

AGREEMENT		58022 - Chora Municipal Infrastructure Project (Afghanistan)		Status	Completed	Released	s 22(1)(a)(ii)
Chora is a key district for Australia's efforts in Uruzgan and is about 47 kilometres northeast of the provincial capital, Tarin Kowt. The district has been marginalised for the last 30 years due to its relative insecurity and isolation. After decades of conflict, most municipal infrastructure has fallen into disrepair with little attention given to basic maintenance and upkeep. Chora Municipality is requesting assistance to refurbish some of the most affected and vital stretches of stormwater ditches in Chora bazaar and its environs. The project will construct stormwater drains, gutters, walkways and culvert crossings. This work is vital in addressing the basic sanitation needs of the population, is essential to flood management efforts, and will help revitalise economic opportunities in the district...							
Agreement type	Procurement Contract	Total	ODA	Non-ODA administered	Funding sources		
Procurement Method	Limited Tender	Agreement value	6,779,931.00 (USD)	6,779,931.00 (USD)	0.00 (USD)	Not entered	
Agreement period	19 Jan 2011 to 30 Mar 2013	Committed	0.00 (USD)	0.00 (USD)	0.00 (USD)		
Partners	CENTRAL ASIA DEVELOPMENT GROUP (Inactive)	Expensed	0.00 (USD)	0.00 (USD)	0.00 (USD)		
		Unexpensed	0.00 (USD)	0.00 (USD)	0.00 (USD)		

Financials ▾
Details
Calendar
Partners and vendors
Agreement versions
Notes
Attachments
History ▾

Details

An outline of key information relating to the agreement.

Agreement details

Name

Chora Municipal Infrastructure Project (Afghanistan)

Description

revitalise and culvert crossings, this work is vital in addressing the basic sanitation needs of the population, is essential to flood management efforts, and will help revitalise economic opportunities in the district. The Project will be a key stabilisation activity for Australia and the PRT in Uruzgan. It will complement a Dutch-funded project that is constructing a sealed road through the Baluchi Valley to improve access between the provincial capital in Tarin Kowt and the District Centre of Chora. The intention is to use the relationships developed through this activity, and the engagement of local and unemployed labour, to help develop an environment conducive to longer-term security and development within Chora.

Location

Not entered

External reference number

s 22(1)(a)(ii)

EDRMS reference

s 22(1)(a)(ii)

Does this agreement involve the use of aid advisers?

No

Is Australian GST payable on this agreement?

No

Procurement method

Limited Tender

Procurement exemption reason

Not entered

UNSPSC classification

s 22(1)(a)(ii) Business administration services

Has the Secretary or Senior Executive in the Department's central procurement area approved that this agreement not be publicly reported, including on AusTender, in accordance with legislative requirements?

No

Is the program or activity likely to involve contact with children or working with children or is the partner a child focused organisation? Please use the [Establishing Child Protection Risk Context Guidance Note](#) to help make this assessment and for definitions and examples.

No

Does the agreement include a specific confidentiality clause to identify specific information in the agreement that is to be treated as confidential?

No

Does the agreement include a specific confidentiality clause to identify specific outputs of this agreement that are to be treated as confidential?

No

Agreement signed by s 22(1)(a)(ii) on: 11 Feb 2013

Team members

Agreement manager

s 22(1)(a)(ii)

Team members

Not entered

Gazetted

Batch ID or CN ID	Gazetted date	Gazetted title
s 22(1)(a)(ii)	13 Mar 2013	Municipal Infrastructure Project (Afghanistan)
	18 Apr 2012	Chora Municipal Infrastructure Project (Afghanistan)
	17 Feb 2011	Chora Municipal Infrastructure Project (Afghanistan)

< 1 of 1 > Records 1-3 of 3 10 per page

CADG

Urozgan
Province
Aus-Aid P001

PROJECT PROPOSAL UR-001 Chora Municipal Infrastructure Project



CADG
26 October, 2010

OVERVIEW

CADG proposes to AusAid to undertake a large-scale Cash for Work program in Chora district, to rehabilitate long-neglected municipal infrastructure in the district. The project cost is US\$ 5,707,924 and the project will impact Chora in terms of revitalizing economic opportunities in the district more than any other intervention since the time of King Zahir Shah. CADG will leverage its long experience in Urozgan, capped by the recent (and current) implementation of the USAID FIRUP/CDP program across the province, to assist the Commonwealth of Australia in meeting its development goals in Chora, which has become the „key terrain district“ for Australia’s efforts in Urozgan. The Cash for Work project will operate as part of AusAid’s overall development effort in the region, and CADG will coordinate closely with AusAid and other relevant stakeholders to ensure that the program is well synchronized with efforts by other actors.

The district of Chora is located about 47 kilometers east of the Urozgan’s capital City, Tarin Kowt. This district has been marginalized for the last 30 years due to its relative isolation and the prevailing instability of the last 30 years. The district is comprised of two predominant Tribes and a variety of lesser tribal groups. The Barakzai Tribe is residing mainly along the eastern side of the district and the Achackzai are mainly on the western side of Chora and the two groups have managed to develop a good working relationship between them.

An appointed s 33(a)(iii), s 47F(1)

are working in the area as the government body. The district administration center is operated by s 33(a)(iii) and a few key village leaders. This center is functioning as the district governance authority and closely working with the PRT, Provincial Government and the Central Government as required. A Forward Operating Base (FOB soon to established and manned by the Australians) is operating in the area and closely working with the District leadership, as it tries to bring more development partners to Chora.

The CADG FIRUP II Project P007, funded by USAID, was able to accomplish some of the key development works in the city center. This proposed project for AusAid will support more municipal infrastructure development in the district center.

This project will address the construction of storm water ditches, walkways and required culvert crossings in the city. The network of road side storm ditches in Chora bazaar are a vital component to the city’s water management plan. The ditches are also vital in addressing the basic sanitation needs of the population and are essential to flood management efforts.

