa Abdullah, Killa Saifullah, Loralai, Noshki, Pishin, Quetta, Zhob, Ziarat	Bajaur, Khyber, Kurram, Mohmand, South Waziristan

The level of suffering due to prolonged refugee presence varies within these districts/agencies and due to lack of resources not all of these areas can be reached. However, keeping in view the potential of work, UNDP will keep options open to work in all these areas subject to the availability of donor interest and resources. Priority however, will be given to the districts and UCs, which have been leftover from the previous RAA interventions.

7.4: Intervention Sectors

The following thematic sectors will be focused during the next phase of the RAHA program:

- a. Community Physical Infrastructure (CPI) to improve social service delivery. These will include irrigation channels, street pavements, school buildings, health facilities, drinking water supply schemes, toilets
- b. Disaster Risk Reduction and mitigation through flood protection walls and soil conservation projects, drought mitigation and adaptation
- c. Environmental conservation and climate change mitigation and adaptation through re-forestation, rangeland rehabilitation, Integrated Water Resource Management (IWRM) and alternate energy through household solar panels and water pumps
- d. Community development and youth engagement through livelihood interventions contributing to economic empowerment and social cohesion

7.5: Operational Processes

The RAA component follows a three-tiered social mobilization system, which is at the core of RAA activities. This entails organizing communities into COs, Village Organizations (VOs) and Local Support Organizations (LSOs) under a three-tier social mobilization process at the community, village and UC level, and empowering them through capacity building interventions to have the ability to identify and prioritize their development needs and to articulate and negotiate with the relevant authorities and other development actors.

At the same time, capacity building interventions are

undertaken to strengthen the capacity of the local authorities at the UC, tehsil, district and provincial levels enabling them to address the needs of their clients through a participative bottom-up development process by harnessing the inherent potentials of the communities.

RAA Component's implementation is community driven, engagement through participation and inclusiveness, cost sharing by community and linkage development with government. RAA interventions are working towards creating socially cohesive and empowered communities having improved livelihood opportunities, social services delivery infrastructure, social protection within the community and an improved surrounding environment. The reintegration capacity of the target communities is also being built so they can become part of mainstream development, especially through recently introduced local government system.

7.5.1: Cost Sharing by Community Organizations (COs)

For the last 6 years FAO has positive experiences with cost-sharing by the COs of agriculture development and marketing activities that are proposed by the COs themselves and that generate income. FAO operates 2 programs in Baluchistan in which the farmers who are organized in male community organizations (MCO) and women community organizations (WCO) substantially contribute themselves.

Depending on the type of intervention MCOs contribute 50% of the costs of for example seed, trees, packaging materials (boxes), fertilizer, poultry, equipment or whatsoever in the first year, 70% in the second year and 90% in the 3rd year. (Training is excluded from this and paid for 100% by the FAO programs. WCOs contribute 25% to investments in their kitchen gardens, solar egg hatchers, seeds and other type of investments. These community contributions are in cash. In case of interventions in the water area (such as Karez rehabilitation, water reservoirs, land leveling, dikes construction and piped irrigation systems) the same principle of cost-sharing is applied but farmers contribute in kind and cash in the form of their own and locally contracted labour and

bulldozers etc. Training activities are funded for 100% by the program.

This approach of co-funding of activities and investments by the Communities themselves and putting this in a contract ensures ownership and is one of the FAO program keys to sustainability of efforts after termination of the program.

It is important that donors agree on the principles and level of cost sharing with the COs to create a “level playing field” in Baluchistan and to avoid market distortion.

COs and VOs formed during the period 2009-14 are now federating into LSOs, which are UC-level institutions, formed with the goal of ensuring comprehensive community-led, area-based development. These COs are empowered to identify and prioritize their most pressing needs and implement these through community participation.

This approach will support social cohesion and will lead to sustainable increase in the social services delivery through the community involvement. Synergies would also be built between different interventions to maximize project benefits for both communities. These efforts would be in conformity with the GoP’s strategy for the management and repatriation of the Afghans.

Community self-management is a vital factor in ensuring the sustainability of the community. Capacity building rendered towards the community in the management

of its affairs contributes towards the ownership aspects of the projects. In this instance, capacity building of the community and its involvement in the projects enhances its self-reliance and sustainability of the projects implemented. It also adds to the dignity of the affected population as a certain level of ownership is established.

7.5.2: Project Identification and Approval Mechanism

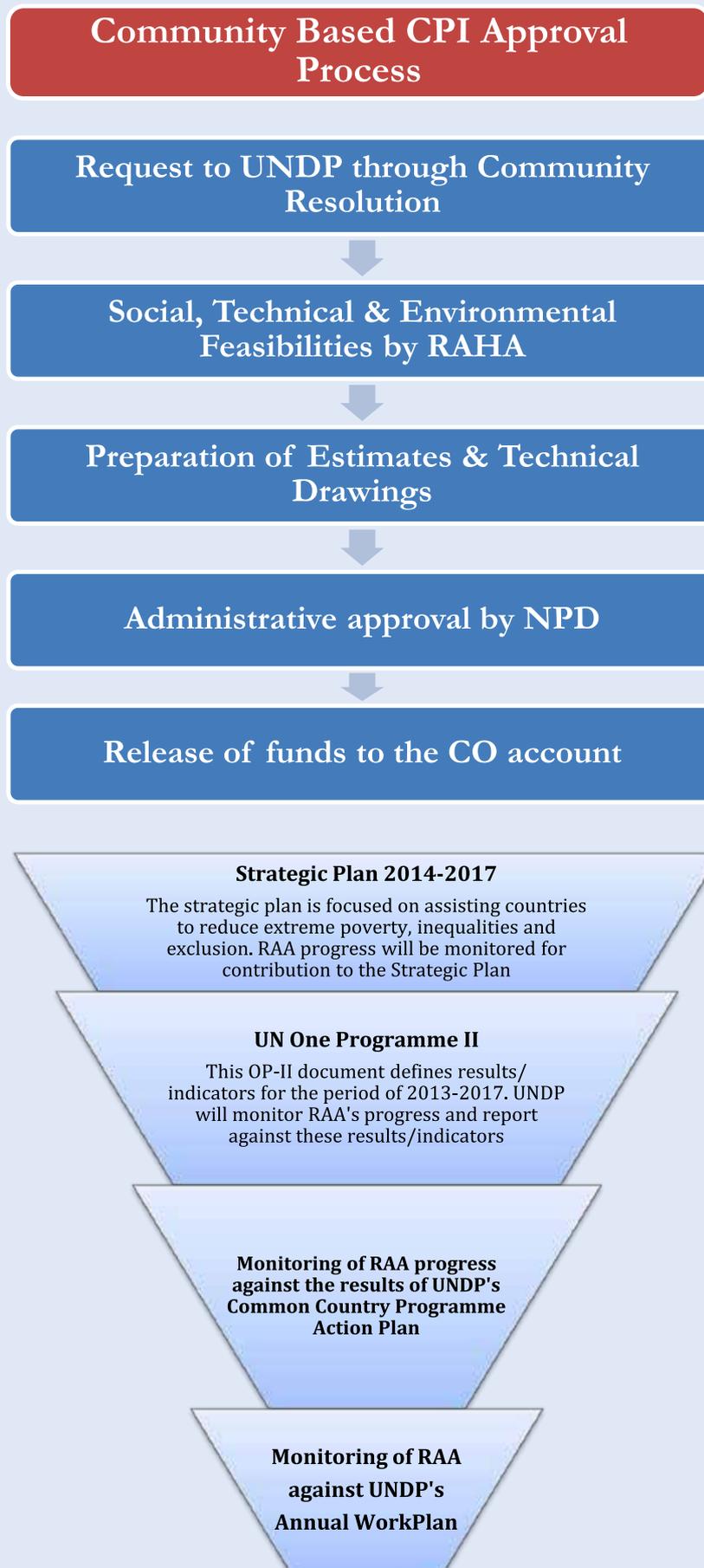
The following project identification and approval mechanism will be followed for the RAA Component:

- a. The AWP is prepared by the relevant P&DD of KP, Baluchistan and FATA and is subsequently approved by the relevant PTF, EAD and UNDP Country Office. Subsequent revisions/amendments in the approved AWP are also endorsed by the PTF, EAD and UNDP Country Office.
- b. Community based schemes will be identified and prioritized by the communities through a participatory approach at CO, VO and LSO levels. RAHA District Manager will then be requested through a community resolution, which will become a base for the technical, social and environmental feasibility of the project. Subsequently the RAHA engineers will prepare estimates and technical drawings and submit it to the PMU for administrative and budgetary approval by the National Program Director (NPD) the project approval mechanism is diagrammatically shown as follows:

RAA’s three-tiered social mobilization approach:



The project approval mechanism is diagrammatically shown as follows:



7.6: Monitoring and Evaluation (M&E)

7.6.1: UNDP's Global Monitoring Framework

According to UNDP Pakistan M&E policy, UNDP has to align its interventions with UNDP Strategic Plan, OP-II and/or Common Country Program Action Plan (CCPAP) through its various program/project AWP's.

The hierarchical diagram below explains the level of results chain from a project to UNDP global strategic plan 2014-17. The purpose of explaining the result chain is to ensure that M&E in RAA Component contributes at all levels to create change at the global level.

7.6.2: Monitoring RAA Activities

UNDP believes that both programmatic and financial monitoring is equally important for successful and sustainable program delivery. UNDP therefore, follows a regular monitoring policy emphasized in its Pakistan Country Office Revised Guideline 2015. RAA programmatic activities will be monitored at the following three levels:

- UNDP Country Office will be responsible for overall programmatic and financial monitoring and will be guided by UNDP monitoring policy. This will include regular visits to the field locations by M&E team by Country Office, preparation of field visit reports and follow up actions taken against the observations. The report of such visits shall be shared with EAD on regular basis. The data will be fed in RAHA MIS for

tracking progress and informed decision-making. UNDP Country Office along with EAD shall also undertake quarterly spot checks. UNDP Country Office shall do the monthly financial monitoring.

