

Requesting Organization :	Save the Children Fund		
Allocation Type :	2015 2nd CHF Standard Allocation / Call for Proposals		
Primary Cluster	Sub Cluster	Percentage	
FOOD SECURITY AND AGRICULTURE		100.00	
		100	
Project Title :	Emergency Food Security Support to Displaced and Returnee Populations in Northern Provinces		
Allocation Type Category :			
OPS Details			
Project Code :		Fund Project Code :	AFG-15/3481/SA2/FSAC/INGO/406
Cluster :		Project Budget in US\$:	500,005.77
Planned project duration :	5 months	Priority:	
Planned Start Date :	01/11/2015	Planned End Date :	31/03/2016
Actual Start Date:	01/11/2015	Actual End Date:	31/03/2016
Project Summary :	<p>This emergency response project will reach a total of 2,200 households (15,400 individuals) with a short-term cash transfer intervention supporting IDPs (internally displaced persons), returnees, and other vulnerable households in Balkh (Dehdadi district) and Faryab (Pashtonkot, Khowaja Sabzposh, Shirin Tagap, and Maimana City) provinces. This proposed cash assistance for food is linked with overall FSAC cluster annual response plan and CHF allocation strategy.</p> <p>This proposed project will be implemented using a methodology based on lessons learned through implementation of previous cash transfer projects of Save the Children (SCI) in the same region. SCI has been implementing food security and livelihoods projects in different provinces (Bamyan, Nangarhar, Sar-i-Pul, Balkh, Faryab, Urozgan, etc) of Afghanistan since 2009, and its main activities related to food security and livelihoods have largely been focused on emergency food-security support to families affected by slow-onset, chronic or rapid-onset emergencies, or creating short-term economic opportunities.</p> <p>Considering the critical needs of targeted beneficiaries in four districts of Faryab province and one district of Balkh province, SCI plans to implement a cash transfer project with unconditional cash grants as the desired modality. SCI will provide the project recipients with unconditional cash grants to help them meet their basic food and non-food needs. All project recipients will be eligible for 3 months cash transfers at 3,000 AFN per month. This monthly payment is considered to cover 75 % of the monthly food basket cost. This is calculated on the basis of 1,600 Kcal/person/day (75 % of the food basket) assuming that they are able to cover their remaining needs from existing resources. Through post distribution monitoring visits, SCI will monitor the expenditures to assess whether the cash is actually spent in accordance with the programme objectives, and to check the accuracy of the initial assessment of needs.</p> <p>Initially, SCI will rely on direct distribution of cash assistance in order to ensure timely delivery and meet the needs of targeted communities, which will experience access issues during the approaching winter. For those targeted geographical areas, which are far from the center of provinces, SCI will use local banking system (Hawala) wherever it is available in order to reduce the risks. In any case and at the community level, SCI's finance staff will make the monthly payments to project participants directly.</p> <p>Moreover, SCI will highlight the importance of safety and fraud management throughout the course of the program and emphasize the monitoring of market fluctuations, HH food security indicators (e.g., CARI, DDS, FCS), and look to further evolve our distribution mechanisms.</p> <p>Any kind of cash assistance depends on a functioning market, and as part of the assessment detailed below, we conducted a rapid market assessment to assess the impact of a cash intervention on the market, as well as the availability of key commodities. Markets are functioning with households accessing markets in targeted districts of both Faryab and Balkh provinces on a weekly basis. All key food commodities are readily available in the market and indication is that supply is constant and stable. Availability is not hindered by winter snows, and or road closure, as snow in the northern plains is irregular and soon melts. Trucks are moving all year round, and market traders report few problems keeping food in store. The price of wheat is expected to remain stable as shortfalls in production are being covered by imports.</p> <p>SCI will implement this project with close coordination with ACTED, NRC, UNWFP, UNOCHA, FSAC, Afghan Aid, and relevant government departments. For instance, preliminary meetings will be helpful to discuss targeting and distribution strategies and get lessons learned overview from each agency</p>		
Direct beneficiaries :			

Men	Women	Boys	Girls	Total	
3,378	3,245	4,476	4,301	15,400	
Other Beneficiaries :					
Beneficiary name	Men	Women	Boys	Girls	Total
Internally Displaced People	2,534	2,434	3,357	3,225	11,550
Host Communities	844	812	1,119	1,075	3,850
Indirect Beneficiaries :					
<p>The proposed end date of March 2016 means that the project will provide crucial emergency food support to families up to the end of the lean season in 2016. Indirectly, the project will also support vendors in local markets in sustaining their businesses during the period of low economic activity. Harvesting starts in May and provides increased job opportunities that can absorb most of the day laborers in the fields. Thus the market will engage the earning members of the households, who will earn through functional demand and supply driven local markets. In addition, the cash transfer will facilitate local traders, transporters, labor and other stakeholders to receive indirect benefit of this projects.</p>					
Catchment Population:					
<p>This project will be implemented in one district (Dehdadi) of Balkh province and four districts of (Pashtonkot, Khowaja Sabzposh, Shirin Tagap, and Maimana City) Faryab province. Details of Balkh and Faryab provinces are below:</p> <p>Balkh Province: Because of its political, business and communications influence, Balkh is one of the important provinces and a draw for IDPs seeking economic opportunity. Located in the north of Afghanistan, it has 17 districts and Mazar-e-Sharif is the provincial capital. Balkh's 1.2 million inhabitants are ethnically dominantly by Tajik, Pashtun and Hazara populations, with the remaining being Turkmens, Arabs, Baluchs and Kuchi Migrants. Dari is the predominant language. Balkh Province is host to the second highest number of assisted returnees in the northern region; with a total of 121,124 people having returned with assistance since 2002. The Mazar-i-Sharif district of Balk province, the largest urban area in the northern region, is among the ten districts that received the highest number of assisted returnees across the country, 81,477 since 2002. More broadly, Balkh is the destination of 2.6% of returnees and has an estimated literacy rate of 26.8%.</p> <p>Faryab Province: Faryab is one of the thirty-four provinces of Afghanistan, which is located in the north of the country bordering neighboring Turkmenistan. It has a population of about 948,000, which is multi-ethnic and mostly a tribal society. The province encompasses 15 districts and over 1,000 villages. The capital of Faryab province is Maymana. The Province is situated in the western part of the Northern Region of Afghanistan, bordering Turkmenistan in the West and North, Jawzjan and Sar-e-Pul Provinces in the East, Ghor province in the South and Badghis Province in the South-West. The province covers an area of 21,146 km². Around two Thirds of the province is mountainous or semi mountainous terrain (63%) while most of the remaining third (30%) of the area is made up of flat land. The province is rich in natural resources. Salt, marble and some trace of oil is found in Andkhoy, Almar and Qayasar districts respectively. There are both natural and plantations of pistachio forests. The total area of these pistachio forests is 76,600 Ha and found mainly in the districts of Kohistan, Khawj Sabz Posh and Belcharch. The province has also large area of rangelands (712000 Ha) which are mostly used as summer pastures. Four seasonal rivers i.e. Qaysar, Meymana, Almar and Gurizwan flow through the province. These rivers are mainly fed by springs and there is also extensive network of Karezes in the province.</p> <p>Present project will target areas in Balkh and Faryab with high numbers of IDPs and new and old vulnerable returnees who have received only limited, or no livelihood assistance from government, international organizations or other NGOs. Target communities will be those where the inhabitants are still having critical needs relating to food and other required basic needs. Prioritization of potential target communities has been conducted in consultation with UNHCR, DoRR and other active INGOs working in the provinces and will be finalized in the start-up phase of the project. Communities will play an active role in finalizing beneficiary selection criteria for interventions under the projects, as well as prioritizing according to the selection criteria, which households will be targeted directly under the project. For example, households living in inadequate shelter (e.g. partially damaged and/or overcrowded); female-headed households; disabled-headed households; or households that have received little or no external support in the last 6 months. Selection criteria will be finalized in consultation with communities during the startup phase of the project and will likely include returnee households, IDPs and extremely vulnerable members of the host communities.</p>					
Link with allocation strategy :					
<p>As the main strategic objective of the 2nd Standard Allocation of CHF is to provide life-saving humanitarian assistance to vulnerable, displaced populations affected by conflict or natural disasters in the underserved areas of North and North East Afghanistan; and to cover the underfunded needs of populations affected by cross-border movements, Save the Children (SC) is proposing this intervention to address the immediate needs of IDPs (internally displaced persons), returnee and other vulnerable households in host communities in terms of food security in four districts (Maimana City, Pashtonkot, Khowaja Sabzposh, and Shirin Tagap districts) of Faryab province and one district (Dehdadi) of Balkh province. This project has been designed to meet the immediate food and non-food needs of the most vulnerable households (IDP and returnees) in the target areas.</p> <p>By means of implementing this proposed project, Save the Children is also positive to reach to the following two desirable impacts. 1) Cash transfers will also allow for greater choice and flexibility for the beneficiaries in determining what food needs, they will cover; as opposed to in-kind distributions or vouchers. While the majority of cash will likely be used on staples such as wheat and rice; they would still have the option to purchase vegetables, meat and eggs which would have a positive impact on diet diversity and malnutrition. Post distribution monitoring conducted by Save the Children in many emergency responses (including the response to typhoon Haiyan in the Philippines as well as various slow onset responses in Africa) have shown that expenditure on nutritious food is a significant trend in household expenditure following cash distributions.</p> <p>2) Cash transfer programming can result in significant multiplier effects, supporting market recovery following emergencies. Injecting cash into the local economy will also have a positive impact on other host community members not targeted directly for this project. Cash, as opposed to vouchers or in-kind distributions, will also allow a variety of smaller traders to benefit from the activities, while vouchers would only allow a select few to participate.</p>					

Sub-Grants to Implementing Partners :

Partner Name	Partner Type	Budget in US\$

Other funding secured for the same project (to date) :

Other Funding Source	Other Funding Amount

Organization focal point :

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Ana Maria Locsin	Country Director	Ana.Locsin@savethechildren.org	+93 729 904 500
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BACKGROUND**1. Humanitarian context analysis**

According to need analysis and national and provincial consultations, total 8.9 million people are in need. This includes 5.9% of the population (1.57 million) severely food insecure, an increase by 1.2% (317,000 people) compared to last year and another 27.5% (7.3 million) is moderately insecure. (Reference: Food Security Cluster: 2015 Humanitarian Needs Overview).