Consultation with s 33(a)(iii) has revealed that the maintenance and general upkeep of the road side ditches within the urban centre has been neglected in recent years. In some place, the required ditches were never constructed in the first place, resulting in hazardous channels weaving down the center of the street. The resulting decay has considerably degraded the municipal storm water ditch system, limiting its capacity and diminishing its effectiveness. As such, the municipality is requesting assistance to refurbish some of the most affected and vital stretches of storm ditches in Chora Bazaar and its environs.

Should the first phase of the project prove successful, with strong community buy-in, CADG together with the district leaders and AusAid would be able to extend the project for an additional

one to two years to further cement the development of the region and engagement of the community.

Central Asia Development Group (“CADG”)

CADG has been operating in Afghanistan since 2001 and has operations located across the country with its headquarters in Kandahar. CADG combines an experienced team of expat and local professionals which has contracted and completed many “donor” funded projects over the past 9 years. In addition, CADG has its own in-house engineering division, with capable expatriate & local talent. CADG Engineering operates alongside the donor funded activities in many areas, providing critical support for the company’s activities. CADG also operates its own passenger and cargo aircraft which allows its personnel easy access to some of the most remote regions in the country.

As one of the leading direct implementers of Cash for Work (CFW) programs in Afghanistan, we work with large donors like United States Agency for International Development (USAID) and Canadian International Development Agency (CIDA) to initiate short-term humanitarian assistance programs. These programs create temporary employment on projects that benefit workers and the local communities. These public works projects include canal repair, clearing debris and garbage, and rebuilding basic municipal infrastructure.

CADG is currently implementing Phase 3 of USAID’s FIRUP/CDP program which covers 19 provinces in Afghanistan with a program value of s 47G(1)(a), s 47G(1)(b) to be implemented over the next 12 months.

CHORA - HISTORY

After being exposed to decades of conflict, most of Chora’s municipal infrastructure has fallen into disrepair with little attention being given to basic maintenance and upkeep. As the limited municipal budget is directed to more pressing needs, the city has limited capacity to conduct the necessary maintenance and upgrades. The deteriorating storm drain network is one particular area that has suffered as a result of the over-burdened municipal budget.

The district of Chora in Urozgan Province has suffered from a general disregard by the international community for their development needs. The international organizations working in the province are not willing to work in this district due to security threats and deeply divided tribal issues, which feed instability in the area. s 33(a)(iii)

is assisting with daily governance. Consequently, there has been limited reconstruction in the city as IOs and NGOs demonstrate a seeming reluctance to operate in the community.

The benefits of this project will reach all minor and major tribal groups in the area. The consequence of CADG’s project intervention should it be funded by AusAid, will be the s 33(a)(iii)

s 33(a)(iii) while at the same time addressing the critical infrastructure upgrade needs of the area.

SOLUTION

In partnership with s 33(a)(iii) this project will provide a significant labour force along with the requisite tools and materials to conduct the necessary refurbishment of the degraded storm ditches, canal crossings, as well as road leveling with gravel and proper concrete sidewalks.



Provincial Reconstruction Team Activities

CADG – Urozgan is an active player in the PRT development process. Between 2009 and 2010, CADG has been involved or is currently involved in 13 large cash for work projects throughout the Province, which is part of a larger, regional cash for work program funded by USAID. These projects are located in 4 of the 7 districts in Urozgan. The total project value in Urozgan to date is estimated at s 47G(1)(a), s 47G(1)(b)

Municipal and Rural Infrastructure supported by a labor-intensive work force has had a major impact on the Province's population and economy.

Project Methodology

The CADG Urozgan Province team consists mainly of local national Afghans managed by a team of experienced international expatriate managers and finance specialists. The international staff managing the Provincial program is situated outside the PRT in a compound within the capital city of Tarin Kowt. The Provincial Manager and his deputy move around the province on a daily basis overseeing projects and meeting with local government and community leaders. A low-profile approach coupled with utilization of a small local security unit has kept the team safe and integrated within the community.

The Municipal Storm Water Ditch Rehabilitation Project will provide a workforce of 1,000 laborers supervised by an additional 40 foremen, equipped with basic hand tools. The transportation costs associated with moving tools and materials to the work site have also been included in the implementation plan and financial proposal. It is further noted that some skilled labor (50 Masons, 12 steel fixers, 6 carpenters) has been incorporated in the plan to construct the concrete structures that are essential elements of the projects long term sustainability.

This project will consist of the following activities:

- Cleaning of the roads, drains, and market in the city center prior to construction: Project will allow the deployment of 100 unskilled workers to clean the mentioned areas in city center;
- Repair of damaged infrastructure: All damaged infrastructure (White Compound in the District Center) will be repaired using 100 unskilled and 10 skilled workers;
- Rehabilitating of municipal drains: 3,000 meters of municipal storm channels will be constructed, utilizing 200 unskilled and 10 skilled workers;
- Constructing of culvert crossings: Multiple culvert, drainage crossing, and storm water diversion above the city to be constructed by deploying 100 unskilled and 10 skilled workers;
- Constructing of concrete walkway areas: 6000 meters of walkway areas will be constructed using 300 unskilled and 14 skilled workers;
- Construction of drains throughout the city: 6000 meters of drains will be constructed by deploying 200 unskilled workers and 15 skilled workers;

Chora Storm Water Drainage System Implementation Schedule																											
	Week 1-2	Week 3-4	Week 5-6	Week 7-8	Week 9-10	Week 11-12	Week 13-14	Week 15-16	Week 17-18	Week 19-20	Week 21-22	Week 23-24	Week 25-26	Week 27-28	Week 29-30	Week 31-32	Week 33-34	Week 35-36	Week 37-38	Week 39-40	Week 41-42	Week 43-44	Week 45-46	Week 47-48	Week 49-50	Week 51-52	
2010-2011 (Bi-Weekly) if started in December																											
No Particular Dates have been given to the Proposed Project.																											
Set-up Program, Compound, Staffing, and Equipment																											
Registration of CFW laborers and Supervisors																											
Project Start - mobilize workforce - markoff trenching																											
Rebuild and Repair White Compound																											
Implement Drainage system Construction -																											
Implement Crossovers where required																											
Implement Sidewalk Construction																											
Heavy Storm Water Diversion above town																											
Heavy Storm Water Channel Construction																											
Road Leveling and Repair																											
Storm Water Channel leading from town to River																											
Finalize all Drainage System																											
Finalize all Heavy Storm Water System																											
Finalize all sidewalks and Road Crossings - town cleanup																											

All projects are monitored by the Provincial Manager and CADG's organic M&E specialists. Daily Situation Reports (DSRs) describe daily progress and are submitted by the field staff to the Provincial Manager. These reports include on the spot attendance checks with site records, materials, equipment, and tools delivered to site, materials cost analyses, photographs of all works ongoing and completed, and a photo „geo-tag“ system to finalize the daily report. This report is then sent to M&E headquarters located in Kandahar and used for weekly reports for senior staff to review.