- b. Program activities will also be monitored by IPs at the provincial level. Necessary monitoring staff will be hired and placed under the supervision of NPD and PPM at the PMU.
- c. RAHA District Managers will also ensure monitoring of program activities through the Field Monitoring Engineers and Monitoring and Coordination Associates. The District Managers have been given the responsibility to update the MIS data.

Similar procedure will be followed for all the provinces and FATA. In previous RAHA-FATA Program, all the RAHA components were being monitored by the concerned staff of each UN agency. Furthermore, to promote accountability and transparency in implementation of these components, lists of all development interventions in FATA will be shared with the Directorate General of M&E, FATA for monitoring and providing feedback to the relevant stakeholders.

7.6.3 RAA Monitoring Guidelines

The following guideline needs to be kept in mind while monitoring RAA activities to ensure that these are contributing to CCPAP:

Program Monitoring Policy (CCPAP)	UNDP Project Monitoring Policy
<p><i>Each program must be monitored to ensure that:</i></p> <ul style="list-style-type: none"> - The Outcomes agreed in the CCPAP and their constituent Outputs are being achieved. - Each project produces the envisaged Outputs in an efficient manner as per the project strategy and the corresponding Annual Work Plan. - Decisions of programs and projects are based on facts and evidence. - Lessons learned are systematically captured for knowledge and improving future programs and projects. - The programmatic interventions contribute to the inclusive economic growth, increased resilience, strengthened governance and gender equality as highlighted in the UNDP Strategic Plan and One UN Program 	<p><i>Project monitoring is linked to and should feed program at outcome level monitoring. The project monitoring plan should:</i></p> <ul style="list-style-type: none"> - Clarify the precise results elements to be monitored; - Collect monitoring evidence that the outputs are being produced efficiently and as intended; - Monitoring the project's contribution to progressive achievement of outcomes; - Ensure that monitoring evidence reliably informs whether the project outputs being generated remain relevant to achieving the outcome; - Ensure that activities/events needed for monitoring are scheduled and responsibilities assigned; - Ensure that the project budgets include adequate human and financial resources for monitoring and evaluation; - Ensure capture of issues and lessons; discern what issues have emerged during implementation: Have the foreseen risks and assumptions materialized? Have other unforeseen challenges, opportunities and risks materialized? Are these being managed? - Ensure that all the information that includes project document, monitoring reports, progress reports, other studies are shared with evaluation team. Provide technical support in developing tools and methodology for evaluating RAHA.

Acronyms

AA	Administrative Agent	FATA	Federally Administered Tribal Areas
ACS	Additional Chief Secretary	FFO	Federal Foreign Office of Germany
ARRC	Afghan Refugees Repatriation Cell	FTF	Federal Task Force
ARs	Afghan Refugees	FU	Field Unit
ATWS	Allowed to Work Status	FUI	Field Unit Islamabad
AWP	Annual Work Plan	GIZ	Gesellschaft für Internationale Zusammenarbeit
BHU	Basic Health Unit	GoA	Government of Afghanistan
COI	Country Office Islamabad	GoP	Government of Pakistan
BOQ	Bill of Quantities	HLC	High Level Committee
CA	Convening Agent	IAWG	Inter-Agency Working Group
CAR	Commissioner for Afghan Refugees	ILO	International Labour Office
CCAR	Chief Commissioner for Afghan Refugees	INGO	International Non-Governmental Organization
CCPAP	Common Country Program Action Plan	IP	Implementing Partner
CCRAHA	Chief Coordinator RAHA	IRRF	Integrated Result and Resource Framework
CEOI	Call for Expression of Interest	IWRM	Integrated Water Resource Management
CFP	Call for Proposal	JPC	Joint Program Component
COs	Community Organizations	JPSC	Joint Program Steering Committee
CPI	Community Physical Infrastructure	JRMS	Joint Resource Mobilization Strategy
CWG	Core Working Group	KP	Khyber Pakhtunkhwa
DaO	Delivering as One	LDs	Line Departments
DC	Deputy Commissioner	LSO	Local Support Organization
DCC	District Coordination Committee	M&E	Monitoring and Evaluation
DCO	District Coordination Officer	MDGs	Millennium Development Goals
DG	Director General	MIS	Management Information System
DRM	Disaster Risk Management	MoU	Memorandum of Understanding
EAD	Economic Affairs Division, Ministry of Finance, Revenue, Economic Affairs, Statistics & Privatization	NGO	Non-Governmental Organization
EDO	Executive District Officers	NIM	National Implementation Modality
EU	European Union	NPD	National Program Director
FAO	Food and Agriculture Organization	OP-I	One UN Program Phase- I
		OP-II	One UN Program Phase –II

P&D	Planning and Development	SAFRON	Ministry of States and Frontier Regions
P&DD	Planning and Development Department	SDU	Special Development Unit
PC-I	Planning Commission-I (Project Proposal by LD)	SO	Sub Office
PC-IV	Planning Commission-IV (Project Completion Report)	SPAs	Strategic Priority Areas
PKR	Pak Rupee	SSAR	Solutions Strategy for Afghan Refugees
PM	Project Manager	TDPs	Temporary Displaced Persons
PM&E	Participatory Monitoring and Evaluation	UC	Union Council
PMU	Program Management Unit	UN	United Nations
POR	Proof of Registration	UNCT	United Nations Country Team
PPA	Project Partnership Agreements	UNDAF	United Nations Development Action Framework
PPM	Provincial Program Manager	UNDP	United Nations Development Program
PRCA	Participatory Resource Constraint Analysis	UNESCO	United Nations Educational, Scientific and Cultural Organization
PTF	Provincial Task Force	UN HABITAT	United Nations Human Settlements Program
RAAs	Refugee Affected Areas	UNHCR	United Nations High Commissioner for Refugees
RAHA	Refugee Affected and Hosting Areas	UNICEF	United Nations Children's Fund
RBM	Result-Based Management	UNOPS	United Nations Office for Project Services
RC	RAHA Cell	UNRC	United Nations Resident Coordinator
RHAs	Refugee Hosting Areas	UN WOMEN	UN Entity for Gender Equality and the Empowerment of Women
RHC	Rural Health Centre	USA	United States of America
RLPs	Relatively Larger Projects	USD	United States Dollar
RRF	Result and Resource Frameworks	VO	Village Organizations
RS	RAHA Secretariat	WASH	Water, Sanitation and Hygiene
RSN	Rural Support Network	WFP	World Food Program
RU	RAHA Unit	WHO	World Health Organization
RV	Refugee Villages		

Part-3: Annexes



*Solutions Strategy for Afghan Refugees
to Support Voluntary Repatriation, Sustainable Reintegration and
Assistance to Host Countries*

Joint Resource Mobilization Strategy Islamic Republics of Afghanistan, Iran, Pakistan and UNHCR

Background and Rationale

Afghan refugees constitute the largest and longest-standing refugee situation in UNHCR's history. Despite the return of more than 5.7 million Afghans to their homeland since 2002, there are still approximately 2.4 million registered Afghans in Pakistan (1.6 million) and in the Islamic Republic of Iran (840,000).

In Afghanistan, the number of returned Afghans constitutes nearly a quarter of the entire population. Returnee surveys indicate that an estimated 60 per cent of the returnees are experiencing difficulties rebuilding their lives. The main challenges include access to livelihoods and basic services. This highlights the need for increased international support for sustainable community-based reintegration programmes that cater to the needs of both returnees and their communities.

The handover of security by the international forces and the political transition with the 2014 elections in Afghanistan make the coming years (2014 to 2015) a critical period for Afghanistan and the sub-region. Concerted efforts are necessary to ensure that the collective investment of the international community to foster security and development in Afghanistan is realized. To this end, it is important to recognize that development is vital not only at the macro level, but also at the community level, and is an essential contribution to the nation-building process.

To address these challenges and build on previous efforts in the sub-region, the Islamic Republics of Afghanistan, Iran and Pakistan, supported by UNHCR, initiated a unique quadripartite consultation process and agreed to a multi-year regional strategy (2012-2014) to enhance assistance to Afghan refugees and returnees. The *Solutions Strategy for Afghan Refugees to Support Voluntary Repatriation, Sustainable Reintegration and Assistance to Host Countries (SSAR)* was endorsed at an International Conference held in Geneva in May 2012. The Joint Communiqué issued at the conference also reaffirmed the international community's commitment to support the implementation of the *Solutions Strategy*. This included formalizing a quadripartite consultation process, through the Quadripartite Steering Committee.

The *Solutions Strategy* has also become a point of reference on Afghan refugee and related issues in other regional and international fora, such as the Ashgabat Conference of the Organisation of Islamic Countries (May 2012), the Heart of Asia/Istanbul Process and the Tokyo Conference on Afghanistan (July 2012).

At the second meeting of the Quadripartite Steering Committee in January 2013, the Governments of Afghanistan, Iran and Pakistan recommended, *inter alia*, to step up efforts to ensure the timely implementation of the *Solutions Strategy* and to develop a joint resource mobilization strategy, focusing on the following five outcomes outlined in the *Solutions Strategy*:

- support to voluntary repatriation;
- access to shelter and essential social services for refugees, returnees and host communities;

- improved and diversified livelihood opportunities and enhanced food security;
- social and environmental protection of refugees, returnees, as well as assistance and support to host communities;
- capacity development of national authorities, associations, organizations and communities concerned with refugees, returnees and host communities.

A Unique Opportunity

The *Solutions Strategy for Afghan Refugees* provides a unique opportunity to raise awareness; to mobilize support for the needs of Afghan refugees, returnees and host countries in the sub-region; and to work with new partners, particularly from the development community.

As a humanitarian agency, UNHCR relies primarily on humanitarian funding for its activities. However, the successful implementation of the *Solutions Strategy for Afghan Refugees*, as highlighted in the Joint Communiqué, will depend largely on “bridging the gap between humanitarian assistance and sustainable development”. As such, the robust engagement and support of the development community - either by providing funds directly to the partners involved in the *Solutions Strategy* and/or aligning their programmes with the specific outcomes outlined in the *Solutions Strategy* - is imperative.