Majority of rural population depends on agriculture and livestock for their food and income are extremely vulnerable to shocks and natural disasters. Natural disaster affected communities need immediate support to survive and protect major livelihoods to avoid displacement and long term dependence on assistance. (Reference: same).

Most of the IDPs lost access to land either through land-grabbing by warlords or distress sales. Vulnerable households surrounding IDPs and Refugee camps particularly the landless, sharecroppers or tenants, who compete with IDPs for daily wages needs assistance to avoid conflict. In Paktika, income has decreased by 25% for the entire province – partly as a consequence of military operation in Pakistan and large influx of refugees - 23% of the population surveyed in the province was severely insecure. (Reference: same).

Food availability and physical access is a big challenge in various remote locations contributing to high food prices affecting almost everyone especially landless during lean season. Ration of communities depleting assets to cope with shocks and disasters doubled this year, absence of comprehensive food and agriculture response can contribute to permanent vulnerability for a very high percentage in the coming years. (Reference: same).

Within this broader framework as noted above, Save the Children's focus will be on establishing and expanding activities in conflict-affected areas where there are current gaps in assistance and areas where it has on the ground experience. Save the Children's response targets those identified as most vulnerable, meaning conflict and natural disaster impacted and displaced, acutely food insecure, malnourished children and Pregnant and Lactating Women, refugees, and Afghan returnees. Based on result of rapid needs assessment conducted by Save the Children in September – 2015, Save the Children will implement the activities under this proposed project in Balkh (Dehdadi district) and Faryab (Pashtonkot, Khowaja Sabzposh, Shirin Tagap, and 10th District of Maimana City) provinces.

Furthermore, considering the recent incidents of Kunduz and other provinces in northern zone of Afghanistan, Save the Children will ensure to target those vulnerable households who have been displaced very recently. The recent displaced populations will be covered under this project in case they are settled in targeted districts under this project.

2. Needs assessment

A rapid needs assessment was conducted by Save the Children in September 2015 in four districts (Pashtonkot, Khawaja Sabzposh, Shirin Tagap, and 10th district of Maimana City) of Faryab province and one district (Dehdadi) of Balkh province to identify key needs, vulnerabilities and gaps in service provision, specifically within areas of IDPs (internally displaced persons) and other vulnerable households concentration. The assessment tools were adapted from Save the Children's Multi Sector Initial Rapid Assessment Tool, and the team also analyzed up-to-date secondary data so as to identify current trends and issues. Key informant interviews and Focus Group Discussions (FGDs) were conducted with a range of stakeholders, including District Leaders, government agencies-including Department of Refugee and Repatriations. These key informant interviews provided crucial information on geographic and sectarian areas of vulnerability, identified gaps in service provision, and allowed for coordination with other stakeholders in the province and district level. Each focus group was facilitated by Save the Children's staff with a technical background in food security and livelihoods.

According to the assessment following are key findings in relation to food security and livelihoods:

- The main sources of food and income in the project area are agriculture and casual labor. Both of these comprise 90% of total income and 10% comes from services with government.
- Most IDPs depend on daily wage either in agriculture or doing odd jobs in bigger market centers like Mazar city Local livelihood opportunities have fallen due to insecurity, unemployment, and IDPs. It is estimated that local wage has fallen by more than 50% and this may worsen due to insecurity and unemployment
- During the assessment it was found that the host families and IDPs need urgent food support clothes, and they also prefer support in vocational skills
- Food insecurity is acute during winter when people migrate for jobs to Pakistan and Iran. Food security is better during spring and summer
- Most of the project areas have not got external support. Few areas however have received support from NRC, WFP, IOM, UNHCR and SCI. This was mostly in Faryab and not Balkh
- Urgent needs are living space/shelter, food, clothes, water, water supply and income generation through various livelihood interventions

Status of Food Security and Livelihood in communities where assessment took place Agriculture is the main source of income and food in the host communities. However, lack of water supply limits agricultural production. Nearly 90% of the livelihoods of the host communities is by cultivation of various crops like wheat, corn, fruits and also livestock. Another small percentage of the host communities are involved in micro-enterprise like shop keeping, bakery and as artisans. A few families have their members working in government services and also in local NGOs. People from villages such as Afghan Kot which is near to bigger business areas like the Maimana city find various odd jobs. For the poorer groups livelihood is through daily wage laborers mostly in agriculture. Needs The result of our rapid needs assessment and available data from SFSA is showing that food, especially during winter becomes scarce. There is also no food distribution system of the government in these areas. Support in the community for basic services like water and sanitation facilities is also most essential. Health services especially treatment of sick children was seen to be urgent. Improvement in the water supply system not only for drinking but also for agricultural purposes will boost local agricultural production. Activities to support household economy among IDPs can go a long way in supporting their immediate needs like accessing food and medical care.

3. Description Of Beneficiaries

This project will target areas with high numbers of IDPs (internally displaced persons) who have been displaced as result of recent conflicts in Faryab and Balkh provinces and have received limited assistance from government, international organizations or other NGOs in relation to food security and livelihoods. Prioritization of potential target communities has been conducted in consultation with UNOCHA, UNHCR, DoRR (Department of Refugee and Repatriations), and respective District Governors of the five targeted districts. Save the Children will coordinate and consult with community members for finalization of beneficiary lists once project implementation has begun.

Beneficiaries will primarily be targeted based on pre-defined criteria, agreed with government authorities and community representatives. In addition, criteria will have to align with discussions and decisions within key Cash and Voucher Working group discussions. It is anticipated this will focus on 1) households living in inadequate shelter (e.g. partially damaged and/or overcrowded); 2) female-headed households; 3) disabled-headed households; 4) households that have received little or no external support in the last 6 months; 5) Households with Pregnant and Lactating Women and 6) households that have 2 or more children under the age of five and are struggling to meet their basic food needs.

The targeting process and criteria is designed to include vulnerability and displacement specific indicators, based on findings from the rapid needs assessment report and specifically the wealth ranking. We are confident that through a community based targeting approach the most vulnerable will be identified. In addition, targeting via a community mechanism will ensure greater transparency, understanding and community acceptance, and allow for Save the Children to set up rolling identification and coverage of new IDPs (if necessary). Gender Sensitive Targeting will also be maintained throughout the program, with key messaging on the importance and reasons behind the gender sensitive targeting criteria being explained to the community.

Considering the absolute vulnerability of the poorest and displaced households, Save the Children prefers to focus on mitigating the ongoing risk of the use of destructive coping strategies by ensuring minimum food / income security.

Beneficiaries for this unconditional cash grants will be identified in consultation with local government officials, Community Development Councils (CDCs), shuras, and cross checked by Save the Children as per agreed beneficiaries' selection criteria in collaboration with community-based relief committees. Through Focus Group Discussion (FGD), the initial beneficiaries will be screened, and 10-20% of the list, depending on FGD results, will be checked through house to house survey using the "Beneficiary Checklist" in collaboration with the community relief committees to ensure that beneficiaries' selection criteria are followed and most targeted families are included into the list.

After screening the list of the proposed beneficiaries who will participate to the project cycle, Save the Children will get signed approval for the list of beneficiaries from the community representatives consisted of CDC representatives and other respective people from their communities such as teacher, doctor, village's religious leader etc.

As noted above, the lists of beneficiaries for receiving cash assistance through this project are not yet finalized, and the lists will be finalized in close coordination and collaboration with relevant stakeholders (government departments, ACTED, NRC, UNWFP, UNOCHA, FSAC, etc) during the start-up phase of the project. As mentioned under the section of Humanitarian Context Analysis, Save the Children will consider the displaced populations who have been displaced in northern zone of Afghanistan very recently.

4. Grant Request Justification

As noted under the chapter of Humanitarian Context Analysis, the recent publication of OCHA is showing that a total of 6.8 million people are in need of humanitarian assistances in Afghanistan. Particularly, the recent armed conflict and insecurity in northern provinces made thousands of households displaced from their original locations to other areas.

The result of our rapid needs assessment and available data from SFSA is showing that IDPs largely resort to off-farm daily wage for their income. Some also are raising livestock and work in agriculture fields as daily wage labor. Income for them can be said to be very meager. The competition for daily wage has increased because of the IDPs and while previously a laborer earned 160Afs now it has gone down to as low as 40Afs. For the host communities the situation has deteriorated from previous years as a result of the IDPs.

There is a need to provide financial support to HHs so that their purchasing power is increased so they can buy basic food items and relieve debt. Save the Children conducted a rapid Market Assessment in both targeted provinces to determine the most effective form of response to recent displacement to improve household food security. Given that markets play a crucial role in the household economy of families, it is vital that these are properly understood before an intervention is designed. During the assessment, traders indicated that the markets are functioning more or less as normal, and found that 93% of traders interviewed stated that all goods are available (or could be available) in the markets throughout the year, with only a small percentage (10%) indicating that supply of some products is an issue in winter. The assessment also included a household interview component, during which families stated that they were unable to access credit all year, and that they often had no food in stock at the household level. This demonstrates that households are not able to stockpile food for the winter, and if unable to access credit, will need additional cash support to meet their basic food needs until agricultural labor jobs begin again in the spring.