Monthly and Quarterly financial details are provided as well. CADG will comply with the normal reporting requirements of AusAid, to be negotiated as part of the contract.

CADG will appoint two supervisors which will be based in Chora to run the operation of the project. All skilled and unskilled labor will be recruited locally in order to prioritize employment opportunities for the local community. It should also be noted that experienced CADG supervisors from projects already completed in Chora will be dedicated to daily monitoring of this project along with the training of new staff chosen from the community.



Stakeholders:

- s 33(a)(iii)
-
-
-
- Business Owners situated along the Project Site
- Local Traders Association
- FOB Miriam and Military Staff keeping the peace in Chora

At-Risk Populations & Beneficiary Selection:

Populations to be targeted in Chora district include the following groups:

- recent IDPs who have moved from war and drought-affected districts into the district center and surrounding area over the last several years,
- local poor and jobless people who currently survive by begging, and cannot earn enough for daily subsistence

- households with a single-income earner with no regular income source;
- households which have a person with a disability as the main income earner;
- those who send their children out to work;
- those who rely on neighbors for support;
- those who need to live on credit during the winter months.

These target groups will be identified through municipal leaders and neighborhood elders.

Estimated Man-days of Labor: 344,448 Man-Days

Market Analysis – Wages to be paid on Project:

Day rate for **semi-skilled labor** (US\$ per day): **Foreman \$20/day**

Day rate for **un-skilled labor** (US\$ per day): **\$7/day**

Day rate for **skilled labors** (US\$ per day): **\$15-19/day**

This analysis was carried out in close coordination with local civic and industry officials. Close attention will be paid so as not to affect the de facto minimum wage in the city, but at the same time to pay a fair wage.

Estimated Local Labor to Materials Ratio: Labor 82%, Materials/Equipments 18%

Estimated Beneficiaries:

Direct: 6,889 Positions x 6 average family members = **41,334 direct beneficiaries**

CADG has a policy to provide 50 days per individual or position. A rotation of the work force will occur every 50 days in order to maximize the benefits to the local economy by spreading the labor.

Indirect: 50,000 people living and working in Chora district. In addition, hundreds of business owners along the affected project area will benefit indirectly.

Total Cost per Beneficiary:

Total Local Project Cost ^{s 47G(1)(a), s 47G(1)(b)} Direct Beneficiaries (41,334) ^{s 47G(1)(a), s 47G(1)(b)} **per beneficiary.**

Program Objectives:

Food Insecurity, Contribution to General Stability, Providing Alternative Livelihoods, Stimulating Economic Development.

Potential for Females Participation:

While little opportunity exists to employ women on this project, CADG is committed to seeking alternative project opportunities for the female population within the at-risk categories identified above. All possible options will be explored and will include consultation with representatives from the Department of Women's Affairs, as every effort will be made to initiate a women's project within Urozgan.

Opportunities for Local Key Player Collaboration:

CADG has worked very closely with s 33(a)(iii) to identify some of the pressing community needs that are having an adverse effect on the population and that which are labour intensive in their design.

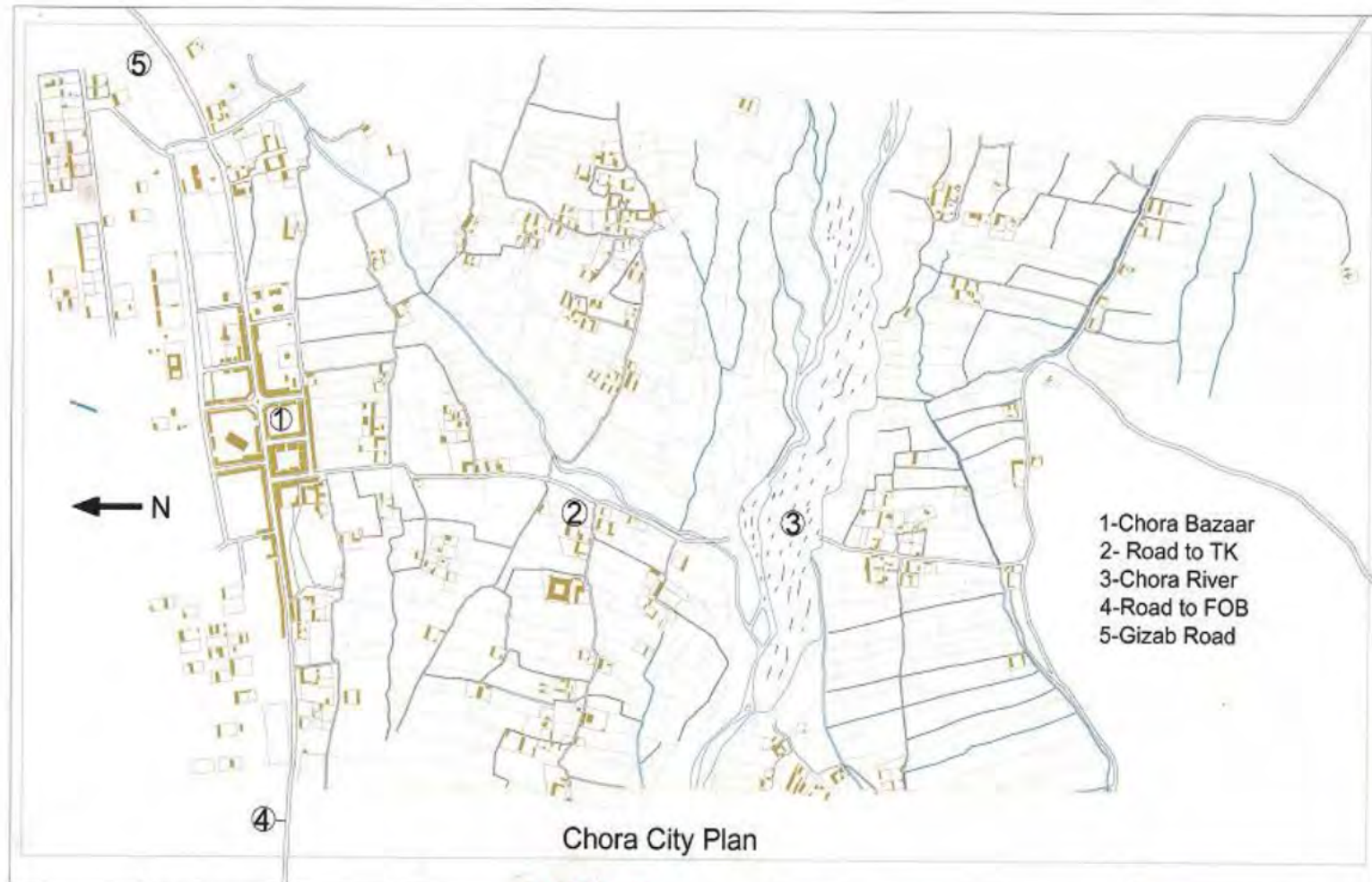
In addition, some coordination/de-confliction has occurred with GTZ, who is also active in the area. CADG's has a good working relationship with GTZ.