The estimated financial requirements to implement the *Solutions Strategy* amount to a total of approximately USD 1.9 billion for the three countries over a period of three years (2012-2014). It is estimated that some USD 600 million of this total constitutes humanitarian resources channelled through UNHCR.

Responsibility for the Strategy

The Governments of Afghanistan, Iran and Pakistan, together with UNHCR, initiated the quadripartite consultative mechanism and were the impetus behind this resource mobilisation strategy as part of their efforts to find solutions to the Afghan refugee situation. The focus is on ensuring appropriate measures are undertaken for voluntary and dignified return and reintegration in Afghanistan, and to demonstrate their commitment to the *Solutions Strategy*.

The Quadripartite Steering Committee will provide the overall leadership and guidance with respect to the development and implementation of the joint resource mobilisation strategy. UNHCR, in collaboration with the National Steering Committee, established in each of the three countries, will be responsible for developing specific fundraising activities and incorporating them into the country action plans. The country action plans outline the national priorities, activities, targets, timeframe and parties responsible for implementation. UNHCR will continue to bring the relevant stakeholders together in support of the *Solutions Strategy* at the national, regional and international level.

As outlined in the Joint Communiqué adopted at the Geneva Conference in 2012, the international community also has an important role to play in the implementation of the *Solutions Strategy*. They, too, must become more proactive at all levels in taking responsibility for mobilising resources on behalf of the millions of Afghan refugees and returnees in the three countries.

Strategic Priorities and Objectives

The resource mobilisation strategy aims to: 1) expand the donor base in support of the outcomes of the *Solutions Strategy*; and 2) secure multi-year funding agreements ensuring a higher-level of income and predictability. As such, the strategy outlines five strategic objectives with concrete actions.

Objective 1: Sustain and increase funding from traditional (humanitarian) donors

Action 1: Conduct regular donor briefings at the capitals in the three countries and in the major donor capitals, and engage the relevant humanitarian actors in these fora.

Action 2: The three Governments to organise joint field visits with donors to Afghan refugee and RAHA programmes in the two principal host countries and the areas of high return in Afghanistan.

Action 3: Expand the scope of the Resettlement Contact Groups for Iran and Pakistan respectively to continue increasing the number of refugees resettled, as well as the number of resettlement countries, and to use these fora to generate support for the *Solutions Strategy*.

Action 4: Enhance the communication component of the *Solutions Strategy* so that existing partners are well recognised for contributing towards the implementation of the strategy.

Action 5: Engage advocates in host countries, such as parliamentarians, from the region where Afghan refugees and nationals have benefited as a result of interventions promoted by the *Solutions Strategy*.

Action 6: Establish a fundraising task force within the National Steering Committee structures to complement existing fundraising efforts and to identify new opportunities at the national level by engaging international agencies.

Objective 2: Engage development stakeholders and channel development resources to high return areas in Afghanistan and to the refugee hosting areas programmes in the Islamic Republics of Iran and Pakistan

UNHCR and sister UN agencies are working together in consultation with governments to develop tailored joint or pooled programmes to support refugee/returnee participation in development programmes in Afghanistan, Iran and Pakistan. The joint programmes not only boost coordination among UN and other key partners but also encourage development actors to undertake targeted development projects and align their priorities and programmes in support of the *Solutions Strategy*.

Action 1: Enhance the coordination/alignment of development activities to support the specific objectives of the *Solutions Strategy* through developing joint programmes and existing memoranda of understanding with stakeholders.

Action 2: Pursue donor interest in and encourage support for the National Solidarity Programme (NSP) in Afghanistan, impacting the outcomes of the *Solutions Strategy* in line with the National Priority Programmes (NPPs). Ensure a focus on high-return areas and returnee issues in the implementation of relevant NPPs through joint UNHCR/Government Memoranda of Understanding with the key line ministries.

Action 3: Engage development donors in a strategic discussion on how best development resources can be channelled and/or existing development resources in Afghanistan can be realigned to complement: a) established joint UNHCR and UN programmes; b) UNHCR reintegration activities; and c) the NSPs of the Government of Afghanistan and other interventions impacting high return areas.

Action 4: In Pakistan, UNHCR is the Convening Agency and UNDP is the Administering Agency for the Refugee Affected and Hosting Areas (RAHA) programme within the framework of the UN “Delivering as One Initiative”. Since RAHA was launched in 2009, over 1,000 development activities have been completed, reaching millions of Pakistanis and Afghans, thanks to the support of the Government of Pakistan, the international community (both humanitarian and development actors), UN Agencies, and international and local non-governmental organisations. Its expansion under the *Solutions Strategy* requires a new level of donor commitment that mirrors the commitment shown by the Government of Pakistan in extending the right of stay for registered Afghan refugees

until end 2015.

Objective 3: Diversify the donor base by engaging non-traditional donors and financial institutions

This objective will involve mobilising additional resources from the donors who provide significant bilateral funding to countries in the region and who have expressed interest in supporting the *Solutions Strategy*. This will build on the recent success in soliciting contributions from financial institutions.

Action 1: Follow up at the country, Geneva and capital level with donors who have expressed interest, and carry out a mapping exercise of potential donors.

Action 2: Financial institutions, with a focus on developing and strengthening collaboration with the institutions that pledged support at the 2012 Tokyo Conference on Afghanistan.

Action 3: Pursue the “adopt a village” approach in Afghanistan and encourage the Governments of Pakistan and Iran to channel some of its resources pledged for Afghanistan towards the outcomes of the *Solutions Strategy* or programmes in areas of high return.

Objective 4: Strengthen collaboration with the private sector, foundations and other private funding sources and encourage community contributions where possible to enhance ownership of the communities on interventions

Action 1: Pursue at the country level funding for the implementation of the *Solutions Strategy* from countries and companies that have been awarded significant contracts, such as in mining and in construction.

Action 2: Pursue in-kind and cash donations for already budgeted activities.

Action 3: Design programmes in areas of interest for private sector entities, organisations and foundations for consideration (e.g. micro-credit, micro-enterprise and development, solar energy, vocational education, etc.).

Objective 5: Monitoring the results of the *Solutions Strategy*

The Governments of Afghanistan, Iran and Pakistan have each set up a National Steering Committee and have prepared their respective country work plans designed to ensure effective implementation of the *Solutions Strategy*. Key targets and indicators will be used to track progress and identify constraints and gaps.

Action 1: Set up a monitoring and evaluation mechanism by the respective National Steering Committee structures.

Action 2: Share updates of the work plans with the Quadripartite Steering Committee to ensure overall regional coherence during the implementation of the *Solutions Strategy*, and consult with relevant and interested stakeholders for input and support.

Action 3: Disseminate the results of the periodic monitoring, and use them as an advocacy tool for raising awareness and generating additional support.

Action 4: Support the engagement of the countries of asylum and the donors in monitoring the high return areas in Afghanistan.

26 September 2013

RHA-Project Selection and Approval Process

APPLICATION

- a. This process relates to RAHA's humanitarian projects within the current system of PTFs.
- b. The process/SOPs stated here (for one province as sample) will be applied pronto by all provinces.

1. KEY ELEMENTS

- a. **Purpose of SOPs:** These SOPs are to help all concerned entities in correct sequencing of procedures to be followed in identification, endorsement and approval of RAHA's humanitarian projects.
- b. **Projects' Identification:** RAHA Team {reps of provincial Commissioner of Afghan Refugees (CAR) and UNHCR Office} will visit/meet districts' officials to select/validate projects that the districts propose to be done separately by the Line Departments (LDs) and NGOs.

RAHA Team will also validate interventions which the Federal and Provincial Governments suggest to be made in given districts and fulfill the RAHA criteria.

The proposed **LD**-specific projects will be chosen by validation of their PC-1s on site by RAHA Team and then, routing of PC-1s by the districts via relevant provincial LDs' Secretaries on to RAHA Team.

Projects cited for **NGOs** will also be site-validated by RAHA Team per data provided by the districts. But, their implementing partners (IPs) will be chosen via a 'call for Expression of Interest (EOI).

PC-1s and 'Briefs' for proposed **LDs** and **NGOs** projects will be prepared as follows:-

- (1) **LDs' Projects:** Each district would identify 5 most needed projects (1 each in education, health, WATSAN, infrastructure & livelihood sectors) for execution by the LDs and prepare their PC-1s covering all pertinent data like BOQs, drawings, budgets, site location maps, specific activities, beneficiaries and sustenance, etc.
 - (2) **NGOs' Projects:** The district would also identify 5 most needed projects (1 each in aforesaid sectors) for execution by NGOs and prepare their separate 'Briefs' that outline the scope of the interventions and include, inter alia, their titles, purposes, outcomes, locations, main activities, beneficiaries and sustenance, etc.
 - (3) **Government-Proposed LD Projects.** PC-1s for these projects would be got prepared by CAR via provincial LDs and passed on to RAHA Team for site validation during its districts' visits. Later, the validated PC-1s will be processed in pre-PTF and PTF meetings, with the districts' projects.
- c. **District Responsibilities:** As districts are now led by Deputy Commissioners (DCs) or District Coordination Officers (DCOs); the procedure for identifying, compiling & prioritizing the projects will be:-
 - (1) **If DC Heads the District:** Executive District Officers (EDOs) of LDs will (with consent of DC) pre-prepare PC-1s of 5 LD projects and 'Briefs' of 5 NGO projects per 2b(1) & 2b(2). On validation, the EDOs will submit PC-1s to the province's LD-Secretaries & pass the 'Briefs' to the RAHA Team.
 - (2) **If DCO Heads the District:** DCO will have the LD-EDOs prepare PC-1s of 5 LD projects and

'Briefs' of 5 NGO projects per 2b(1) & 2b(2). On validation, DCO will send the PC-1s to related provincial Secretaries and give the 'Briefs' to the RAHA Team.

d. **Transparency:** District authorities will ensure transparency by making all stakeholders, community members (both Pakistani and Afghan Refugees) and elected representatives aware of the process.