Save the Children is therefore addressing the immediate life-threatening conditions affecting displaced populations – by increasing the purchasing power. In addition, Save the Children is working to help families stay in their own communities so that when the harvest improves next year they are there to cultivate local farms. Through this project, Save the Children is planning to provide support so that families have coping mechanism to support their children during times of limited economic activities.

This cash transfer project will also be implemented using a methodology based on lessons learned through implementation of previous cash transfer projects of Save the Children in the same region. Save the Children has been implementing food security and livelihoods projects in different provinces (Bamyan, Nangarhar, Sar-i-Pul, Balkh, Faryab, Urozgan, etc) of Afghanistan since 2009, and its main activities related to food security and livelihoods have largely been focused on emergency food-security support to families affected by slow-onset, chronic or rapid-onset emergencies, or creating short-term economic opportunities.

Save the Children has been operating in Faryab and Balkh provinces since 2001. In addition to other programmes like nutrition, health, disaster risk reduction, education, child protection, Save the Children has good experience of implementing food security and livelihoods programmes in these two provinces. Through its food security and livelihoods programmes, Save the Children did implement different modalities of cash transfer activities. Like, in Faryab, we did implement big cash for work project from 2010 to 2012 as well as in Balkh we did implement cash for work, cash for training, and unconditional cash transfer in different years of 2012, 2013, and 2014.

5. Complementarity

At the provincial and district level, Save the Children will coordinate closely with government authorities, including Provincial and District Governors, and the District Development Authorities (DDA). Communication with other international NGOs and local NGOs working in the targeted areas will be continuous, particularly with UNICEF, UNOCHA, UNFAO, and UNWFP in order to avoid overlapping/duplication, and maximize impact and potential areas for complementarities.

In particular, Save the Children will ensure that this project is implemented in close collaboration and coordination with ACTED and NRC in Balkh and Faryab provinces. Save the Children will coordinate with these organizations for finalization of implementation communities and project beneficiaries. During the course of project implementation, Save the Children will also invite these organizations to conduct joint-monitoring visits to implementation communities. Save the Children will also communicate and discuss targeting and distribution mechanics with these agencies and try to align and learn from each approach to avoid confusion within the communities.

Save the Children has well set provincial offices in Balkh and Faryab provinces and participates into various coordination mechanisms with existing strong working relations with relevant actors. SC will also coordinate closely with different implementing agencies, in order to link beneficiaries with technical training as well as establishing links between target beneficiaries for monitoring and follow-up in line with the NSDP's standard plan.

Details of Save the Children's operation and its experience in Afghanistan are below.

Save the Children country office has had strong management over its programs that are capably supported by its well-institutionalized operations, its quality and program quality system and ongoing investment in the promotion of a culture of quality. Since 1976, Save the Children has been implementing health projects, with a focus on newborn, child and maternal health and nutrition; multi-dimensional basic education projects, including pioneering early childhood development and school health and nutrition initiatives, child protection initiatives, livelihood and food assistance programs, and Disaster Risk Reduction (DRR) and emergency response in Afghanistan. Save the Children has been working in Faryab and Balkh provinces since 2001. The in-country merger of Merlin with Save the Children in Afghanistan took place in 1st June 2014 and enabled Save the Children to expand its provincial operations. Save the Children has a Mgt. operating system in place guided by well-defined project management standard to support its large and complex portfolio of development and emergency grants. The CD and the Sr. Mgt. Team (SMT) have overall management responsibilities to lead and guide the program in the country & provincial offices.

The financial management of this project will be housed in Save the Children's finance department, which will prepare regular financial updates and ensure that the project is managed with efficiency, transparency and accountability according to the updated standards. Finance Officers, based in the provinces (Balkh and Faryab) and Kabul, will be responsible for maintaining records, cross checking and will work with the field teams to assure proper use of funds. Save the Children uses customized software to maintain the general ledger and perform related project accounting software functions and independent auditors conduct annual audits of Save the Children's financial statements. Clear authorizations and audit trails accompany all payments for goods and services as per Save the Children policies and procedures as well as all related donor guidelines. Monthly Grants Management Committee (GMC) meeting monitor budget verses actual (BVA) with actual project progress and immediate action points on budget burning rate & project implementation.

LOGICAL FRAMEWORK

Overall project objective

To improve food security of afghan returnees, IDPs and other vulnerable families in Faryab and Balkh provinces of Afghanistan.

FOOD SECURITY AND AGRICULTURE							
Cluster objectives		Strategic Response Plan (SRP) objectives			Percentage of activities		
Objective 2. Save lives and livelihoods of an estimated 365,000 conflict displaced and people affected by natural disasters through the timely provision of food (food, cash, voucher) and emergency livelihoods (livestock, agricultural inputs, livestock vaccine)		3. Timely response to affected populations			100		
Contribution to Cluster/Sector Objectives : Save the Children through this project will have the following strategic objective; "2,000 returnees, IDPs and other vulnerable households receive 3 months of direct support through unconditional cash grants, enabling them to purchase food and meet their basic needs".							
Outcome 1							
2,000 returnee, IDP, and other vulnerable households are food secure and have access to their basic needs in four districts of Faryab province and one district of Balkh province.							
Output 1.1							
Description							
2,000 returnee, IDP, and other vulnerable households (14,000 individuals) have received cash assistance for 3 months through cash grant and have access to their basic needs in four districts of Faryab province and one district of Balkh province.							
Assumptions & Risks							
Assumptions: Save the Children does not see any significant risk for the implementation of this project at this stage, but due to the security instability in Balkh and Faryab provinces, the pace of implementation may be affected for certain duration.							
As it is standard practice when implementing CTP, regular market monitoring will occur in order to make sure that there are no negative effects on local markets (such as inflation) effecting non-beneficiaries.							
Activities							
Activity 1.1.1							
Establishment of community-based relief committees in each of targeted communities in coordination and collaboration of community members. These community relief communities will be set-up to lead the targeting, distribution, and monitoring processes in communities. Using democratic selection approach, Save the Children will ensure that committees will represent affected populations, therefore, they will be gender-balanced and will represent all livelihoods groups, and socio-economic, religious, and ethnic groups.							
Activity 1.1.2							
In coordination and collaboration with relevant government departments and community-based relief committees identify and select 2,200 households based on selection criteria to receive food security support through cash assistance.							
Activity 1.1.3							
Development of project agreements and get it signed by community elders and Save the Children. The project agreements will also be acknowledged by relevant government department.							
Activity 1.1.4							
Distribute a total of \$ 316,800 USD cash to project beneficiaries. Each household will receive 3,000 AFN per month for 03 months in three monthly installments. The project beneficiaries will receive this cash assistance through cash grant (unconditional cash distribution). For transferring the cash, Save the Children will use two options; 1) wherever local banking system (Hawala) is available, Save the Children will use this system to transfer the cash; and 2) for districts like Dehdadi district of Balkh province where the security situation is good and it near to center of the province, Save the Children will deliver the cash directly and will pay to respective project beneficiaries.							
Activity 1.1.5							
Perform post distribution monitoring visits to ensure that distributed cash is used for households' basic needs. The post distribution monitoring visits will be carried-out 2 weeks after the distribution of cash and this action will be repeated after each installment. Regular market monitoring will also be carried out in order to avoid doing harm to non-beneficiaries. All appropriate monitoring metrics will be disaggregated by gender and age.							
Indicators							
Code	Cluster	Indicator	End cycle beneficiaries				End cycle
			Men	Women	Boys	Girls	Target
Indicator 1.1.1	FOOD SECURITY AND AGRICULTURE	Number of affected families receiving cash assistance					2,200
Means of Verification : Project agreement with community members, beneficiary lists, payment summary sheets, monitoring reports, and post distribution monitoring reports.							
Indicator 1.1.2	FOOD SECURITY AND AGRICULTURE	2,200 households are reporting expenditure rates covering 75% of the food basket for 3 months.					2,200
Means of Verification : Project agreement with community members, beneficiary lists, payment summary sheets, monitoring reports, and post distribution monitoring reports.							
Indicator 1.1.3	FOOD SECURITY AND AGRICULTURE	100% of households reporting a decrease in negative coping strategies at end-line relative to baseline;					2,200
Means of Verification : Monitoring reports, post distribution monitoring reports, base line and end line related documents, and project progress reports.							

Indicator 1.1.4	FOOD SECURITY AND AGRICULTURE	75% of targeted HHs reporting improved Dietary Diversity Scores Gender/Age MDD-W considered											2,200
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Means of Verification : Baseline, PDM, Endline.

Additional Targets :

M & R

Monitoring & Reporting plan

Monitoring, Evaluation, Accountability and Learning (MEAL) system of SC focuses on the evidence base, regular monitoring with learning agenda & technical excellence, & accountability in project implementation. The system contributes to the overall program quality, fulfilling reporting requirements & documenting lessons learned. The MEAL will set the system of accountability by ensuring that the target communities have access to detail information about the quality standards of program activities including resource supplies, and institute a feedback/complaint response mechanism (CRM) to provide an opportunity for communities' feedback and complains on the delivery of program interventions on agreed quality standards. According to the system, following practical process/mechanisms will be followed for the effective implementation of monitoring, evaluation, accountability and learning (MEAL) in this proposed project:

- Check that objectives and indicators are in line with the quality criteria outlined in the project through periodically (monthly and quarterly) tracking data on project output and outcome indicators, analyze progress comparing with targets, & producing progress reports as per log-frame. MEAL and project staff will use standardized tools to collect and analyze data.
- Follow the quality benchmark (QBM) of Save the Children for each of the key interventions to be supported by the project. Sharing the QBM and resource provision with the communities/target groups for maintaining transparency.
- Organizing regular field monitoring visits by the project and MEAL staff. Set up practical complaints response mechanisms (CRMs) that will enable to solicit feedback, complaints and grievances from the communities/beneficiaries and stakeholders.
- Periodic (monthly and quarterly) review and reflection of the programme at different levels involving the partners and stakeholders through organizing project review workshops.
- Conducting of post distribution monitoring visits in 10 target communities to ensure that the distributed cash would be used for purchasing food.