The proposed Municipal Storm Ditch Rehabilitation Project in Chora is a product of hours of interface with municipal and district officials as the business of identifying projects consistent with the principles of the FIRUP program which was undertaken during 2010. In addition, business owners and community elders have been consulted along the potential work site.

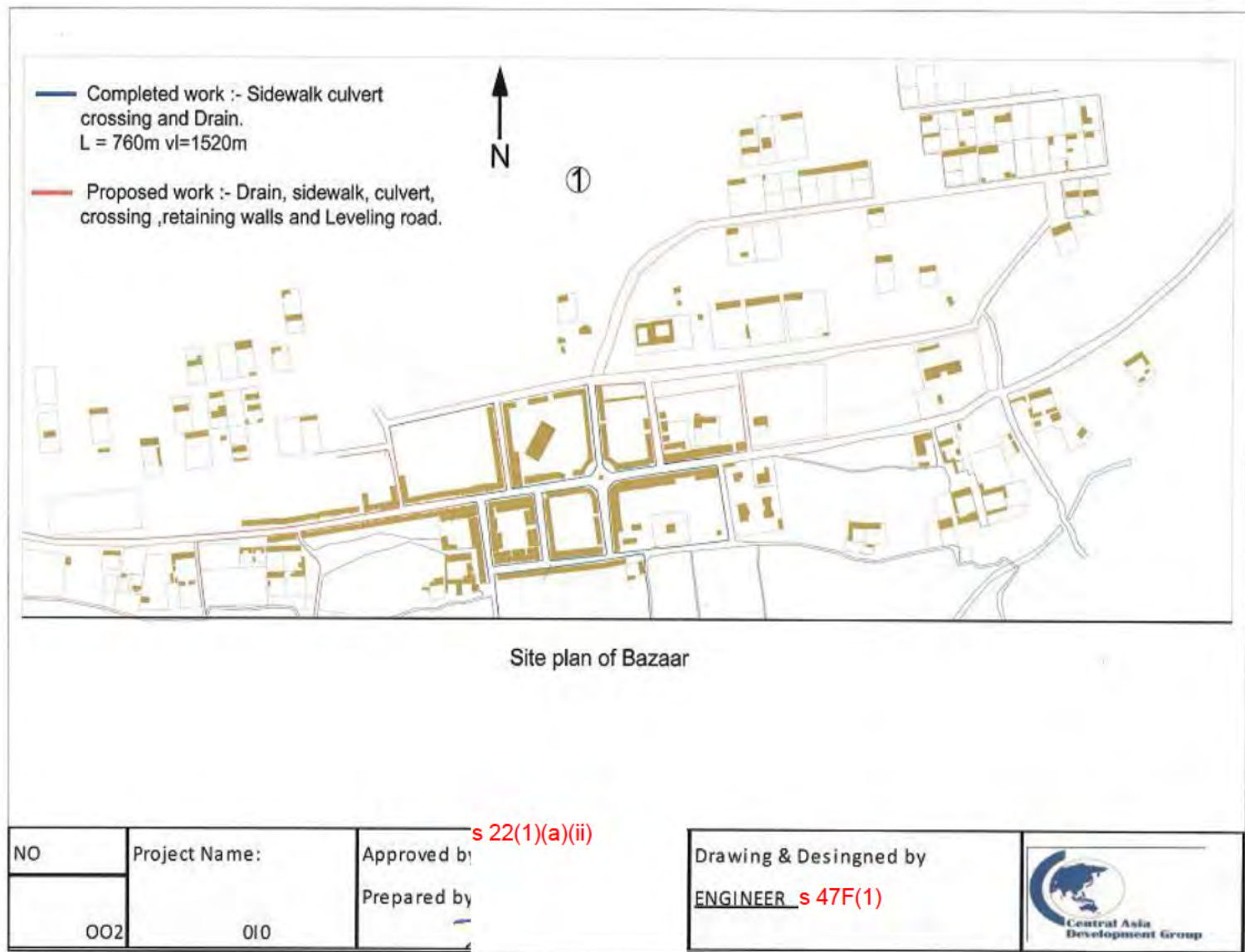
Urozgan's Project Implementation Funds

Procurement of tools, cement and other consumable items needed for the implementation of the project will take place as close to the local community as possible.. Although some goods are not found in the local market, CADG will encourage local venders to supply these items at a reasonable cost for the daily operations and project implementation.