2. **SEQUENTIAL SOP ACTIVITIES:** The SOPs to be followed are stated below. (For quick glance, see the single page Chart in Annex-A).

a. **Fixing the District Meetings:** RAHA Team will begin the process by sending letters to all DCOs/DCs simultaneously, requesting them to arrange/chair meetings of their LD-EDOs with RAHA Team. The letters will carry the **schedule** of district meetings and **RAHA's Project Selection Criteria' (Annex-B)** and be copied to relevant provincial LDs' Secretaries. (As RAHA Team will perform its tasks in each district in 3 days, meetings in successive districts can be held 5-6 days apart).

b. **District's Actions:** On receiving RAHA Team's letter the DC/DCO will ask the district's LD-EDOs to :-

(1) Identify 5 key LDs-specific projects (1 per sector) and prepare their PC-1s covering all aspects stated in 2b(1).

(2) Identify 5 key NGOs-specific projects (1 per sector) and prepare their 'Briefs' covering all aspects stated in 2b(2).

(Projects may be chosen for LDs & NGOs preferably on basis of their work-fields, skills & resources).

c. **Action in District Meeting:** In this meeting RAHA Team will finalize the district's 5 LDs-related and 5 NGOs-specific priority projects by studying their PC-1s and 'Briefs' and resolving issues regarding their contents. RAHA Team will ensure that PC-1s and 'Briefs' carry all project-data per 2b(1)&(2).

d. **Site Validation:** Right after the PC-1s & 'Briefs' are finalized; the RAHA Team shall, with security backing from the DC/DCO, visit the proposed projects' sites to validate the PC-1s & 'Briefs' and ensure that the projects fully meet RAHA's project-selection criteria. If a project does not meet the criteria, it will be rejected. To avoid this, the districts must diligently prepare the PC-1s & 'Briefs'.

Site validation will also be done for projects suggested by Federal or Provincial Governments. PC-1s of these projects will be got prepared by CAR via the LDs and sent to the RAHA Team in good time.

e. **Submission of PC-1s & 'Briefs'.** After finalizing the proposed projects, the district will follow the SOP in 2c(1)&(2) and send PC-1s of LDs-related projects to provincial Secretaries of relevant LDs; and give 'Briefs' of NGOs-related projects to RAHA Team. (**Note:** Later, when 'Briefs' of all districts are gathered, the RAHA Team would initiate a one-time 'Call for EOI' for selecting the IP-NGOs).

f. **Actions by the Provincial LDs' Secretaries**

(1) On receipt of PC-1s of projects of successive districts, LDs' Secretaries will scrutinize and sign these, ensuring these PC-1s are not included in the province's Development Plans. The signed PC-1s will be sent to RAHA Team without waiting for receipt of PC-1s of all districts.

(2) Signing of the PC-1s of the projects by the LDs' Secretaries would be taken as their consent to sustain the projects once completed/handed over to the LDs concerned.

Late Submissions: Proposals received by RAHA Team after the time set in Para-4 will be deferred to the time when more funds become available for the district's projects.

g. **Social Protection Projects:** The RAHA Team, in collaboration with UNHCR ‘protection entities’, may also submit proposals to be done by NGOs for projects falling in the social protection category, like: rehabilitation of shelters for women or children at risk; centers for disabled or challenged men, women or children; and institutions for unsupported minors, etc.

h. **Actions by the Provincial RAHA Teams**

(1) **‘Call for EOP’.** As soon as all districts’ ‘Briefs’ of NGO’s projects have been gathered; RAHA Team will have a ‘Call for EOP’ initiated. The ‘Call for EOP’ will also clearly state the following:-

(a) If any donor insists, the ‘Call for EOP’ will state that related NGOs’ proposals may include following soft humanitarian activities:-

- i. Health Projects: Health & hygiene training & community mobilization on merit of vaccines.
- ii. Education Projects: Activation of Parents-Teachers Committees; training in management of schools, health and hygiene; and community mobilization on value of education.
- iii. Livelihood Projects: Training in health & hygiene.

But, RAHA Team and the PTF will ensure that their costs are kept as low as possible so that the main project activities get maximum funds.

(b) That NGO’s proposals must carry an NOC signed by Secretary of related LD to the effect that the proposed project is not included in the provincial development plan.

(c) That admin/non-operational costs catered for the NGOs’ own and its project-staff do not together exceed 15~20% of the project cost.

(2) **IP Risk Assessment.** Once NGOs’ proposal have been received and reviewed, and incomplete/unviable proposals or those not carrying ATW certification have been screened out; then, the UNHCR Office will conduct IP Risk Assessment of the in-run NGOs to select the would-be IPs.

(3) **Govt. Proposed Projects.** RAHA Team will also scrutinize PC-1s of and validate those essential projects suggested by Federal & Provincial Governments which fulfill the RAHA criteria.

(4) **Pre-PTF Meeting:** PC-1s received from LDs’ Secretaries & under 3h (3) and NGOs’ cleared proposals will then be discussed in a pre-PTF meeting to identify the projects to be proposed.

(5) **Documentation.** Next, data of the proposed projects (culled from their PC-1s & proposals) will be entered in the standard PTF-Data Formats issued by RAHA Secretariat on 2.9.14.

(6) **PTF Meeting:** Within 5 work-days after pre-PTF meeting, CAR will convene/chair a PTF meeting and, using the standard PTF-Data Formats, discuss and endorse all the put-up projects (i-e: the 2015-‘pool’). Besides, the PTF would take the following important steps:-

(a) Identify which high priority projects of the ‘pool’ will be done first to use up funds provided for the year. These projects will be placed in **‘Part-1’** of the standard PTF-Data Formats to be sent up to CCAR/SAFRON for approval. Allocation of projects to LDs and NGOs must cater for 50:50 financial ratios between them subject to availability of suitable projects.

(b) Prioritize/place rest of projects of endorsed ‘pool’ in **‘Part-2’** of standard PTF-Data Forms to be sent up to CCAR/SAFRON. These projects once approved by SAFRON, would stay in the 2015-pool and be processed per 3n when more funds are provided during the year).

- (c) The projects to be included in Parts 1 & 2 will be carefully chosen to ensure their sectoral, geographical and financial parity amidst the districts. Assessed needs of the districts and proportion of their resident Afghan Refugees will also be considered. Also, donors' advice about where and how their funds are to be spent will also be followed. For deciding this matter wisely, an analysis of RAHA projects done in each district since 2009, covering the stated angles, will be done before undertaking the steps in 3h(6)(a) & (b).
- (d) While CAR decides project endorsements; Head of UNHCR Office may, if he/she differs with any PTF decision, attach a 'Dissent Note' to the PTF-Data Formats when signing these before their dispatch to CCAR. The matter will subsequently be decided by CCAR.
- i. **Forwarding Endorsed Proposals to CCAR:** If PTF alters the PC-1s or proposals in some way; then, RAHA Team will modify the PTF-Data Formats {3h(5) & (6)} accordingly and, in 3 working days, send these to CCAR/RAHA Cell along with the PC-1s & proposals, for SAFRON's approval.
- j. **CCAR/RAHA Cell:** After checks by RAHA Cell in 3 working days, CCAR will submit the data of endorsed projects to SAFRON for approval.
- k. **Approval of Projects/IPs:** SAFRON (preferably in 3~4 days) will identify NGOs with no ATW status and those unacceptable for other reasons and reject these and then Approve 'Projects Plan-2015' and send it to CCAR/RAHA Cell, RAHA Secretariat, UNHCR Branch Office, Islamabad, and concerned provincial CAR & UNHCR Offices.
- l. **Post-Approval Actions by RAHA Team:** On receiving the approved 'Projects Plan-2015', CAR and UNHCR Office will inform the LDs & NGOs approved to do the projects listed in **Part-1** of the Plan {see 3h(6)(a)} asking them to speedily undertake preparatory actions for starting the works.
- m. **Implementation of Projects.** On completion of the forgoing process/SOPs, the existing process of project implementation would be briskly put into motion by the provincial CAR and UNHCR Office and UNHCR Branch Office, Islamabad. The named Offices will make ardent efforts to get the projects started ASAP but not later than in 3 weeks after their approval.
- n. **Further Use of the 'Pool' Projects.** In case additional funds are provided to the province; then:-
- (1) RAHA Team will hold a short pre-PTF meeting to identify the number of prioritized projects (from **Part-2** of the approved 'pool') which would use up the additional funds duly catering for the 50:50 financial ratio between the LDs and NGOs. Data of chosen projects/IPs will be entered in the standard PTF-Data Formats and put before a short PTF meeting to be convened and chaired by the CAR. These activities should be completed within one week.
 - (2) A day or two later, CAR would *inform* SAFRON, CCAR, RAHA Secretariat about projects chosen for the 2nd phase of implementation. The data will be put up in standard PTF-Data Formats.
 - (3) CAR will also copy same data to UNHCR Branch Office, Islamabad and closely engage with the latter to begin execution of the projects not later than in 3 weeks.
3. **Timeline:** Success of this projects-approval process will entirely depend on how closely its implementers keep to the following timings set for the SOPs. (Also see diagrammatic chart in Annex-A).

ENTITY	ACTIVITY	TIMELINE
District Authorities	On Receiving RAHA Team's Letter Requesting for Meeting:- *Select 5 projects each (1 per sector) for LDs & NGOs *LD's EDOs prepare PC-1s for LDs' & 'Briefs' for NGOs' projects *Hold the meeting with RAHA Team who will scrutinize the PC-1s & 'Briefs'	In 2 weeks. (RAHA-Team needs 3 days in district. Can visit next one every 5 th day)
RAHA Team	*Site validate 5 each of LDs' & NGOs', and any govt. proposed projects *Obtain final 'Briefs' of NGOs projects from district officials	In 3 working days
District Authorities	*Send final PC-1s of 5 LDs' projects to relevant LDs' Secretaries	In 2 working days
LDs' Secretaries	Verify, sign and send PC-1s to RAHA Team <u>as these arrive</u> from districts	Do as PC-1s arrive
UNHCR Office CAR	*Initiate 'Call for EOP' based on 'Briefs' of NGO-projects of <u>all</u> districts *Shortlist NGOs and conduct their IP Risk Assessment	In 6 weeks
RAHA Team	*Enter data of all validated projects in standard PTF-DATA Forms *Hold pre-PTF meeting to scrutinize the projects * Place PTF- DATA Forms before PTF meeting	In 7 working days
CAR	*Chair PTF meeting to endorse the cleared projects *Identify the projects <u>to be done first</u> in PART-1 of standard PTF- DATA Forms *Prioritize leftover projects of the 'pool' in Part-2 of PTF- DATA Forms *Send all endorsed projects' data to CCAR on standard PTF- DATA Forms	In 3 working days
CCAR/RAHA CELL	Check the endorsed project-proposals and put these up to SAFRON	In 3 working days
Ministry of SAFRON	Approve province's endorsed projects & send approved list to relevant entities	In 4 working days
CAR	Send list of approved projects to be done first to UNHCR Office and LDs concerned	In 3 working days
CAR, UNHCR Office	Start the projects' implementation process	-----

NOTE: KP and Baluchistan will have to form 2 RAHA Teams each to complete the process in 3 months. Punjab and Sindh will need 1.5 ~ 2 months for completing the process with one RAHA Team each.