Save the Children will ensure that detailed monitoring plans are in place to track the status of program implementation, donor reporting, compliance, impact on beneficiary households and project learning. Program design, implementation and MEAL will be strengthened by ensuring adherence to the principles of accountability, integrity, and transparency and also by ensuring necessary coordination with the project related stakeholders. The MEAL activities will be managed by a full time MEAL staff in each province, who will work under the supervision of MEAL Unit and Programme Implementation Department. The central team will be responsible for establishing effective monitoring and evaluation systems and for conducting regular independent monitoring on program implementation across all field sites. Field based MEAL staff will assist the Kabul team in collecting necessary data from each site. SCI will adapt existing monitoring tools from its previous cash transfer projects for this intervention; will carry out monitoring visits; and will verify field reports.. The MEAL team will also support the field teams for activities such as detailed project design, beneficiary selection criteria and use of monitoring tools.

Save the Children will conduct comprehensive project planning for all target areas. SCI will conduct post distribution monitoring visits in order to ensure that distributed cash is used for households' basic needs. The post monitoring visits will be conducted two weeks (the latest) after the distribution of cash in targeted communities. SCI will use its post distribution monitoring tools, which has been used in our previous cash transfer projects in different provinces (Faryab, Balkh, Sar-i-Pul, Bamyán, Urozgan, etc) of Afghanistan, to facilitate the visits and will produce proper reports based on the findings from monitoring v

Workplan													
Activitydescription	Year	1	2	3	4	5	6	7	8	9	10	11	12
Activity 1.1.1: Establishment of community-based relief committees in each of targeted communities in coordination and collaboration of community members. These community relief communities will be set-up to lead the targeting, distribution, and monitoring processes in communities. Using democratic selection approach, Save the Children will ensure that committees will represent affected populations, therefore, they will be gender-balanced and will represent all livelihoods groups, and socio-economic, religious, and ethnic groups.	2015											X	X
	2016												
Activity 1.1.2: In coordination and collaboration with relevant government departments and community-based relief committees identify and select 2,200 households based on selection criteria to receive food security support through cash assistance.	2015											X	X
	2016												
Activity 1.1.3: Development of project agreements and get it signed by community elders and Save the Children. The project agreements will also be acknowledged by relevant government department.	2015											X	X
	2016												
Activity 1.1.4: Distribute a total of \$ 316,800 USD cash to project beneficiaries. Each household will receive 3,000 AFN per month for 03 months in three monthly installments. The project beneficiaries will receive this cash assistance through cash grant (unconditional cash distribution). For transferring the cash, Save the Children will use two options; 1) wherever local banking system (Hawala) is available, Save the Children will use this system to transfer the cash; and 2) for districts like Dehdadi district of Balkh province where the security situation is good and it near to center of the province, Save the Children will deliver the cash directly and will pay to respective project beneficiaries.	2015												X
	2016	X	X										
Activity 1.1.5: Perform post distribution monitoring visits to ensure that distributed cash is used for households' basic needs. The post distribution monitoring visits will be carried-out 2 weeks after the distribution of cash and this action will be repeated after each installment. Regular market monitoring will also be carried out in order to avoid doing harm to non-beneficiaries. All appropriate monitoring metrics will be disaggregated by gender and age.	2015												X
	2016	X	X	X									

OTHER INFO

Accountability to Affected Populations

Save the Children Afghanistan has roll out Monitoring, Evaluation, Accountability and Learning (MEAL) system for improving planning, monitoring, evaluation and accountability to ensure the overall program quality, the fulfillment of reporting requirements and the documentation of lessons learned. The system focuses on accountability to the affected population by involving them in deciding project needs analysis, implementation planning, tracking project activities, outputs and outcomes.

Accountability also ensures that the target communities have access to detailed information about the quality standards of programme activities. A feedback/complaint response mechanism (CRM) will be in place to provide the opportunity for the communities to give feedback and to make complaints using mobile phone number assigned for the purpose about the delivery of program interventions as per the agreed quality standards. Responses are made by the independent MEAL staff.

Implementation Plan

SCI will implement this project using its experiences and lessons learned from its previous food security and livelihoods projects, which were implemented in different provinces (Bamyan, Urozgan, Nangarhar, Sar-i-Pul, Balkh, and Faryab, etc) with support of different donor agencies like USAID, BPRM, OFDA, AusAID, Dutch Ministry of Foreign Affairs, etc. Particularly, Save the Children implemented a USAID-funded Community Development Program (cash for work) in Faryab province in 2010 and 2011 while in Balkh province, Save the Children does have the experience of implementing cash transfer projects from OFDA and FFO Germany. Details of Save the Children's experience on implementation of cash transfer projects in provinces of Afghanistan are explained under the section of Grant Request Justification.

In coordination and collaboration with DoRR, UNOCHA, UNHCR, and other stakeholders, Save the Children will finalize the list of implementation communities in four districts of Faryab province and one district of Balkh province. By means of conducting community-based socialization and mobilization meetings, Save the Children will work with community members to establish community-based relief committees. These community relief committees will be set-up to lead the targeting, distribution, and monitoring processes in communities. Using democratic selection approach, Save the Children will ensure that committees will represent affected populations, therefore, they will be gender-balanced and will represent all livelihoods groups, and socio-economic, religious, and ethnic groups. If community-based groups are already available in target communities, for example, community development councils (CDCs), Save the Children will work with them to get them organized and further strengthened.

SCI in collaboration with community committees will then work to identify and select 2,200 households for providing them with food security supports. These project beneficiaries will be identified using selection criteria and individual interview approach. The selection criteria is already drafted and will be finalized in consultation with community members, government department, and other stakeholders. SCI will provide the identified beneficiaries (2,200 households) with cash assistance to allow them purchase food and meet their basic needs. All household beneficiaries will be eligible for 3 months cash transfers at 3,000 AFN per month. Payments will be made on monthly basis and will be governed by SCI's financial guidelines. For transferring the cash, SCI will use local banking system (Hawala) wherever it is available in order to reduce the risks. In those areas where such local banking system is not available or the areas are near to the center of provinces, SCI will deliver the cash directly. In any case and at the community level, SCI's finance staff will make the monthly payments to project participants directly. Based on our previous experience from cash transfer projects, cash envelopes will be distributed to the beneficiaries. In order to ensure security, accountability and transparency, the project intervention will be implemented in close collaboration with community committees, local authorities and other stakeholders.

SCI will collect project baseline and end line information to plan and monitor the receipt, use, and impact of the grant. Furthermore, Save the Children will conduct post distribution monitoring visits to ensure that beneficiaries would use cash for purchasing food and other required stuff based on their basic needs. These post distribution monitoring visits will be conducted after each installment and after a period of two weeks the latest. Save the Children does have well-organized data collection tools, which was used in our previous cash transfer projects in different provinces, and this tools will be used by project team in both provinces to facilitate the pace of implementation

Coordination with other Organizations in project area

Name of the organization	Areas/activities of collaboration and rationale
ACTED	Selection of project sites, activities, and beneficiaries. Monitoring visits to implementation sites. Normal project coordination meetings at provincial level.
NRC	Selection of project sites, activities, and beneficiaries. Monitoring visits to implementation sites. Normal project coordination meetings at provincial level.
UNOCHA	Selection of project sites, activities, and beneficiaries. Monitoring visits to implementation sites. Normal project coordination meetings at provincial level and national level
UNWFP	Selection of project sites, activities, and beneficiaries. Monitoring visits to implementation sites. Normal project coordination meetings at provincial level
Department of Refugee and Repatriations	Selection of project sites, activities, and beneficiaries. Monitoring visits to implementation sites. Normal project coordination meetings at provincial level
Food Security and Agriculture Cluster	Selection of project sites, activities, and beneficiaries. Monitoring visits to implementation sites. Normal project coordination meetings at provincial level
IDP Task Force	Selection of project sites, activities, and beneficiaries. Monitoring visits to implementation sites. Normal project coordination meetings at provincial level.

Environment Marker Of The Project

A+: Neutral Impact on environment with mitigation or enhancement

Gender Marker Of The Project

2a-The project is designed to contribute significantly to gender equality

Justify Chosen Gender Marker Code

Save the Children plans to mobilize and further integrate communities; especially, community leaders/religious leaders so that women will be provided with the opportunity to actively participate in the implementation of this Emergency Food Security project. Such opportunity of interaction of women in the development affairs will have an impact on gender dynamics and may positively impact on gender-based violence (GBV).

In Afghanistan, women and girls empowerment is a long term and multi-faceted goal; therefore, based on Save the Children's experiences and understanding of gender issues, Save the Children makes every effort to mainstream gender at all stages of programming including assessment, planning, implementation, monitoring and evaluation of the projects. In order to achieve the 2a grade, Save the Children will utilize our organizational Gender Marker Tool Kit and regional Gender Technical Advisors to ensure girls, boys, women and men will benefit equitably and if the programme will advance gender equality in the area of intervention. This tool is based on the IASC gender marker format. All CTP activities will be guided by SC's 6 core Principles of Gender Equality.