Annex I - Project Designs

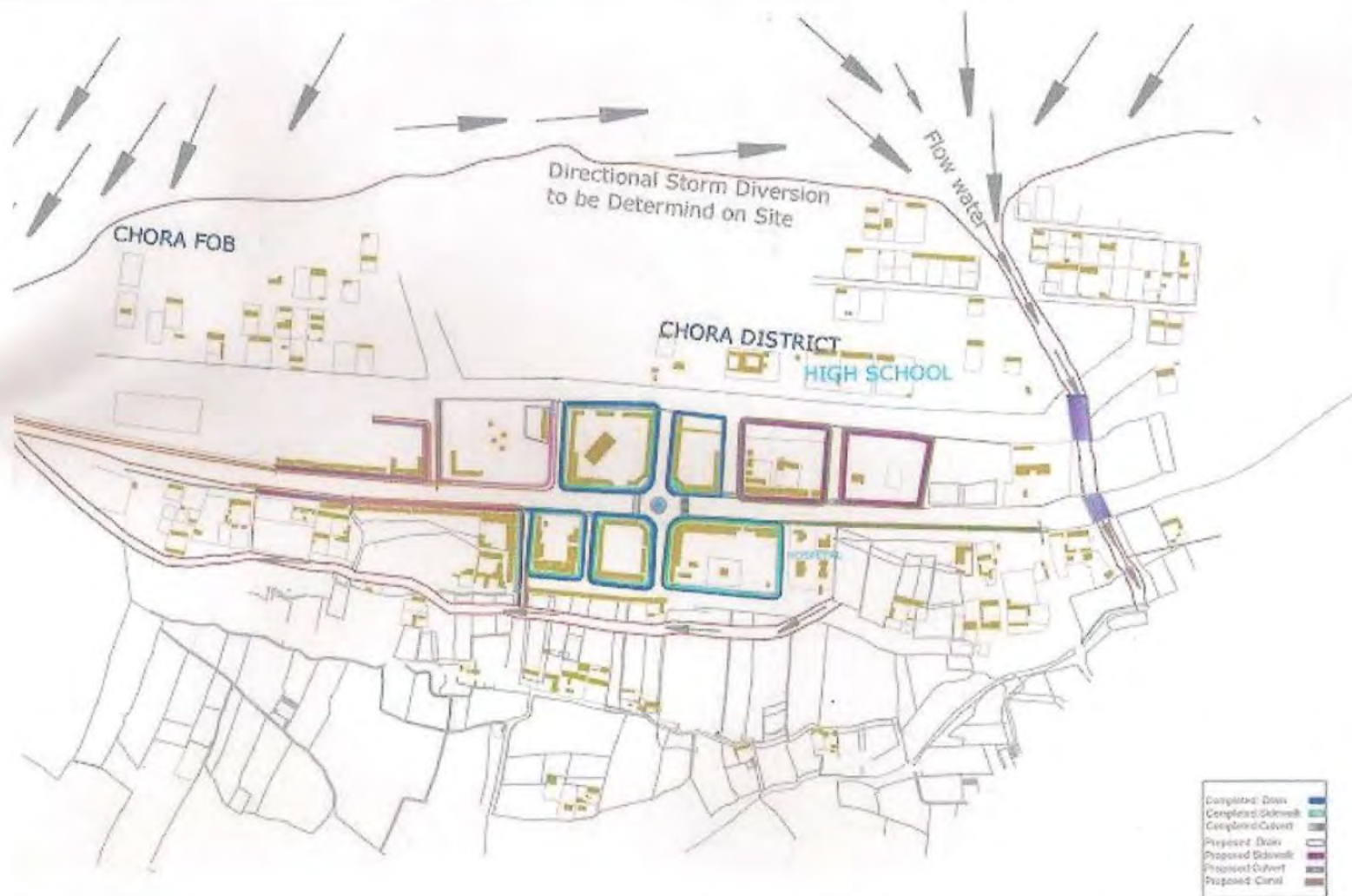


NO	Project Name:	Approved by s 22(1)(a)(ii)	Drawing & Designed by	 Central Asia Development Group
001	010	Prepared by	<u>ENGINEER</u> s 47F(1)	