EXPLANATORY NOTES FOR USING THE NEW PTF DATA FORMATS DOCUMENTS TO BE PROVIDED TO THE PTF PARTICIPANTS

1. Provincial CWGs will put up data of shortlisted proposals (before PTFs) in the following Formats:-
 - a. Standard **Cover Letter cum Brief** of outcomes of the PTF Meeting
 - b. Data Table of the Endorsed Proposals. *{To be attached as Annex-A to the Cover Letter (Para 1a)}*.
 - c. Budget Sheet of the Endorsed Proposals. *{To be attached as Annex-B to the Cover Letter (Para 1a)}*.
2. CARs & UNHCR SOs may add other key data not covered in the Formats or delete inapplicable data.
3. Line Departments' (LDs') PC-1s & NGOs' Proposals will also be kept available for perusal by PTF members.
4. Notes on entries to be made or steps to be taken by CWGs are stated in attached Formats in ***bold italics***.

DOCUMENTS TO BE FORWARDED TO THE CCAR

5. After the PTFs meetings, CWGs will amend the proposals' Formats listed in Paras 1a to c per PTFs' decisions and then send these to CCAR/RAHA Cell for obtaining approval of Ministry of SAFRON.
6. Format in Para 1a above **will serve** as **Cover Letter** for sending the endorsed proposals to CCAR.
7. CWGs may prepare Minutes of the PTF for internal records but need not send these to CCAR.
8. LDs' PC-1s & NGOs' Proposals will also be sent to CCAR/RAHA Cell. These must include the following data:-
 - a. Details of all project components/activities including: activity-wise expense, BOQ, measurements, nos., X-sectional drawings, etc. Data entered in Data Formats (Paras 1, b & c) will be directly drawn from the PC-1s & Proposals.
 - b. Sites' map showing locations & length, size and alignment of all types of civil or other physical works.
 - c. NGOs' Proposals must carry Site Validation and IP Risk Assessment Reports, ATW Certificate and NOC signed & stamped by Secretaries of related LD (**NOT district officials**).
9. CWGs must ensure that data stated in the Formats is same as stated in LDs' PC-1s & NGOs' Proposals.

STANDARD COVER LETTER AND BRIEF OF OUTCOMES OF PTF MEETING

USAGE NOTES

1. The Format below:-
 - a. States the basic data & PTF's rationale for the endorsed proposals.
 - b. Supports the new "projects' selection/approval process" issued by RAHA Secretariat on 10.3.15.
 - c. Shall replace the currently in-use Format.
2. Notes in ***bold italics*** indicate the entries to be made or step to be taken by the Sender of this Format.

(Delete this box when sending the 'cover letter and brief' outlined below to CCAR/RAHA Cell)

***(Sender's address, date
and letter's ref, etc.)***

To : Chief Commissioner Afghan Refugees
Islamabad

Subject: Approval of Proposals Endorsed by PTF (#) of (*provinces' name*)

Dear Sir,

1. In line with the policy stated in RAHA Secretariat's 'Project Plan-2015', the PTF-Chairman of (*province*) has endorsed a 'pool' of (*no.*) projects (Annex-A) in the (*1st or 2nd, ...*) PTF meeting held at (*place*) on (*date*).
2. The PTF was chaired by (*designation*). Chief Coordinator RAHA and UNHCR's Sr. Coordinator & Sr. Technical Advisor of RAHA attended the meeting. (*Omit those who did not attend or add other senior participants*).
3. Outlined below are the 'basic data' of and 'rationale' for the endorsed projects.

BASIC DATA OF THE ENDORSED PROJECTS

The Endorsed Projects

4. The (*no.*) endorsed projects (Annex-A) are prioritized in line with communities' top needs, sectoral/district parity, no. of resident Afghans and 50:50 financial ratio amid LDs & NGOs. (*Add donors criteria, if applied*).
5. Once this 'pool' of endorsed projects is approved, projects from top of the 'pool' will be taken up for execution as and when new funds are allocated to the provincial HA Program.
6. The 'pool' will eliminate the need for more CFPs/pre-PTF & PTF meetings in 2015; except when the 'pool' has to be refilled to absorb additional funding or when new govt. proposed projects need urgent consideration.
7. The 'pool' will allow start of 2016-projects in Jan/Feb, affording enough time for their completion before end of that year. It may also be used to do more projects in 2015 if additional funds are provided soon.
8. By taking the project selection process down to the districts, the communities' needs/participation, donors' interest and RAHA's visibility would be enhanced; all adding up to the good name of the Program.

FUNDING STATUS

9. Further funding for 2015 & funds-outlay for 2016 is not yet announced. But the 'pool' of approved projects will let us begin work on new projects within one month from the dates of actual allocation of funds.
10. The overall cost of endorsed projects is about USDs (..M). As such a large sum is not likely to be provided in one year, the projects 'pool', when approved, would suffice for more than one year.
11. (*Delete this para if not applicable*). As (*Donor's name*) has restricted the use of its funds to (*names the districts*); the PTF decided to use the funds provided by (*other donor's name*) in (*other districts' names*) as the latter donor has laid no geographical restriction on the use of its funds.

DONORS' CRITERIA/RESTRICTIONS

12. Following criteria and restrictions have been laid by (*Donor's name*) for the use of its funds for HA-projects:
 - a. Sectoral restrictions. }
 - b. Geographical restrictions. } (*Elaborate each type of restriction*)
 - c. Per Project Funding restrictions. }
 - d. Other restrictions. }

RATIONALE FOR THE ENDORSED PROPOSALS

13. Analysis of the projects' data in Annex-A reveals the below stated extent of compliance with the directives of Ministry of SAFRON relating to selection of the HA-projects.
14. **SECTORAL PRIORITY:** The Ministry's directives on 'sectoral priority' have been *(or could not be)* complied with as explained in the Table below.

#	Sector	No. of Projects			% Funds Allocated			Reasons for Non-compliance <i>(Remove this column if not applicable)</i>
		2009~2014	2015	Total	2009~2014	2015	Total	
1	Education							
2	Health							
3	Watsan							
4	Infrastructure							
5	Livelihood							
6	Protection							
7	Environment							

15. **GEOGRAPHICAL PARITY OF PROJECTS & FUNDS:** This has *(or has not)* been achieved as explained in the Table below:-

#	District	No. of Projects			% Funds Allocated			Reasons for Non-parity* <i>(Remove this column if not applicable)</i>
		2009~2014	2015	Total	2009~2014	2015	Total	
1								
2								
3								
4								
5								
6								

**Reasons may be: donor declining to use funds in some districts or low/no presence of Afghans in the districts. Other reasons may also be added.*

16. **RATIO OF FUND ALLOCATION BETWEEN LDs AND NGOs:** The ratio of funds allocated to projects to be done by LDs and NGOs is shown in the Table below. The data in the Table indicates that the ratio of funds allocated is *(give the actual ratio)* which is in line with *(or not in line with)* the 50:50 ratio set by Ministry of SAFRON. *(In case of an imbalanced ratio state the reasons in the last column of the Table below. But if the ratio is 50:50 or close to it, then, delete the last column in the Table and the words: "or not inline with" stated in bold italics above in this Para).*

#	District	No. of Projects			% Funds Allocated			Reasons for Non-parity* <i>(Remove this column if not applicable)</i>
		2009~2014	2015	Total	2009~2014	2015	Total	
1	Govt. LDs							
2	NGOs							

17. **INCLUSION OF RELATIVELY LARGER PROJECTS (RLPs):** The following RLPs have been included in the ‘pool’ of the endorsed projects:-@

#	Project Title	Location (District, Tehsil, UC, Village)	Main Project Activities	Funds Allocated
1				
2				
3				
4				
5*				

@ If no RLP has been included in the ‘pool’; then, state so in 1st sentence of Para 17, give reasons for inability to endorse RLPs and delete the preceding Table and existing 1st sentence of Para 17.

* Add rows if more RLPs have been endorsed.

18. **REASONS FOR INCLUSION OF SOME LOW PRIORITY PROJECTS:** *(State here the reason for endorsement of some low priority projects such as: environment, protection and livelihood, etc.).*

19. **DIRECTIONS/ADVICE GIVEN BY SENIOR PARTICIPANTS:** *(State here directions/advice given by Chairman PTF and/or Chief Coordinator RAHA and UNHCR’s Sr. Coordinator and Sr. Technical Advisor of RAHA that would govern execution of the projects and must be brought to the notice of CCAR and SAFRON).*

20. **RAHA-RELATED SUGGESTIONS:** *(State here any useful suggestions made by the PTF’s participants which may benefit the overall HA-component of the RAHA program).*

HEAD OF UNHCR SO *
(Province)

COMMISSIONER AFGHAN REFUGEES
(Province)
(Or)
PROJECT DIRECTOR (In Sindh)

***DISSENT NOTE**

The Head of UNHCR SO may, if he/she disagrees with one or more decisions of the PTF, attach a DISSENT NOTE (as last page of this Format) stating clearly as to which decision of the PTF he/she disagrees with and why. He/she should also recommend the alternative course for the issue).

NOTE

The following Table would be prepared for each project to be considered by the PTF.