Our food security interventions will build positive impacts for women and children in the long-run and contribute towards their empowerment. Beneficiaries' discrimination will be eliminated by ensuring transparent practices and through joint monitoring of activities. Strong consideration will be given to ensure the security and protection of women and girls, the disabled, elderly persons and children as well as their access to the services in close coordination with the local governments (DoWA, DoLSAMD, and DRRD), CDC and other community representatives.

In order to operate within the standards of the GM 2A framework, Save the Children will ensure gender sensitivity in the following ways:

1. Needs Assessment/Targeting/and Baseline- As part of our preliminary data collection activities, Save the Children will disaggregate all relevant information collection by age and gender in order to ensure comprehensive analysis on the needs, and conditions of the targeted households. As mentioned, targeting criteria will include and prioritize female-headed households and pregnant and lactating women, which are highlighted as highly vulnerable groups that have been identified by field teams as having serious cultural constraints that make it difficult to recover.
2. Activities- All identified and registered beneficiaries will be ask to register both at least one female (above 18), in addition to Head of Household, to collect the cash transfer. All distribution dates and sites will be verified as suitable for female beneficiary collection of cash transfers
3. Monitoring- All monitoring metrics will be disaggregated by age and gender with special emphasis on gendered metrics (e.g., Gender Specific Coping Strategies and Minimum Dietary Diversity Score-Women), Analysis will be conducted on specific indicators and impact on women and children including nutrition and expenditure elements.
4. Outcomes- A greater understanding of the livelihood realities for the participating Households, with emphasis on the systemic relationships, constraints, and opportunities in the area. Greater information on the how the IDP population cope and adapt to the challenging environment, with emphasis on the challenges facing women and adolescent girls in this context.

Save the Children also aims to achieve gender balance in the recruitment of staff for this project. Save the Children female staff will be the focal persons in targeting the female population in the selected communities. Save the Children staff are equally accountable for actualizing gender equality goals in programming in addition to child protection and child safeguarding

Protection Mainstreaming

Through coordination mechanisms (including Protection Cluster and Child Protection Action Network), Save the Children ensures that its current proposed activities fill gaps in addressing strategic priorities to certain extent.

To ensure accountability, a feedback and complaints mechanism will be established for beneficiaries to register any complaints and provide feedback on the services offered and on Save the Children and partner project staff. All efforts will be made to employ beneficiary and local stakeholder participation in design and implementation of the project. All contractors and employees will be held responsible under Save the Children's child safeguarding policy and code of conduct.

In this 05 months project, 10 communities in 5 districts will receive some orientation regarding Child Rights, Child Protection (CP), and establishing a complaint response mechanism (CRM). Community-based meetings and community-level campaigns will be conducted to disseminate messages on cash transfer intervention at district and provincial levels, with the participation of government staffs and provincial council representatives. Community coaching by the project staff will prepare community members to address protection issues and link with the relevant stakeholders. Save the Children will work with community members to link them in the social and government network in support of protection so that on exit of Save the Children community members will be able to continue their protection support in the community.

Country Specific Information

Safety and Security

Faryab Province: The overall security situation in Faryab province has been volatile, following the end of Vice-president General Dostum's military and clearance operation, Faryab province has witnessed a continuation of the gradual return of AOG fighters to the areas after they had previously withdrawn to avoid direct confrontation with Pro-government Militia (PGM) of General Dostum. General Dostum deployed several hundred of his own PGM to hold various vulnerable check-points. Reportedly, more PGM fighters operating in many areas of the province than ANSF troops. As a result, this period was witness to a large number of PGM-AOG clashes as AOG gradually re-infiltrated.

Local reports indicate that a group of several hundred AOG fighters have gathered in Khwaja Gawhar area and there is significant potential for increased attacks in Almar, Qaysar, Pashtun Kot, Shirin Taqab districts in the coming weeks. The increased reliance by the government on PGM fighters also increase the longer term risk of ethnic tensions were the security environment in the region to further deteriorate.

Maimana City: There has not been any security threat to Save the Children, all Save the Children's operations in Maimana city and its villages have been conducted safely.

Khoja Sabz Posh district: The overall security in Khoja Sabz Posh district has relatively been calm and Save the Children activities are being conducted without major disruption.

Shirin Tagab District: The general security situation in Shirin Tagab district has been stable as Save the Children has been doing Education programs in some villages of Shirin Tagab district.

Pashtun Kot District: This mentioned district is the largest district among others in Faryab province and located close to Maimana city, the overall security situation in Pashtun Kot district has not been stable particularly in some villages such as Khoja Musa, Maimana and Khestpul the rest of the villages are calm.

Balkh Province: The overall security situation in Balkh province in comparison to its neighboring provinces has been relatively calm. As a result, Save the Children programs have been implementing quite smoothly in the entire province. However, temporary disruption due to AOG's activities have been experienced in some districts of Balkh province. The major challenge for SCI staff are the threats of IEDs, ambush, and crossfire in some of the districts of Balkh province.

Dehdadi District: The overall security situation in Dehdadi district has been calm, no major AOG related incident has been recorded in Dehdadi district. Save the Children program activities have been continuing in the district including its villages without being affected by the security situation

Access

Faryab Province: Save the Children program activities have been conducted normally in all targeted districts of Faryab province such as, Pashtun Kot, Qaysar, Khoja Sabz posh, Shirin Tagab, Dawlat Abad, Gurziwan, Belcheragh and Andkhai. The mentioned districts so far have remained accessible for Save the Children program activities. Save the Children has been doing its program activities in a safe manner and has not received any threat in relation to its activities. However, minor disruption to Save the Children program activities may occur due to military operation, crossfire along the roads where Save the Children staff travel to project sites.

In order for Save the Children to safely run program activities, appropriate security measures are in place to enable safe access to Save the Children project activities in the mentioned districts.

Balkh Province (Dehdadi District): Dehdadi district is located in the central part of Balkh province, it is almost 15km away from Mazar-e-Sharif and access to the district including villages are safe. This district is Save the Children's impacted area and Save the Children has not faced with any security threat and Save the Children program activities have been conducted in safe manner

BUDGET

Code	Budget Line Description	D / S	Quantity	Unit cost	Duration Recurrence	% charged to CHF	Total Cost
Staff and Other Personnel Costs							
1.1	Director of Programme Development and Quality and Director of Programme Implementation (Kabul)	D	2	5,600.00	5	5%	2,800.00
	<i>Director of PDQA (Program Design, Quality, and Advocacy) and Director of Program Implementation (Kabul) 1x2: The PDQA Director at monthly salary of \$5,600 will provide allocation of her time for this project with fair 5% budgeted for the entire duration of the project. The time of PDQA Director will be divided between both project objectives objectives. PDQA Director is responsible for reviewing detailed implementation plans (DIPs), monitoring overall program quality as well as coordinating evaluation to ensure appropriateness of achievements. Direct of Program Implementation is budgeted at a monthly salary of \$5,600 respectively 5% with fair allocation of his time and will work for the entire duration of the project. The time will be divided between both project objectives. The Directorate of Implementation will provide strategic and leadership oversight to the field implementation and will provide technical support to the senior program staff dedicated to this project.</i>						
1.2	MEAL Senior Manager (Kabul)	D	1	4,000.00	5	5%	1,000.00
	<i>MEAL (Monitoring, Evaluation, Accounting and Learning) Senior Manager (Kabul) 1x1: at monthly salary of \$4,000 will provide 5% fair allocation of his/her time for this project, budgeted for the entire duration of the project. Staff time will be divided between both of the objectives. The MEAL Senior Manager is responsible for reviewing detailed implementation plans (DIPs), Details Work Plan, implementing CRM (complaint response mechanism) system and monitoring the overall program quality as well as coordinating baseline and end line survey evaluation to ensure appropriateness of achievements as per project goal and objectives.</i>						
1.3	Programme Senior Manager, FSL (Kabul)	D	1	2,000.00	5	25%	2,500.00
	<i>Programme Senior Manager, FSL (Kabul) 1x1: whose 25% time is estimated to be divided to both objectives and provide technical support for implementation and designing the project proposal and tools including training materials, provide comments on MEAL tools, drafting the DIP and work plan. Programme Senior Manager, FSL will be responsible for overall management of the project. In addition to this, the Programme Senior Manager, FSL will finalize the drafting SC and donor reports prepared by the provincial project staff. 25% of his salary (\$2,000) is calculated for 5 months of the entire project life.</i>						