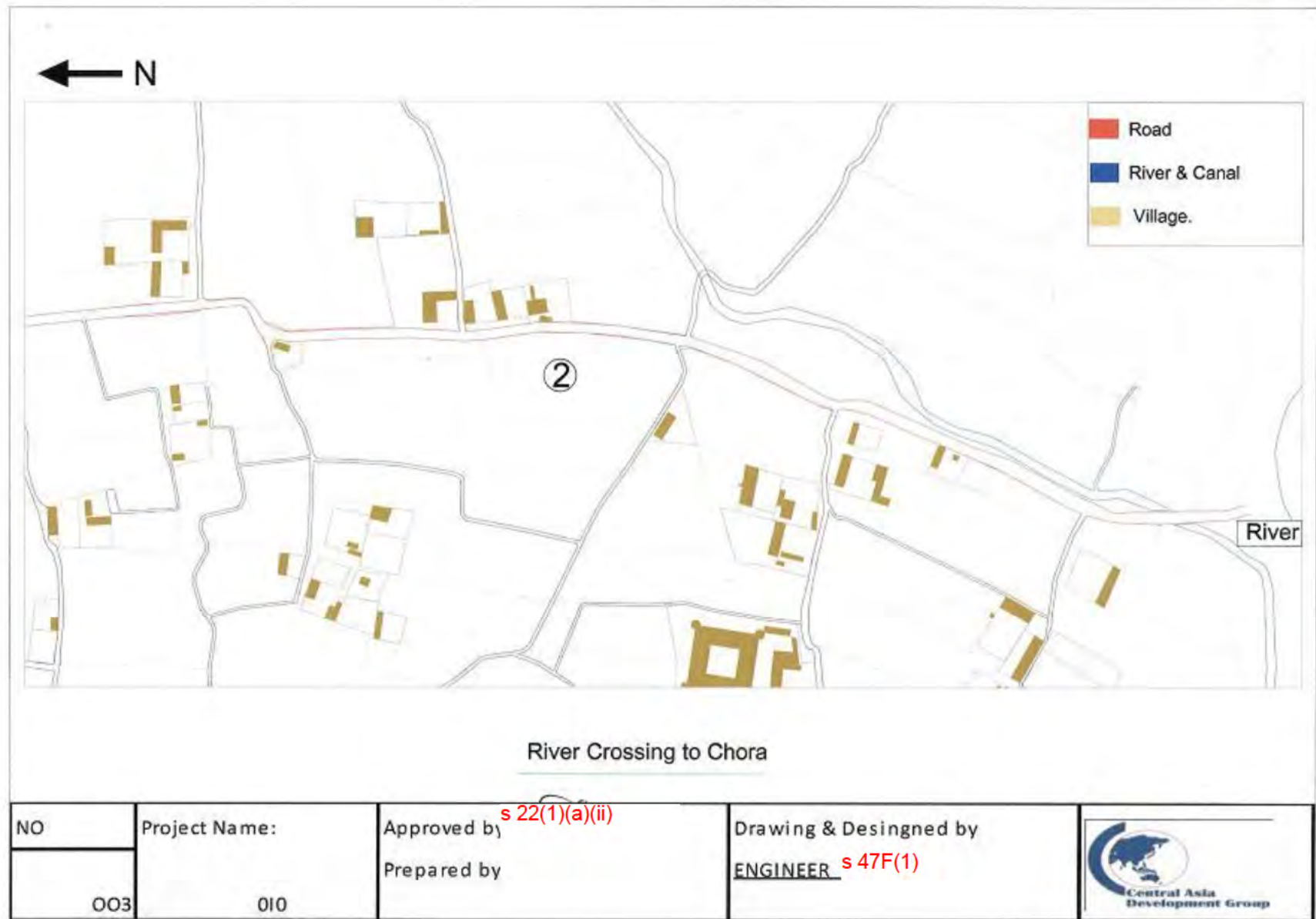


s 22(1)(a)(ii)

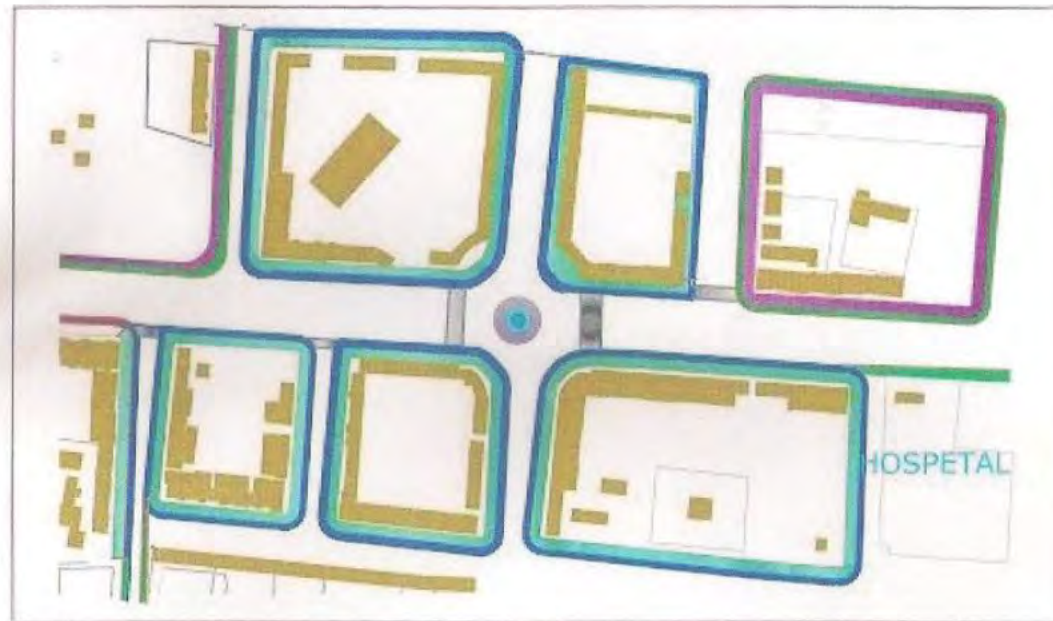
s 47F(1)



Quantity	Title/Name/ Designation / Material /Dimenation		
s 47F(1)	Choked by	Approved by	File name Date
	CHORA AUS - AID UZ P001		
	Chora Bazara Site Plan		
			Scale