Budget Sheet (2014)

IP name, acronym: _____

Project Title: _____

Project site: District: _____; Tehsil: _____; Union Council: _____; Village/Town: _____

Project period (*Enter months & days*)

	Item Description	Unit	UNIT Cost/ PKR	# Months	Total Cost/ PKR	Contribution IP	Contribution UNHCR
1 - Overhead Costs							
1	[Core staff relevant to project, salary incl, EOBI, taxes]						
	[Core staff relevant to project, salary incl, EOBI, taxes]						
	[Core staff relevant to project, salary incl, EOBI, taxes]						
	[Core staff relevant to project, salary incl, EOBI, taxes]						
	Staff Insurance						
	Staff travel allowance						
	Rent of office premises						
	Utilities						
	Communication						
	Office supplies						
	Vehicle insurance for cars provided by UNHCR						
	Maintenance of cars provided by UNHCR						
	Fuel and lubricants						
	Total % of total project value:						
2 - Project Costs							
2	[Project staff; salary incl, EOBI taxes]						
	[Project staff; salary incl, EOBI taxes]						
	[Project staff; salary incl, EOBI taxes]						
	[Project staff; salary incl, EOBI taxes]						
	Project staff insurance						
	Project staff travel						
	Project staff training						
	Rent of Project office pemisis						
	Project office utilities						
	Project communication						
	Project office supplies						
	Project equipment						
	Project transport (vehicle rental)						
	Fuel and lubricants						
	Bank Charges						
	Donor visibility						
	Total						

	Item Description	Unit	UNIT Cost/ PKR	# Months	Total Cost/ PKR	Contribution IP	Contribution UNHCR
3 - Project Objective I Capacity Building							
	[Trainer, female; salary incl, EOBI, taxes]						
	[Community mobilizer, male; salary incl, EOBI, taxes]						
	Staff insurance						
	Training sessions						
	Training materials, books, tools						
3	Beneficiary material and tool kits						
	Classroom Supplies						
	Furniture						
	Total						
4 - Project sustainability (community Mobilization)							
	Community mobilizer, female; salary inc, EOBI, taxes						
	Community mobilizer, male; salary inc, EOBI, taxes						
	Staff insurance						
	CBO/PTA/SMC/WMC etc, set-up/support						
4	Mobilization and awareness session						
	Baseline and evaluation Surveys						
	Total						
5 - Project Objective II Construction							
5	BoQ buildings [List all sub activities under this head and the cost of each activity]						
	BoQ networks [List all sub activities under this head and the cost of each activity]						
	Area factor [List all sub activities under this head and the cost of each activity]						
	Overall contingency [List all sub activities under this head and the cost of each activity]						
	Community labour [List all sub activities under this head and the cost of each activity]						
	Total						
OVERALL TOTAL							

Certified that above stated entries are same as stated in the project PC-1/Proposal.

Signature: _____

Name, Title: _____

Date of submission: _____



ANNEX-E

PC - IV

**PROJECT COMPLETION REPORT
(PROFORMA FOR RAHA PROJECTS)**

**MINISTRY OF STATES & FRONTIER REGIONS
(SAFRON)
GOVERNMENT OF PAKISTAN**



**GOVERNMENT OF PAKISTAN
MINISTRY OF SAFRON**



**PROJECT COMPLETION REPORT
(PC – IV PROFORMA)**

IMPLEMENTED BY: (Tick as appropriate)

Govt. Line Department Non-Governmental Org. (NGO)

To be furnished immediately after completion of the project regardless the project accounts have been closed or not.

1.	Name of the Project		
2.	Location	Village / Town:	
		Union Council & Tehsil:	
		District & Province:	
3.	Sector		
	Sub-Sector		
4.	Donor Agency		
5.	Implementing Partner / Agency		
6.	Agency for Operation & Sustainability after Completion		
7.	Date of Approval & Approving Forum		
	• Date of PTF endorsement:		
	• Date of SAFRON approval:		
8.	a) Duration of the Project (in months)		
	b) Implementation Period		Date of Completion
	• As per PC-I / Proposal		
	• Actual		
	c) Extension(s) in the Implementation Period (if any)		Period (Months/Days)
9.	Financial Details		
		PC-I Cost (approved in PKR)	Actual Expenditure (PKR)
	Programme Cost	%	%
	Administrative Cost	%	%
	Total Cost	100%	%

10. Project Objectives and Achievements

[In case of NGO proposal, compare with Logical Framework Analysis]

S.No.	Outputs (as per PC-I / Proposal)	Actual Achievements *

* Attach/Annex detailed information for each objective separately. In case of not achieving the objectives fully/partially, indicate reasons thereof

11. Monitoring Visits Conducted during the project

S.No.	Date of Visit	Visited By	Remarks: *

* Briefly mention if the project is (1). On track, (2). Partially on track, (3). Delayed & (4). Too early to judge Attach/Annex additional information if (2). Partially on track OR (3.) Delayed

12. Contact Details of Implementing Partner / Agency *

S.No.	Name	Designation	From	To
1.				
2.				

* For NGOs, mention the details of (1). CEO & (2). Project Manager

For Govt. Line Dept., mention the details of (1). XEN & (2). SDO

13. Ownership of Assets (Procured/Acquired) after Completion of the Project

- List of Assets (Moveable/Immoveable) procured above PKR 20,000.00 including but not limited to computers/laptops, mobile phones, generator, office furniture.

14. Mechanism for Sustainability of Activities after Completion*

* [Maximum 250 words] Indicate mechanism how the project activities will be continued on sustainable basis

--



**GOVERNMENT OF PAKISTAN
MINISTRY OF SAFRON**



Instructions to fill in the PC-IV Proforma

1. Name of the project

Indicate the same name of the project as appeared on the proposal / PC-I. The name should be the same as on the approval letter of SAFRON.

2. Location

Mention the location in terms of the exact village/Town, UC/Tehsil and District/Province.

3. Sector / Sub-Sector

Indicate the sector as one or more of the following, [For integrated projects, mention all the sectors that are applicable]

- WATSAN
- Health
- Education
- Infrastructure
- Livelihood
- Integrated

Indicate the sub-sector activity for the above selected sector(s), Mention the activity in the project. E.g. In a health sector project, write whether the project has conducted construction activities or provided health equipment. This should be mentioned specifically in the sub-sector.

4. Donor Agency

Indicate the name of the Organization responsible for financing this project.

5. Implementing Partner / Agency

Indicate the name and address of the NGO / Line department. In the case of NGO, mention the name of the CEO / MD. In the case of a line department, mention the name of the District Executive Engineer.

6. Agency for Operation & Sustainability after Completion

Mention the details of the agency/department for undertaking the responsibility for sustainability

7. Date of Approval & Approval Forum

Mention the date of the endorsement of PTF and approval of SAFRON of the project.

8. Implementation Period

a). Indicate the duration of the project in months

b). Indicate planned duration of the project as per the proposal / PC-I in the first row. In the second row, mention the actual date of commencement and completion.

c). Provide details of extension granted (if any) in the implementation period with dates and the notification indicating the name of authority.

9. **Financial Details**

Provide the financial budget cost of the project as approved in the project proposal / PC-I. The second column should state the actual expenditure till the project completion.

All costs pertaining to the activities / output of the project should be categorized as Programme Cost. All other costs in the form of salaries of staff, general project management costs and administrative costs would be categorized as Administrative Costs.

10. **Project Objectives and Achievements**

- Provide item-wise physical / quantifiable targets as given in the approved Project proposal / PC-I.
- Actual physical achievements against physical / quantifiable targets should be provided.

In the case of not achieving or partially achieved objective / target, mention it briefly in the table and a detailed response should be given in **15. Lessons Learnt**.

11. **Monitoring Visits Conducted during the project**

Indicate all the monitoring visits that have been conducted by the XXXXXX during the project implementation.

Briefly mention the status of the project implementation. Attach the reports of the field visit as annexure to the PC-IV.

12. **Contact Details of Implementing Partner / Agency**

Indicate the contact details of the (a). CEO / MD of the NGO & (b). Project Manager of this specific project.

In the case of Line department, mention the contact details of (a). XEN & (b). SDO.

13. **Ownership of Assets (Procured/Acquired) during the project**

Give details of all the physical assets (Moveable / Immoveable) procured during the project. All items above PKR 20,000 but not limited to computers/laptops, mobile phones, printers, general, office furniture. Give the relevant details of the items, including manufacturer, price and model.

14. **Mechanism for sustainability of project/activities**

Indicate the mechanism by which project activities will be continued in a sustainable manner.

15. **Lessons learned**

Provide lesson's learned during identification, preparation, approval, financing and implementation of the project.

THE PHYSICAL HARD COPY OF THE REPORT SHOULD BE SIGNED WITH CONTACT DETAILS.

RAHA CELL, ISLAMABAD**MONITORING REPORT AND CHECKLIST**Monitoring Visit: At start of Project Mid Project At End of Project

Monitoring Dates: _____ Report Submission Date: _____

MONITORING TEAM			
Leader (RAHA Cell)	Rep. of RAHA Secretariat	Rep. of NGO / LD	Rep. of UNHCR (for Protection Projects only)
Mr.....	Mr/s.....	Mr.....	Mr.....