1.4	SCUK Technical Advisor TA (10 days*560) (SC UK)	D	1	560.00	10	100%	5,600.00
	<i>Budget under this line will be used for paying the salary of our FSL Technical Advisor from our member office (SC UK) during his trip to Afghanistan. He will be traveling to Afghanistan for providing technical assistance (monitoring visits, meeting with staff, reviewing the documentation, etc) to the project. At an average daily salary of \$560, staff will provide 100% fair allocation of his time for this project and is budgeted for the 10 days of the project.</i>						
1.5	Country Director (Kabul)	S	1	7,500.00	5	8%	3,000.00
	<i>is the team leader and has ultimate responsibility for the operations of Save the Children in Afghanistan. It is expected that Country Director will be working for 8% of her time at a monthly salary of \$7,500 for this project. The position is budgeted for 5 months. This line is representing the salary of Save the Children's Country Director only, and the fringe benefits related costs are not included while in our health project budget all costs of salary, fringe benefits, etc are calculated in same line.</i>						
1.6	Finance & Logistic Int Staff (Kabul)	S	2	5,000.00	5	8%	4,000.00
	<i>Finance Director and Logistic Senior Manager (Kabul) 1x2: Finance Director at an average monthly salary of \$5,000 will provide 8% fair allocation of his time for this project and is budgeted for 5 months. This staff will manage the overall finances and will ensure that the team adheres to the financial agreement guidelines. Also responsible for preparing the financial reports for the project, this staff will check compliance and will supervise the cash transfer mechanism by overseeing effective supervision of cash transfers. This staff is also responsible for day-to-day accounting, finance coordination, financial reporting, budgeting and the review of actual financial progress. Logistic Senior Manager at a monthly salary of \$5,000 will provide 8% fair allocation of his time for this project and is budgeted for 5 months. This staff will manage the overall logistical and procurement functions of the project. The staff will also provide vital oversight and guidance for necessary compliance to purchasing the project materials and tools</i>						
1.7	HR Staff (Kabul)	S	2	1,800.00	5	8%	1,440.00
	<i>HR Staff (Kabul) 1x2: at a monthly average salary of \$1,800 will provide 8% fair allocation of their time for this project, budgeted for 5 months. They are responsible for maintaining the HR system, ensuring that suitable staffs are recruited, performance is measured against objectives and necessary compliance is ensured against the policies.</i>						
1.8	Admin and IT staff (Kabul)	S	4	1,800.00	5	6%	2,160.00
	<i>Admin and IT Staff (Kabul) 1x4: at a monthly average salary of \$1,800 will provide 6% fair allocation of their time in the project, budgeted for 5 months. They will be responsible for assisting IT related procurement, IT related supports, fleet management, facilities management, managing and day-to-day running of the office.</i>						
1.9	Internal audit (Kabul)	S	1	1,800.00	5	8%	720.00
	<i>Internal Audit (Kabul) 1x1: The Audit staff will be responsible for providing program assurance and fund accountability through verification of financial expenditures and contractual compliance. He will ensure proper checks and balances within finance and administrative procedures, and compliance with CHF rules and regulations. His salary is calculated at a monthly rate of \$1,800 with 8% fair allocation of his time.</i>						
1.10	Finance and Award Management staff (Kabul)	S	4	1,500.00	5	8%	2,400.00
	<i>Finance and Award Management Staff (Kabul) 1x4: Finance staff will allocate 8% of their time for this project fairly. They are responsible for making payments, recording transactions, keeping records, processing transactions, vouching, verification and producing various reports. Award Management staff will provide 10% fair allocation of their time for this project. They are responsible for assisting the grants manager in all grants management affairs including preparing grants reports, liaising with provincial staff for compilation of monthly reporting, records keeping, AMS system, Award Management Committee Meetings and day-to-day coordination with project budget holders. Both Finance and Award Management Staff are budgeted for 5 months at a monthly average salary rate of \$1,500.</i>						
1.11	Logistic and procurement staff (Kabul)	S	2	1,000.00	5	8%	800.00
	<i>Logistics and Procurement (Kabul) Staff 1x2: at a monthly salary of \$1,000 will provide 8% fair allocation of their time for this project, budgeted for 5 months. The logistics and procurement staff are responsible for implementing effective logistics systems, which will provide proper planning, timely delivery of goods, and compliance to donor requirements. The logistics staff will supervise field locations on Save the Children International logistics policies and procedures through field visits, trainings, and managing responsibilities.</i>						
1.12	Security Staff (Kabul)	S	2	2,000.00	5	8%	1,600.00
	<i>Security Staff (Kabul) 1x2: at a monthly salary of \$2,000 will provide 8% of fair allocation of their time for this project, budgeted for 5 months. Security staff are responsible for ensuring the safety and security of all staff and property and to ensure compliance with security procedures. They liaise with security counterparts in order to obtain and assess incoming information about safety and security across country wide.</i>						
1.13	Drivers, Guards, Cook and Cleaners (Kabul)	S	4	400.00	5	8%	640.00
	<i>Guards, Drivers, Cooks and Cleaners (Kabul) 1x4: Guards are responsible for security of the office and staff. Drivers will provide necessary supports in transportation of staff team of SCl and for smooth implementation of the project activities. Cooks are responsible for cooking for the office staff. Cleaners are responsible for cleaning of the office. All the positions under this line are budgeted at \$400 for 8% of their time for 5 months over the period of the project.</i>						
1.14	Associate Director of Program Implementation North & North East	D	1	3,120.00	5	5%	780.00

	<i>Associate Director Program Implementation North & North East (Field) 1x1: This position is based in Balkh province and provides support on day- to-day management of all programs and projects in the provinces of north and north east. This position is budgeted for 5% fair allocation of his time at \$3,120 per month for 5 months over the project life and his time is estimated to be evenly divided between both project objectives.</i>						
1.15	Project Staff (01 Project Coordinator and 02 Community Mobilization Officers in Balkh and 01 Project Coordinator and 03 Community Mobilization Officers in Faryab) (Field)	D	7	725.0 5	5	100%	25,376.75
	<i>Project Staff (01 Project Coordinator, 02 Community Mobilization Officers in Balkh and 01 Project Coordinator, 03 Community Mobilization Officers in Faryab) (Field) 1x7: Project Coordinators will supervise the field-based project staff and will be the focal points at field level for the delivery of program results. The Project Coordinators will take the lead in managing CHF (common humanitarian fund) funded project implementation in Faryab and Balkh provinces achieving full targets and demonstrating methodologies that are committed in the project proposal. These two persons are responsible for project planning & development, implementation of innovations and changes for sustainability, monitoring of field activities including transparent payment to the workers, and strengthening liaison with government. Community Mobilizers will be responsible for conducting community action sessions and socialization with the Community Development Councils/Shuras and the community people in the field locations and facilitate the communities to identify the priority needs for their communities and selecting the projects prioritized by the communities. The Community Mobilizers are also responsible for selecting the most vulnerable HHs and workers (both male and female) from the identified HHs using beneficiary selection methodologies. The Community Mobilizers also facilitate the project implementation process, develop project agreement along with the CDCs and take part in the project start up, implementation and project closing along with the Area Supervisors. They will also support the Procurement and Logistic Officers on a day to day basis. All the positions under this line have been budgeted at a base salary of \$725 (on average) per month with 100% level of efforts over the life of the project.</i>						
1.16	Finance Officers (01 Finance Officer in Balkh and 02 Finance Officers in Faryab) (Field)	D	3	615.0 0	4	100%	7,380.00
	<i>Finance Officer (Field) 1x3: All Finance Officers will be working to maintain an appropriate system of funds management that effectively supports all the operations. They will also work to disburse cash based on basis of properly approved vouchers, advance sheets and other financial documents. Preparation of salary list and payment of salaries, management of incentives and other benefits will be parts of their main responsibilities. In summary, the Finance Officers will be working to support the project staff in distribution of cash to target beneficiaries. All positions under this line have been budgeted at a base salary of \$615 (on average) per month with 100% level of efforts during 4 months of the life of the project.</i>						
1.17	MEAL Officers (01 MEAL Officer in Balkh and 01 MEAL Officer in Faryab) (Field)	D	1	615.0 0	5	100%	3,075.00
	<i>MEAL Officers (Field) 1x1: will be responsible for ensuring well-organized system for data collection, documentation, and project filing so that regular reliable date is provided to project management team against objectives and indicators of the project. MEAL Officer will work with provincially-based Monitoring Evaluation Accountability and Learning (MEAL) Coordinator and other MIS/MEAL senior staff in National Office to ensure all the requirements for project information, documentation, project reporting and effective management decision making. Both positions under this line have been budgeted at a base salary of \$615 (on average) per month with 100% level of efforts over the life of the project.</i>						
1.18	Cashiers (01 Cashier in Balkh and 01 Cashier in Faryab)	S	2	615.0 0	4	25%	1,230.00
	<i>Cashier (Field) 1x2: Cashier will be responsible to maintain an appropriate system of funds management that effectively supports all the operations. They will also disburse cash based on basis of properly approved vouchers, advance sheets and other financial documents. In summary, the cashiers will be working to provide financial related supports to projects staff in both implementation provinces. Both positions under this line have been budgeted at a base salary of \$615 (on average) per month with 100% level of efforts over the life of the project.</i>						
1.19	Provincial Sr. Manager (Field)	S	1	2,189 .00	5	25%	2,736.25
	<i>Provincial Senior Manager (Field) 1x1: This position is based in Faryab province and provides support on day-to-day management of all programs and projects in Balkh and Faryab province. This position is budgeted for 25% of his time at \$2,189 for 5 months over the project life, and his time is estimated to be evenly divided between all objectives of the project.</i>						
1.20	Finance, IT, Security, Admin staff (Field)	S	10	645.0 0	5	25%	8,062.50
	<i>Finance, IT, Security, and Admin Staff (Field) 1x10: Finance staff will be responsible for payments to the cash grant project beneficiaries and community labors. The finance staff also documents all payment records as well as will file them in the respective files to keep the project payment documents up-to-date as well as data entry of the payment tracking sheets for all projects on a regular basis. IT staff will provide necessary technical support for internet connectivity and IT equipment in the province. Security staff is responsible for ensuring the safety and security of all staff and property and to ensure compliance with security procedures in provincial office. He will liaise with security counterparts in order to obtain and assess incoming information about safety and security in Balkh and Faryab province. Admin staff provides overall leadership and guidance to the admin related work at provincial level. This staff provides necessary oversight and ensures that the project records are in compliance on admin related. All the positions under this line are budgeted at average rate of \$645 for 25% during of their time for 5 months over the life of project.</i>						
1.21	Drivers, Guards,(Field)	S	8	300.0 0	5	25%	3,000.00
	<i>Finance, IT, Security, and Admin Staff (Field) 1x10: Finance staff will be responsible for payments to the cash grant project beneficiaries and community labors. The finance staff also documents all payment records as well as will file them in the respective files to keep the project payment documents up-to-date as well as data entry of the payment tracking sheets for all projects on a regular basis. IT staff will provide necessary technical support for internet connectivity and IT equipment in the province. Security staff is responsible for ensuring the safety and security of all staff and property and to ensure compliance with security procedures in provincial office. He will liaise with security counterparts in order to obtain and assess incoming information about safety and security in Balkh and Faryab province. Admin staff provides overall leadership and guidance to the admin related work at provincial level. This staff provides necessary oversight and ensures that the project records are in compliance on admin related. All the positions under this line are budgeted at average rate of \$645 for 25% during of their time for 5 months over the life of project.</i>						