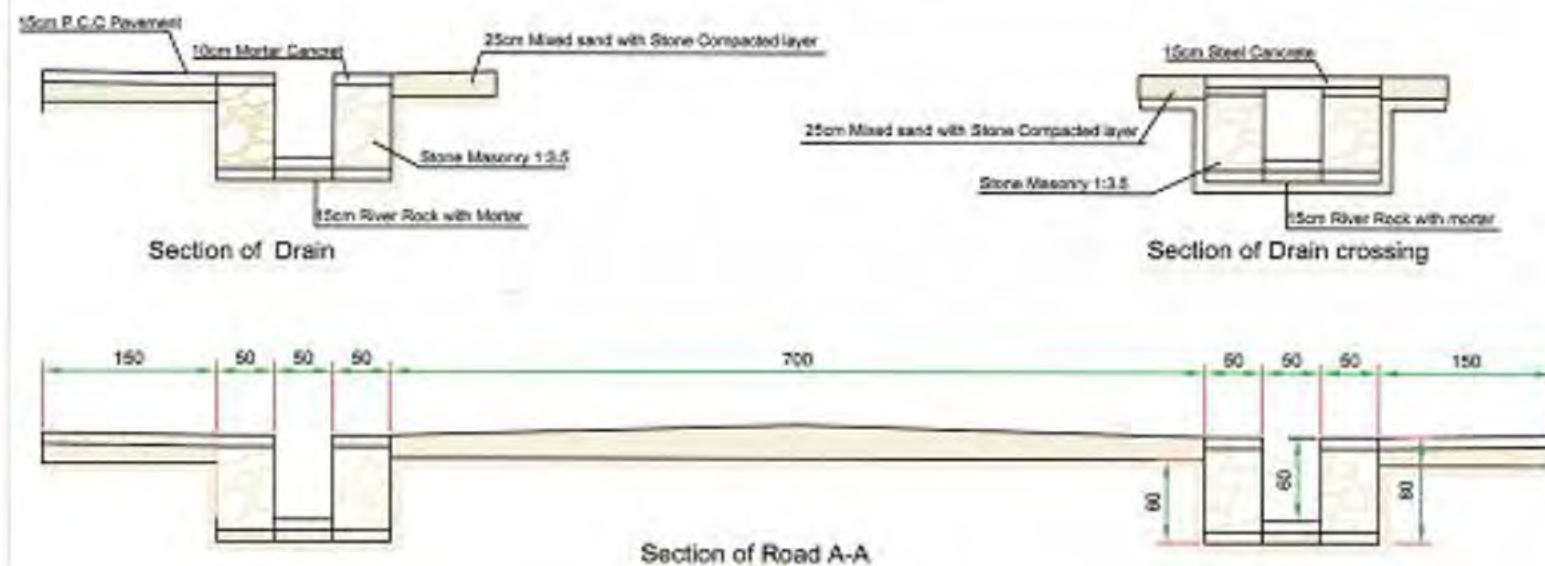


BAZAAR SITE PLAN

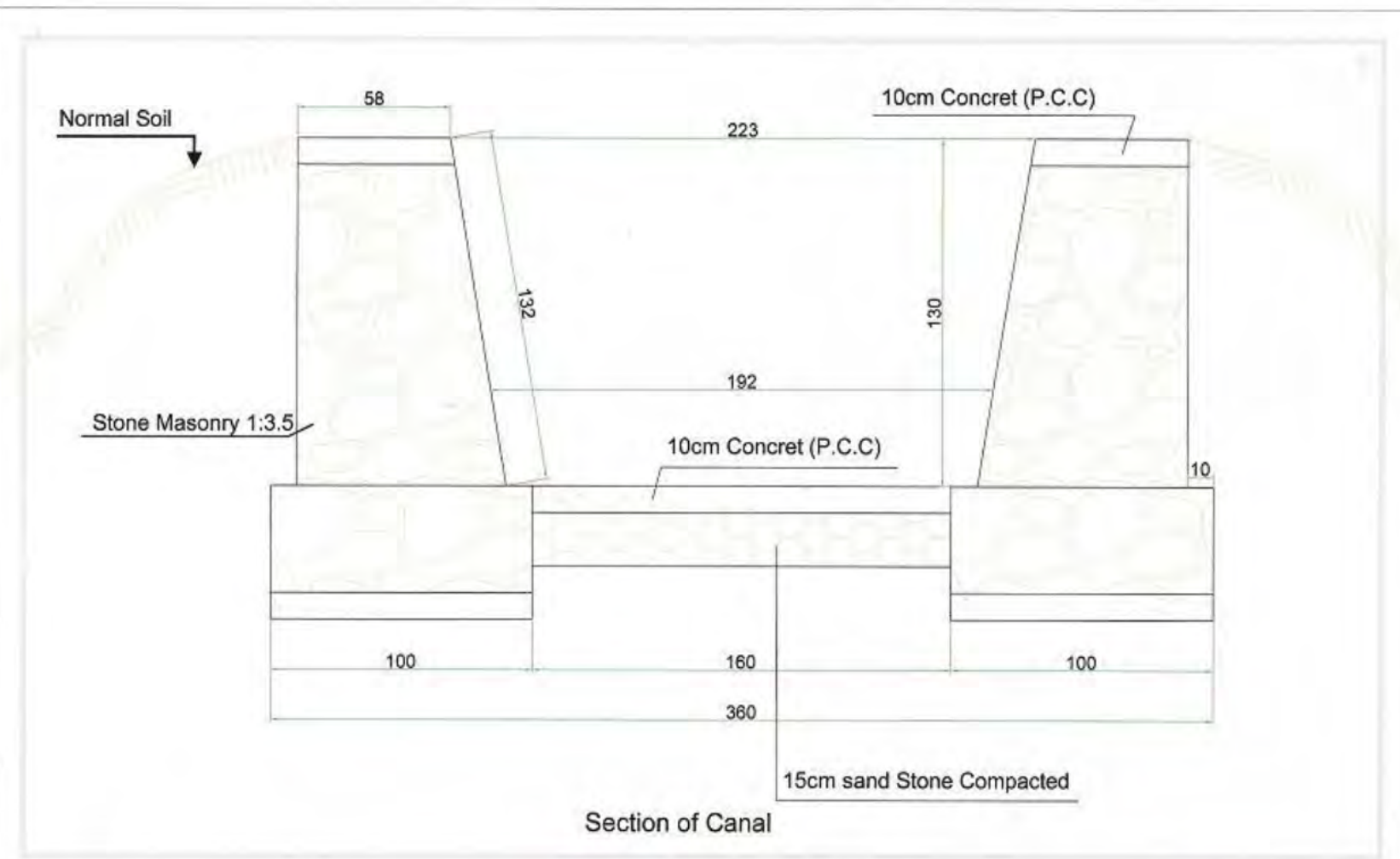


Compound Wall	0.00
Compound Gate	0.00
Compound Fence	0.00
Proposed Drain	0.00
Proposed Culvert	0.00
Proposed Culvert	0.00
Proposed Canal	0.00

ref	Quantity	Title/Name/ Designation / Material /Dimension			
by Engineer	s 47F(1)	Checked by	Approved by	File name	Date
		CHORA AUS - AID UZ P001			
		Chora Bazara Site Plan			
					



ND	Project Name:	Approved by _____	Drawing & Designed by _____	
004	010	Prepared by <u>s 22(1)(a)(ii)</u>	ENGINEER <u>s 47F(1)</u>	



NO	Project Name:	Approved by. s 22(1)(a)(ii)	Drawing & Desinged by	
005	010	Prepared by.	ENGINEER s 47F(1)	



Australian Government
AusAID

Minute to Exempt an Aid Activity from a Quality Process

To	s 22(1)(a)(ii) ADG PAB		Date	21 November 2010
Subject	Seeking exemption from Appraisal Peer review for the Chora Municipal Infrastructure Project			
Initiative number		Total FMA Reg 9 Amount	\$6.5 million	
Through	s 22(1)(a)(ii) 31/11/16 Supported - this will be an important stabilisation initiative in Chora JG.			
Requested by				
cc	-			

Purpose

1. This minute seeks your approval to exempt the **Chora Municipal Infrastructure Project** from completing an **Appraisal Peer Review**, which is required for this modality. See Attachment 1.