SECTOR MONITORED

<input type="checkbox"/> Education	<input type="checkbox"/> Health	<input type="checkbox"/> Infrastructure	<input type="checkbox"/> WATSAN	<input type="checkbox"/> Livelihood	<input type="checkbox"/> Protection
------------------------------------	---------------------------------	---	---------------------------------	-------------------------------------	-------------------------------------

BASIC PROJECT DATA

* Project Title: _____
* Donor: _____ * Project Cost: Rs: _____ USD: _____
* Executing LD or NGO: _____ Contact Person +Ph No: _____
* Contractor's Name: _____ Contact Person +Ph No: _____
* Project duration: Months: _____ Start Date: _____ Completion Date: _____
* Funds Instalment Given: #1 Rs: _____ On _____ ; #2 Rs: _____ On _____ ; #3 Rs _____ On: _____

PROJECT INFORMATION

Activities of all Project-Components	<i>(Draw from PC-1s/Proposals. Do not miss even minor budgeted activities. Attach as Annex if needed).</i>	
	a.	
	b.	
	c.	
	d.	
	e.	
	f.	
Site Location	District:	Tehsil:
	UC / Ward:	Village:
GPS Coordinates of Sites	(Site Name):	Coordinates:

BENEFICIARIES OF THE PROJECT

Nationality	Direct Beneficiaries *			Indirect Beneficiaries **			Total			Grand Total
	Males	Females	Children	Males	Females	Children	Males	Females	Children	
Pakistanis										
Afghans										
Total										
Grand Total										

- * Direct Beneficiaries are males, females & children who will directly avail project facilities/services such as: children attending schools: persons treated in a BHU and persons who will directly benefit from WATSAN, Infrastructure & Livelihood projects.
- ** Indirect Beneficiaries are persons who live near project site and will benefit via their relatives directly availing the projects facilities.
- o For no. of ARs, (consult UNHCR data on ARs living in Pakistan **BUT** must confirm it on site).
- o Monitors must check if the ARs claimed to be project-beneficiaries in PC-1s / Proposals actually attend the facility; and if they can access the facility vis-a-vis distance of their homes from the facility and availability of local means of travel.

ITEMS TO TAKE ALONG: Mobile Phone GPS Device Digital Camera Measurement Wheel/Tape Copy of PC-1/Proposal Monitoring Checklist

CHECKLIST FOR 'CONSTRUCTION WORKS' IN PROJECTS OF ALL SECTORS

#	Works per PC-1s/ Proposals (Mark only the applicable work)		Checklist for the Applicable Works (In list below pick points that relate to the marked Works)	Findings Regarding the Applicable Checklist (Record findings relating to Checklist only)
	Works	No. Size		
1.	Rooms New <input type="checkbox"/> Rehab <input type="checkbox"/>	(No) (No)	(L X B X H) (L X B X H)	<p>* Are on-site nos. & measurement of project works same as stated in the PC-1s/proposals?</p> <p>* Has related LD given certificate to verify that existing building can bear the weight of rooms to be built vertically?</p> <p>* If plinth protection is not part of the works, is water seeping into the foundation and weakening it dangerously?</p> <p>* Are the blocks/bricks used of satisfactory quality?</p> <p>* Is the internal/external plaster firm and smooth?</p> <p>* Are there any bulges in the walls?</p> <p>* Is material of cupboards, doors, windows & ventilators, of good quality?</p> <p>* What is quality of tiles/marble/chips used? Are the floors well done?</p> <p>* Are the quality of paint & no. of coats applied satisfactory?</p> <p>* Do the roofs have water drainage channels / pipes?</p> <p>* Is there any leakage or seepage in the:-</p> <p>- Ceilings of any room, including toilets/generator rooms, etc?</p> <p>- Room-walls and boundary-wall?</p> <p>- Water Tanks, Septic Tank, Soakage Pit & Sewer line?</p> <p>* Does Septic Tank/Soakage Pit/Sewer emit foul smell?</p> <p>* Is the Tube-well/hand-pump operational? If not, when did it stop working? Why has it not been repaired?</p> <p>* Are any water pipes, bib-cocks & wash basins leaking?</p> <p>* Are water tanks clean or infested by insects/rodents?</p> <p>* Are all manhole covers in place?</p> <p>* Has earth-filled areas been well compacted and levelled?</p> <p>* Has the visibility sign board/metal plates installed on the main road/junction/ project sites?</p> <p>* Does the newly done work give an overall firm, neat and good look? (Take pictures to attach with the Report)</p>
2.	Generator Room <input type="checkbox"/>	(No)	(L X B X H)	
3.	Toilets New <input type="checkbox"/> Rehab <input type="checkbox"/>	(No) (No)	(L X B X H) (L X B X H)	
4.	Veranda New <input type="checkbox"/> Rehab <input type="checkbox"/>	(No) (No)	(L X B X H) (L X B X H)	
5.	Boundary Wall New <input type="checkbox"/> Rehab <input type="checkbox"/>	(No) (No)	(L X B X H) (L X B X H)	
6.	Water Tank OH <input type="checkbox"/> UG <input type="checkbox"/>	(No)	(L X B X D)	
7.	Septic Tank <input type="checkbox"/>	(No)	(L X B X D)	
8.	Soakage Pit <input type="checkbox"/>	(No)	(L X B X D)	
9.	Water Drain <input type="checkbox"/>	(No)	(L X B X D)	
10.	Sewerage Drain <input type="checkbox"/>	(No)	(L X B X D)	
11.	Courtyard Pavement <input type="checkbox"/>	(No)	(L X B X D)	
12.	Earth-fill/Leveling <input type="checkbox"/>	(No)	(L X B X D)	
13.	Const. of Manholes <input type="checkbox"/>	(No)	(L X B X H)	
14.	Const. of Tube Well <input type="checkbox"/>	(No)	(L X B X H)	
15.	Provide Hand Pump <input type="checkbox"/>	(No)	(L X B X H)	
16.	Visibility <input type="checkbox"/>	(No)	(L X B X H)	
17.	(Work not covered above)	(No)	(L X B X H)	

CHECKLIST FOR ELECTRICAL WORKS IN PROJECTS OF ALL SECTORS

#	Works per PC-1s/ Proposals (Mark only the applicable work)		Findings on Applicable Checklist (Record findings relating to Checklist only)
	Works (Provide & Install)	No. Size (Make, Length & size)	
1.	PVC Insulated Wiring <input type="checkbox"/>	-- (Make & size)	<p>Checklist for Applicable Works (In list below pick points that relate to the marked Works)</p> <ul style="list-style-type: none"> • What power source is in use (WAPDA, Generator, Solar) • Is the Distribution Board (DB) of right capacity/quality? • Are circuit breakers in place in the DB? • Is the wiring installed appropriate for the power supplied? • Is all wiring properly insulated from water and humans? • Did you observe any naked in-use wiring? • Are the Switch Boards of right capacity and firmly fixed? • Are fans/bulbs/electric items of good quality & operating well? • Is transformer well secured, of right capacity & working? • Are the prescribed water pumps installed and working? • Are the solar panels working properly? • Is maintenance of solar panels done per advised frequency? • Is solar power used per panels' capacity or is it over-used? • Are all the above named items of same specifications, make, capacity and size as stated in the PC-1s / Proposals? • Are all these items operating well? If not name the items not working, since when and why have these not been repaired? • Are voltage stabilizers in use with costly IT/other items? • Have power saving /anti-theft measures been undertaken? • Are unauthorized connections made for private use? • Has any electricity related incident occurred in the facility? When & how did it occur and what damage did it cause? • Has the visibility sign board/metal plates installed on the main road/junction/ project sites?
2.	Distribution Boards <input type="checkbox"/>	(No.) (Make & size)	
3.	Switch Boards <input type="checkbox"/>	(No.) (Make & size)	
4.	Lights, Bulbs and Fans <input type="checkbox"/>	(No.) (Make & size)	
8.	Transformer <input type="checkbox"/>	(No.) (Make & size)	
7.	Submersible Water Pump <input type="checkbox"/>	(No.) (Make & size)	
5.	Electric Water Pump <input type="checkbox"/>	(No.) (Make & size)	
6.	Voltage Stabilizers <input type="checkbox"/>	(No.) (Make & size)	
9.	Electric Meter <input type="checkbox"/>	(No.) (Make & size)	
10.	Solar Panels <input type="checkbox"/>	(No.) (Make & size)	
11.	Solar Converter Box <input type="checkbox"/>	(No.) (Make & size)	
12.	Visibility <input type="checkbox"/>		
13.	(Add work not covered above)		
14.	(Add work not covered above)		

SECTOR SPECIFIC CHECKLIST – EDUCATION

#	Works per PC-1s/ Proposals (Mark only the applicable work)	Checklist for Applicable Works (In list below pick points that relate to the marked Works)	Findings on Applicable Checklist (Record findings relating to Checklist only)
TRAINING FOR:			
1.	Teachers (Teaching methods) <input type="checkbox"/>	• Trainees: planned/nominated= (No.); Attended= (No.) in each type of training? What are absentees' reasons for not attending?	
2.	Parents- Teachers, Community, and O&M Committees (Management of Schools) <input type="checkbox"/>	• Did training venue suit the training? • Were trainers qualified / experienced in the training field? • What training aids were used for training?	
3.	Students/Teachers (health and hygiene) <input type="checkbox"/>	• Were the trainees tested? What were the results? • Were the subjects taught relevant to the trainees? • How useful was the training for the facility?	
Forming/Training:			
4.	Parents Teachers Committee <input type="checkbox"/>	• How much interest the trainees took in the training? • What % of total cost of project was spent on this training?	
5.	O&M Committee <input type="checkbox"/>	• How would formation of these committees help the facility? • Do committees stated in Ser-2,4&5 exist? What real contributions have these forums made to the facility?	
PROVISION OF:-			
6.	Furniture for Classrooms <input type="checkbox"/>	• For each activity in Ser 6-13, attach list of items provided & % of project cost spent of each activity?	
7.	Science Lab Equipment <input type="checkbox"/>	• Is the make, no., specifications and quality of items provided in exact accordance with PC-1/Proposal?	
8.	Computer Lab Equipment <input type="checkbox"/>	• Have you found any item to be sub-standard? • Are the items actually needed in the facility?	
9.	Teaching Aids <input type="checkbox"/>	• What new benefits would accrue from these items? • Were users trained in the use of equipment provided?	
10.	Books for Library <input type="checkbox"/>	• Have the items been properly taken on charge? • Is record of issue of items to students/teachers kept?	
11.	Health/hygiene kits <input type="checkbox"/>	• Are the library books appropriate for the students? • Are the teaching aids being used by the teachers?	
12.	Water Dispenser <input type="checkbox"/>	• Is the furniture comfortable for students' use? • Are science & computer lab equipment being fully used?	
13.	School Supplies <input type="checkbox"/>	• How many Pakistanis & Afghans are availing the new items? • Is the water dispenser operational and being used hygienically?	
14.	Visibility <input type="checkbox"/>	• What is overall effect of the items on the students/facility? • Has the visibility sign board/metal plates installed on the main road/junction/ project sites?	