1.22	Fringe Benefits International Staff	S	1	10,800.00	1	100%	10,800.00
	<p><i>Fringe benefits for expatriate staffs include the following: house rent; work permits and visas; R&R; insurance; home leave; and other associated allowances. The fringe benefits for Afghanistan's international staff have been calculated based on their employment contracts with Save the Children International. The benefits cover items such as those listed above. As per the percentage of their time allocated for this project, there is no overall percentage for calculating the total amount of these benefits; rather each item for each individual staff member is separately negotiated and budgeted. This is in line with Save the Children International's guidelines for Afghanistan.</i></p> <p><i>International staff are entitled 100% fringe benefits of the budgeted salary. The breakdown of the benefits are: 17% salary tax, 52% other allowances, 22% housing, and 9% R&R allowances. Hence, total fringe benefits for the international staff under this project are \$ 10,800 for the whole period of project life.</i></p>						
1.23	Fringe Benefits National Staff	S	1	53,676.44	1	25%	13,419.11
	<p><i>Fringe benefits for local staff are calculated at 21% of their total salary, and include severance, medical insurance, and transportation and other agreed benefit according to SC policies.</i></p> <p><i>National staff are entitled 21% fringe benefits of the budgeted salary. The breakdown of the benefits are: 4% insurance, 1% lunch allowance, 8.33% severance and 7.67% transportation and medical allowance. To this end, total fringe benefits for the national staff under this project are \$ 13,418.32 during the life of the project</i></p>						
	Section Total						104,519.61
Supplies, Commodities, Materials							
2.1	Project Kick-Off and DIP Development Workshop	D	20	7.00	2	100%	280.00
	<p><i>Total 01 kick-off and DIP Development workshop will be held at the beginning of this project. In this workshop, a total of 20 staff (02 Project Coordinators, 05 Community Mobilizers, 03 Finance Officers, 02 Cashiers, 02 Provincial Senior Managers, 01 FSL Technical Senior Manager, 01 FSL Coordinator, 02 HR Officers, and 02 Admin Officers) will participate for two days. We will require 450 AFN (300 AFN for lunch, 100 AFN for two tea breaks, and 50 AFN for stationary related costs) for each person per day. 450 AFN X 20 persons X 2 days = 18,000 AFN / 64.2 = 280 USD. Total budget is \$280 USD.</i></p>						
2.2	Project baseline and end line survey	D	2	537.00	1	100%	1,074.00
	<p><i>Save the Children intends to conduct baseline and end line survey in target provinces to measure the impact of the program implementation and the cost is budgeted for 2 surveys @ \$1,074. Details of costs for baseline survey are as follow. 05 vehicles X 2,000 AFN daily rent X 2 days = 20,000 AFN. 450 AFN (300 AFN for lunch, 100 AFN for two tea breaks, and 50 AFN for stationary related costs) X 10 persons X 1 day = 4,500 AFN. 20,000 AFN + 4,500 AFN = 24,500 AFN / 64.2 = 381. Details of costs for end line survey are as follow. 05 vehicles X 2,000 AFN daily rent X 2 days = 20,000 AFN. 450 AFN (300 AFN for lunch, 100 AFN for two tea breaks, and 50 AFN for stationary related costs) X 10 persons X 1 day = 4,500 AFN. 10 external enumerators X 1,000 AFN daily wage X 02 working days = 20,000 AFN. 20,000 AFN + 4,500 AFN + 20,000 AFN = 44,500 AFN / 64.2 = 693 USD + 381 USD = 1,074 USD.</i></p>						
2.3	ToT Training for the project staff	D	18	21.00	1	100%	378.00
	<p><i>Save the Children intends to conduct training to project staff in target provinces to support them understand cash transfer programming in general and cash grant (unconditional cash distribution) particularly. Details of training costs in Balkh are as follow. 8 staff (01 Project Coordinator, 02 community mobilization officers, 01 finance officer, 01 cashier, 01 MEAL officer, 01 FSL Senior Technical Manager, and 01 admin and security focal point) X 450 AFN (300 AFN for lunch, 100 AFN for two tea breaks, and 50 AFN for stationary related costs) X 3 days = 10,800 AFN / 64.2 = 168 USD. Details of training costs in Faryab are as follow. 10 staff (01 Project Coordinator, 03 community mobilization officers, 02 finance officer, 01 cashier, 01 MEAL officer, 01 FSL Senior Technical Manager, and 01 admin and security focal point) X 450 AFN (300 AFN for lunch, 100 AFN for two tea breaks, and 50 AFN for stationary related costs) X 3 days = 13,500 AFN / 64.2 = 210 USD + 168 USD = 378 USD.</i></p>						
2.4	Community-based socialization meetings and identification and selection of project participants	D	16	100.00	1	100%	1,600.00
	<p><i>Community-based socialization meetings and identification and selection of project participants: These meetings will be conducted at the community level and the budget is calculated for meetings in 16 communities at \$100 each (16 meetings X 100USD= 1600USD) and a total amount of \$1600 USD is budgeted for organizing program start-up meetings with the communities.</i></p>						
2.5	Provision of cash assistance to 2,200 HH beneficiaries through cash transfer project (cash grant)	D	2200	48.00	3	100%	316,800.00
	<p><i>Provision of cash assistance to 2,200 household beneficiaries through cash transfer project (cash grant): Budget under this line will be used for distributing cash to 2,200 project beneficiaries through unconditional cash transfer. Each beneficiary household will be entitled to receive cash assistance for 3 months with monthly payment of 3,000 AFN (\$48 USD).</i></p>						
2.6	Post distribution monitoring visits to implementation sites	D	5	31.20	3	100%	468.00
	<p><i>Budget under this line will be used to cover all expenditures that will come while conducting post distribution monitoring visits in implementation communities in Balkh and Faryab province. Breakdown of estimated costs are as follow. 05 vehicles X 2,000 AFN daily rent X 03 times = 30,000 AFN / 64.2 = 468 USD.</i></p>						
2.7	Joint-monitoring visits with relevant government departments and other stakeholders	D	5	31.20	2	100%	312.00
	<p><i>Total 02 joint monitoring visits will be conducted with relevant government department and other stakeholders during the project life. Breakdown of unit costs are as follow. 05 vehicles X 2,000 AFN daily rent X 02 times = 20,000 AFN / 64.2 = 312 USD.</i></p>						
2.8	Lessons learnt dissemination workshop (national and provincial levels)	D	1	350.00	1	100%	350.00

	<i>One workshop will be held in each province to sharing best practice and lesson learnt of the program intervention. Details of expected costs are as follow. 50 people (25 per province) X 450 AFN (300 AFN for lunch, 100 AFN for two tea breaks, and 50 AFN for stationary related costs) X 1 day = 22,500 AFN / 64.2 = 350.</i>						
	Section Total						321,262.00
Equipment							
3.1	Laptop	S	4	1,400.00	1	100%	5,600.00
	<i>04 laptops will be purchased for those project staff who will have the responsibilities of projection communications and/or project documentation; like, Project Coordinators, Project Engineer, and MEAL Officers. Based on the requirements, rest of the project staff will use the Desktop Computers, which are available with Save the Children in Faryab and Balkh provinces.</i>						
3.2	Digital Camera	S	2	440.00	1	100%	880.00
	<i>Small equipment such as digital cameras will be procured to support in data storage, capacity building and reporting. 2 cameras will be procured with this purpose.</i>						
	Section Total						6,480.00
Contractual Services							
4.1	Vehicle rent for field activities - 5 cars	D	5	248.00	3	100%	3,720.00
	<i>Total 05 rental vehicles are budgeted @ \$248 each (03 months X 05 vehicles X @ USD 248=USD 3,720) over the project life and total cost is \$3,720 over the year life, which includes the cost of fuel, driver and repair and maintenance. These vehicles will be used for travel to the field by project staff and estimated usage. The estimated cost under this line is not representing monthly rent of vehicles, but it is representing the rent of 8 working days per month. SCI will not use the rental vehicles for the whole months, but they will be used only in those days when the project team will be distributing the cash to beneficiaries. One of the vehicle will be used in Balkh province, while the remaining 4 vehicles will be used in Faryab province and this is because we are covering 1 district in Balkh and 4 districts in Faryab and 1 for each province. The daily rent of vehicle is 2,000 AFN = 31 USD.</i>						
	Section Total						3,720.00
Travel							
5.1	Security staff travel - Kabul to Provinces to Kabul	S	1	614.00	1	100%	614.00
	<i>Security staff from Kabul will travel to Faryab and Balkh provinces. The country security staff will do monitoring to the office and to the project sites for better safety and security services for the SC staff. The cost of roundtrip ticket for Balkh province is 194 USD and the cost of roundtrip ticket for Faryab province is 420 USD. Security staff will go once to Balkh and once to Faryab. Total travel cost will be 614 USD.</i>						
5.2	MEAL staff travel - Kabul to Provinces to Kabul	D	1	614.00	2	100%	1,228.00
	<i>The country MEAL staff will do trainings, provision of supports during the baseline and endline survey, monitoring to the project sites for better implementation of the project. The cost of roundtrip ticket for Balkh province is 194 USD and the cost of roundtrip ticket for Faryab province is 420 USD. MEAL staff from Kabul will travel twice to Balkh and twice to Faryab. Total travel cost under this line will be 1,228 USD.</i>						
5.3	FSL Programme Senior Manager travel - Kabul to Provinces to Kabul	D	1	614.00	3	100%	1,842.00
	<i>The FSL Programme Senior Manager will do trainings, provision of supports for better operation and monitoring to the project sites for better implementation of the project activities. The cost of roundtrip ticket for Balkh province is 194 USD and the cost of roundtrip ticket for Faryab province is 420 USD. FSL Programme Senior Manager will go thrice to Balkh and thrice to Faryab. Total travel cost under this line will be 1,842 USD.</i>						
	Section Total						3,684.00
General Operating and Other Direct Costs							
7.1	Office Rent	S	1	11,700.00	5	8%	4,680.00
	<i>The monthly rent of Save the Children's office in Kabul is 11,700 USD and Save the Children will charge 8% of its office rent from this project for 5 months. @ 11,700 USD monthly office rent X 8% X 05 months = 4,680 USD.</i>						
7.2	Warehouse Rent	S	1	4,000.00	5	8%	1,600.00
	<i>The monthly rent of Save the Children's warehouse in Kabul is 4,000 USD and Save the Children will charge 8% of its warehouse rent from this project for 5 months. @ 4,000 USD monthly warehouse rent X 8% X 05 months = 1,600 USD.</i>						
7.3	Utilities	S	1	5,000.00	5	8%	2,000.00
	<i>The monthly utility costs of Save the Children in Kabul is 5,000 USD (on average rate) and Save the Children will charge 8% of its utility costs from this project for 5 months. @ 5,000 USD monthly utility costs X 8% X 05 months = 2,000 USD.</i>						
7.4	Office and Equipment Maintainance	S	1	1,000.00	5	8%	400.00