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Essential Elements of Social Protection:	
15 School Governance	<input type="checkbox"/>
The following checklist may only be considered for serial 15~19:-	
16 Education Material Development	<input type="checkbox"/>
17 Awareness Raising	<input type="checkbox"/>
18 Access for Females to Education	<input type="checkbox"/>
19 School Development	<input type="checkbox"/>

Note: For checklist on construction works (classrooms, labs, water tanks, boundary walls, etc) and electrical works, refer to Pages 2 & 3.

SECTOR SPECIFIC CHECKLIST – HEALTH

#	Works per PC-1s/ Proposals (Mark only the applicable work)	Checklist for Applicable Works (In list below pick points that relate to the marked Works)	Findings on Applicable Checklist (Record findings relating to Checklist only)
TRAINING/AWARENESS CAMPAIGN:-			
1.	Health/hygiene: for hospital staff <input type="checkbox"/>	● Trainees: planned/nominated= (No.); Attended= (No.) in each type of training? What are absentees' reasons for not attending?	
2.	Community health awareness <input type="checkbox"/>	● Did training venue suit the training? ● Were trainers qualified / experienced in the training field? ● What training aids were used for training? ● Were the trainees tested? What were the results? ● Which subjects were taught? Were these relevant to the trainees? ● How useful was the training for communities, trainees and the facility? ● Did the community/ trainees take interest in the training? ● What % of total project- cost was spent on this training? Was it justified?	
PROVISION OF:-			
3.	Medical Equipment <input type="checkbox"/>	● For each activity in Ser 3-7, attach list of items provided & % of project cost spent of each activity?	
4.	Laboratory Equipment <input type="checkbox"/>	● Is the make, no., specifications and quality of items provided in exact accordance with PC-1/Proposal?	
5.	Hospital Beds <input type="checkbox"/>	● Have you found any item to be sub-standard? ● Are the items actually needed in the facility?	
6.	Hospital Furniture <input type="checkbox"/>	● What new benefits would accrue with these items? ● Have operators been trained in the use of equipment provided?	
7.	Water Dispenser <input type="checkbox"/>	● Have the items been properly taken on charge? ● Has the equipment been brought into use by the facility?	
8.	Visibility <input type="checkbox"/>	● Is the furniture/beds of the type that is used in health facilities? ● Is the water dispenser operational & being used hygienically? ● How many Pakistanis & Afghans are treated by new equipment? ● What is overall effect of the items on the health facility? ● Has the visibility sign board/metal plates installed on the main road/junction/ project sites?	
Essential Elements of Social Protection:			
9	BHU Support <input type="checkbox"/>	The following checklist may only be considered for serial 9~11:-	
10	Community Awareness Raising <input type="checkbox"/>	● Is any specialized training for BHU staff conducted especially for "lady health workers" in child protection, child friendly practices, SGBV protection?	

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11	Support to Traditional Birth Attendants <input type="checkbox"/>	<ul style="list-style-type: none"> • Is there any training conducted for traditional birth attendants in child protection and SGBV identification? • Is any formal training (certification courses) conducted for traditional birth attendants on basic health issues, including prevention and identification of childhood disabilities & response to SGBV?
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Note: For checklist on **construction works** (wards, labs, emergency/x-ray/labour rooms, etc) and **electrical works**; refer to **Page 2 & 3**

SECTOR SPECIFIC CHECKLIST – WATSAN

Works per PC-1s/ Proposals (Mark only the applicable work)	Checklist for Applicable Works (In list below pick points that relate to the marked Works)	Findings on Applicable Checklist (Record findings relating to Checklist only)
1. Tube Well Boring <input type="checkbox"/>	<ul style="list-style-type: none"> • Are work done/items used in exact accord with the PC-1 / Proposal? • Has the specified yield been achieved or not? • Is an operator employed to run/maintain the Tube Well's machines? • Is the turbine & pump fully operational? If not operational: when/why did it get out of order? Why the malfunction has not been repaired? • Is regular maintenance of turbine & pump being done? Who does it? • Are pipes, valves, taps, etc, of distribution system working properly? • Have you observed any leakage/wastage in the distribution system? • Is water being used by targeted community or is it stolen by others? • Is water used for the specified purposes or is diverted to other uses? • Is the water potable, clean & non-polluted? • Is the Well's water being periodically tested for its cleanliness? • Has any case of illness occurred due to use of the Well's water? • Has proper security been provided for the Tube Well set-up? • What is the users' opinion about the operation of the Tube Well? • Has concrete pad been provided at the Well or Hand Pump to ensure hygienic conditions for the users? • Are pools of water formed around the Well/Hand Pump which are breeding grounds for mosquitos, flies and other rodents? • Is the reservoir / tank built for water-storage near the Well or Hand Pump in a clean state, ie: clear of insects/rodents under its roof-slab? • Has the visibility sign board/metal plates installed on the main road/junction/ project sites? 	
2. Installation of Pump/Turbine <input type="checkbox"/>		
3. Laying of Distribution System <input type="checkbox"/>		
4. Installation of Hand Pumps <input type="checkbox"/>		
5. Visibility <input type="checkbox"/>		
Essential Elements of Social Protection:		
6. Schools Development <input type="checkbox"/>	<p>The following checklist may only be considered for serial 6-7:-</p> <ul style="list-style-type: none"> • Is there any sustainable system existing for clean drinking water? • Is the location of the water facility installed in consideration with the safety & security identified by the community? 	
7. Community Development <input type="checkbox"/>		

Note: For checklist on construction works (Pump/generator rooms, compound wall, water tanks etc) and electrical works; refer to Page 2 & 3.

SECTOR SPECIFIC CHECKLIST – INFRASTRUCTURE

Works per PC-1s/ Proposals (Mark only the applicable work)	Checklist for Applicable Works (In list below pick points that relate to the marked Works)	Findings on Applicable Checklist (Record findings relating to Checklist only)
1. Pavement of Streets <input type="checkbox"/>	<ul style="list-style-type: none"> • Checklist for 'construction works' given on Page-2 will be used for monitoring these works. But, aspects below will also be monitored. • Is work done in exact accord with quantities, numbers, measurements and other specifications laid out in the PC-1 / Proposal? • List LxBxD of the works done. (Use a separate page if needed). • Are the streets, drains & roads in a neat state? • Is there a possibility of the drains getting blocked again? Why? • Where is the drained water disposed off? Does the dirty water create a pool that helps breeding of mosquitos, flies and harmful insects? • Does any system exist for repairing minor damages to the works? • Are the users satisfied with the quality of the work done? • What is your own assessment of the quality of work done? • Has the visibility sign board/metal plates installed on the main road/junction/ project sites? 	
2. Construction of Drains <input type="checkbox"/>		
3. Construction of PCC Roads <input type="checkbox"/>		
4. Visibility <input type="checkbox"/>		

SECTOR SPECIFIC CHECKLIST – LIVELIHOOD

#	Works per PC-1s/ Proposals (Mark only the applicable work)	Checklist for Applicable Works (In list below pick points that relate to the marked Works)	Findings on Applicable Checklist (Record findings relating to Checklist only)
CONDUCTING TRAINING IN :-			
1	Block Printing <input type="checkbox"/>	<p>For Each Training Activity</p> <ul style="list-style-type: none"> ▪ Trainees: planned/nominated= (No.); Attended= (No.) in <u>each</u> type of training? What are absentees' reasons for not attending? ▪ How many Afghans were trained? ▪ What was ratio of males to females trained? ▪ Did training venue suit the training? ▪ Were trainers qualified / experienced in the training field? ▪ What training aids were used for training? ▪ Were the trainees tested? What were the results? ▪ Were the skills taught relevant to the trainees? ▪ Did the trainees exhibit interest in the training? ▪ How useful was the training for the participants? ▪ How many have begun own earning-activities? ▪ What is their success to failure ratio? ▪ What % of total cost of project was spent on this training? <p>▪ For the activity in Serial 13, attach list of items provided & % of project cost spent on this activity?</p> <ul style="list-style-type: none"> ▪ Is the make, no., specifications and quality of items provided in exact accordance with PC-1/Proposal? ▪ Have you found any item to be sub-standard? ▪ Have the trainees actually benefitted by getting these items? ▪ Were users fully trained in the use of the tools provided? ▪ Is record of tools issued to the trainees available? ▪ No. of Pakistanis & Afghans who were given the items? ▪ What is overall effect of the items on the trainees? ▪ For activity#14: how many trainees were provided linkages? ▪ For activity#15: how many trainees displayed their works? ▪ How many have begun their own earning-activities? ▪ What is their success to failure ratio? ▪ Has the visibility sign board/metal plates installed on the main road/junction/ project sites? 	
2	Jewellery Making <input type="checkbox"/>		
3	Weaving <input type="checkbox"/>		
4	Tailoring <input type="checkbox"/>		
5	Embroidery <input type="checkbox"/>		
6	Electrical Works <input type="checkbox"/>		
7	Operating Heavy Machinery <input type="checkbox"/>		
8	Welding <input type="checkbox"/>		
9	AC/Refrigerator Works <input type="checkbox"/>		
10	Basic Business Training <input type="checkbox"/>		
11	Social Mobilization <input type="checkbox"/>		
12	Health & Hygiene <input type="checkbox"/>		
PROVISION OF:-			
13	Trade Specific Tool Kits <input type="checkbox"/>		
14	Provision of Market Linkages <input type="checkbox"/>		
15	Holding of Exhibitions <input type="checkbox"/>		
16	Visibility <input type="checkbox"/>		
Essential Elements of Social Protection:			
17	Support to Vulnerable Groups <input type="checkbox"/>	The following checklist may only be considered for serial	

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18	Skills Development <input type="checkbox"/>	17~18:- <ul style="list-style-type: none"> ▪ Is there any support program initiated for vulnerable groups such as women without male support, female headed household, persons with disabilities and women at risk of involvement in survival sex? ▪ Is any entrepreneurship training offered to community which leads to means of income generation? ▪ Is there any micro-loans and micro-credit projects (non-cash support such as supplies or livestock where cash loans are not available) are accessible to women & persons with disabilities? 	
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