	<i>The monthly office and equipment costs of Save the Children in Kabul is 1,000 USD (on average rate) and Save the Children will charge 8% of its office and equipment costs from this project for 5 months. @ 1,000 USD monthly office and equipment costs X 8% X 05 months = 400 USD.</i>						
7.5	Repairs and Maintenance cost	S	1	4,500.00	5	8%	1,800.00
	<i>The monthly repair and maintenance costs of Save the Children in Kabul is 4,500 USD (on average rate) and Save the Children will charge 8% of its repair and maintenance related costs from this project for 5 months. @ 4,500 USD monthly repair and maintenance costs X 8% X 05 months = 1,800 USD.</i>						
7.6	Fuel & other Fleet cost	S	1	6,200.00	5	8%	2,480.00
	<i>Monthly fuel and fleet costs of Save the Children in Kabul is 6,200 USD (on average rate) and Save the Children will charge 8% of its fuel and fleet related costs from this project for 5 months. @ 6,200 USD monthly fuel and fleet costs X 8% X 05 months = 2,480 USD.</i>						
7.7	Printing and Stationary	S	1	3,200.00	5	8%	1,280.00
	<i>Monthly printing and stationary costs of Save the Children in Kabul is 3,200 USD (on average rate) and Save the Children will charge 8% of its printing and stationary related costs from this project for 5 months. @ 3,200 USD monthly printing and stationary costs X 8% X 05 months = 1,280 USD.</i>						
7.8	Communications (Internet Telephone etc)	S	1	8,000.00	5	8%	3,200.00
	<i>Monthly communication related costs of Save the Children in Kabul is 8,000 USD (on average rate) and Save the Children will charge 8% of its communications related costs from this project for 5 months. @ 8,000 USD monthly communication costs X 8% X 05 months = 3,200 USD.</i>						
7.9	Security Supplies	S	1	2,000.00	5	8%	800.00
	<i>Monthly security supplies related costs of Save the Children in Kabul is 2,000 USD (on average rate) and Save the Children will charge 8% of its security supply related costs from this project for 5 months. @ 2,000 USD monthly security supply costs X 8% X 05 months = 800 USD.</i>						
7.10	Bank charges	S	1	2,800.00	5	8%	1,120.00
	<i>Monthly bank charges related costs of Save the Children in Kabul is 2,800 USD (on average rate) and Save the Children will charge 8% of its bank charges related costs from this project for 5 months. @ 2,800 USD monthly bank charges X 8% X 05 months = 1,120 USD.</i>						
7.11	Office/warehouse and guesthouse rent - (Provincial Office)	S	2	2,400.00	5	15%	3,600.00
	<i>Monthly rent that Save the Children has in its two provincial offices (Faryab and Balkh) is 2,400 USD (on average rate) and Save the Children will charge 15% of its monthly payment from this project for 5 months. @ 2,400 USD monthly rent payment X 2 provincial offices X 15% X 05 months = 3,600 USD.</i>						
7.12	Building Maintenance - (Provincial Office)	S	2	1,163.00	5	15%	1,744.50
	<i>Monthly building maintenance that Save the Children has in its two provincial offices (Faryab and Balkh) is 1,163 USD (on average rate) and Save the Children will charge 15% of its monthly payment from this project for 5 months. @ 1,163 USD monthly payment X 2 provincial offices X 15% X 05 months = 1,745 USD.</i>						
7.13	Electricity, Water, Gas etc - (Provincial Office)	S	2	300.00	5	15%	450.00
	<i>Monthly payment for electricity, water, and gas that Save the Children has in its two provincial offices (Faryab and Balkh) is 300 USD (on average rate) and Save the Children will charge 15% of its monthly payment from this project for 5 months. @ 300 USD monthly payment X 2 provincial offices X 15% X 05 months = 450 USD.</i>						
7.14	Office heating/firewood - (Provincial Office)	S	1	500.00	5	15%	375.00
	<i>Monthly payment for office heating that Save the Children has in its Balkh Provincial Office is 500 USD (on average rate) and Save the Children will charge 15% of its monthly payment from this project for 5 months. @ 500 USD monthly payment X 1 provincial office X 15% X 05 months = 375 USD.</i>						
7.15	Office Supplies - (Provincial Office)	S	2	300.00	5	15%	450.00
	<i>Monthly payment for office supplies that Save the Children has in its two provincial offices (Faryab and Balkh) is 300 USD (on average rate) and Save the Children will charge 15% of its monthly payment from this project for 5 months. @ 300 USD monthly payment X 2 provincial offices X 15% X 05 months = 450 USD.</i>						
7.16	Monthly Internet Fee - (Provincial Office)	S	1	1,200.00	5	15%	900.00
	<i>Monthly payment for internet fee that Save the Children has in its Balkh Provincial Office is 1,200 USD (on average rate) and Save the Children will charge 15% of its monthly payment from this project for 5 months. @ 1,200 USD monthly payment X 1 provincial office X 15% X 05 months = 900 USD.</i>						
7.17	Vehicle Fuel and Maintenance - (Provincial Office)	S	1	400.00	5	15%	300.00
	<i>Monthly payment for vehicle fuel and maintenance that Save the Children has in its Balkh Provincial Office is 400 USD (on average rate) and Save the Children will charge 15% of its monthly payment from this project for 5 months. @ 400 USD monthly payment X 1 provincial office X 15% X 05 months = 300 USD.</i>						
7.18	Generator Fuel & Maintenance - (Provincial Office)	S	1	600.00	5	15%	450.00

Monthly payment for generator fuel and maintenance that Save the Children has in its Balkh Provincial Office is 600 USD (on average rate) and Save the Children will charge 15% of its monthly payment from this project for 5 months. @ 600 USD monthly payment X 1 provincial office X 15% X 05 months = 450 USD.							
Section Total						27,629.50	
SubTotal					2,365.00	467,295.11	
Direct						376,563.75	
Support						90,731.36	
PSC Cost							
PSC Cost Percent						7%	
PSC Amount						32,710.66	
Total Cost						500,005.77	
Grand Total CHF Cost						500,005.77	
Project Locations							
Location	Estimated percentage of budget for each location	Estimated number of beneficiaries for each location					Activity Name
		Men	Women	Boys	Girls	Total	
Balkh -> Dehdadi	25						
Faryab -> Maymana	18						
Faryab -> Khwajasabzposh	18						
Faryab -> Pashtunkot	18						
Faryab -> Shirintagab	21						
Documents							
Category Name		Document Description					
Project Supporting Documents		CHF Emergency Food Security Project Concept Note Final version.doc					
Budget Documents		CHF Emergency Food Security Project Budget Final version.xls					
Budget Documents		CHF Emergency Food Security Project Budget Narrative Final Version.doc					
Project Supporting Documents		CHF Emergency Food Security Project Logical Framework Final version.doc					
Project Supporting Documents		CHF Emergency Food Security Project Logical Framework Final version.doc					
Project Supporting Documents		CDPN REPORT FINAL VERSION.PDF					
Project Supporting Documents		External Evaluation of SCI Echo Funded Food Assistance for Drought Affec....pdf					
Project Supporting Documents		Call Centre - Contact List Template.xlsx					
Project Supporting Documents		CHF Afghanistan - Visibility and Communication Guidance.pdf					
Project Supporting Documents		NGO XXX Sample Beneficiary breakdown CHF proposal CODE XXX.xlsx					
Project Supporting Documents		Remote Call Campaigns - Guidance Note for Partners - 22 Sept 14.pdf					
Project Supporting Documents		CHF-Need Assessment Report - Save the Children.docx					
Project Supporting Documents		Laptop Minimum Hardware Specs corei5.pdf					
Project Supporting Documents		CHF Emergency Food Security Project Budget Narrative - Final version.doc					
Project Supporting Documents		CHF Emergency Food Security Project Budget Narrative - Final version.doc					

Project Supporting Documents	Template memo for cash grant internal controls.docx
Signed Project documents	Memo for cash grant internal controls Singed.pdf
Budget Documents	CHF FSAC Benefit Breakdown 1.22 and 1.23.xlsx