Background

2. The **Chora Municipal Infrastructure Project** will be a key stabilisation activity contributing to AusAID's target of \$20 million announced for expenditure in Uruzgan in FY 2010-11.
3. AusAID defines stabilisation activities as 'small-scale, short-term development initiatives that are delivered at the community level.' Stabilisation activities aim to address the immediate consequences of conflict that has restricted access to government services, including by improving small-scale infrastructure in districts where the ADF has an established security presence.
4. Chora is a key district for Australia's efforts in Uruzgan. It is about 47 kilometres north-east of the provincial capital, Tarin Kowt. The district has been marginalized for the last 30 years due to its relative insecurity and isolation. After decades of conflict, most of Chora's municipal infrastructure has fallen into disrepair with little attention given to basic maintenance and upkeep. See Attachment 2. The deteriorating stormwater drainage network is one particular area that has suffered from the over-burdened municipal budget. In some places, the required ditches were not constructed in the first place, resulting in hazardous channels weaving down the centre of the street. The resulting decay has further reduced the effectiveness of an already degraded municipal stormwater system.
5. The Chora Municipality is requesting assistance to refurbish some of the most affected and vital stretches of storm ditches in Chora bazaar and its environs. The project will construct stormwater drains, gutters, walkways and culvert crossings. This work is vital in addressing the basic sanitation needs of the population, is essential to flood management efforts and will help revitalise economic opportunities in the district.
6. Central Asia Development Group (CADG) proposes to undertake a cash-for-work program - US\$5.8 million (estimated AUD6.5 million over two FY). CADG has been operating in Uruzgan for the past two years and has completed similar municipality projects with USAID funding in Tarin Kowt and Deh Rawud. CADG has its Afghanistan headquarters located in Kandahar and it has been operating in Afghanistan since 2001.

Justification for Exemption

7. There is a definite need for this basic work and there are few, if any, credible alternatives. Most international organisations working in Uruzgan are not willing to work in Chora district due to security threats and divisive tribal issues. The project is simple in its design. CADG has already delivered similar projects in Uruzgan (with USAID funding) in Tarin Kowt, Deh Rawud and completed some preliminary work in Chora.

UNCLASSIFIED

8. AusAID's Development Advisers (DEVADs) have conducted a series of visits to Chora to meet with local government and community representatives. Often the process of planning stabilisation activities with communities and local government organisations is more important than the final output. In this case, most of the planning of relatively simple tasks has been completed and there is now an opportunity to move quickly to deliver an outcome to this process. Moving quickly to implement this project will demonstrate to the local organisations and communities that there is a benefit from cooperating with each other.
9. This project will support overall stabilisation efforts in Chora by AusAID, the ADF and the PRT. DEVADs strongly support the project and advise that this is also the view of the PRT Director (DFAT's s 22(1)(a)(ii) and Australia's senior representative in Uruzgan). The DEVADs advise that CADG is a competent and reliable partner that has a good understanding of the local skill sets and capabilities. The US is extensively engaging CADG in Uruzgan.
10. Given the relative simplicity of the design, CADG's experience undertaking similar projects within Uruzgan, the lack of implementing partners and the opportunity to undertake a *'small-scale, short-term development initiative'* to address the immediate consequences of conflict, it is proposed that this Project be exempt from completing the normal Appraisal Peer Review process.

Other Quality Processes undertaken/to be undertaken

11. Comments have been requested from s 22(1)(a)(ii) (AusAID's Infrastructure, Water and Sanitation Advisory Group).

Recommendation

12. It is recommended that you approve the **Chora Municipal Infrastructure Project** from undertaking an **Appraisal Peer Review**.

s 22(1)(a)(ii)

29 / 11 / 10

Date

AusAID

Approval

1. Exemption from Appraisal Peer Review:

APPROVED / NOT APPROVED

s 22(1)(a)(ii)

6 / 12 / 10

Date

ADG PAB
AusAID

With Clarifications as per attached
email exchange. s 22(1)(a)(ii)

s 22(1)(a)(ii)

From: s 22(1)(a)(ii)
Sent: 06 December 2010 6:08 PM
To: s 22(1)(a)(ii)
Cc: s 22(1)(a)(ii)
Subject: RE: Chora Municipal Infrastructure Project [SEC=IN-CONFIDENCE:BRIEFING]
Security Classification: IN-CONFIDENCE:BRIEFING

s 22(1)(a)(ii)

Responses included below each of your questions.

s 22(1)(a)(ii)

From: s 22(1)(a)(ii)
Sent: 06 December 2010 5:23 PM
To: s 22(1)(a)(ii)
Cc: s 22(1)(a)(ii)
Subject: Chora Municipal Infrastructure Project [SEC=IN-CONFIDENCE:BRIEFING]
Importance: High

s 22(1)(a)(ii)

I'm looking at the request for an exemption for the Peer Review for the Chora Municipal Infrastructure Project. I have a few questions:

- is Australia the only donor and are the financial years of this program this and the next?

Yes to both

- Has/ when will the FMA9/ 10 go forward? If there is no Peer Review this will need to be explained to the FMA9 delegate very clearly

I will be drafting the FMA9/10 in the next couple of days to be with you before the end of this week

- Given the value of this am I able to sign the exemption?

My understanding is that ADGs have responsibility for the Agency's quality assurance arrangements and that it is not dependent on financial delegation limits.

- When are s 22(1)(a)(ii) comments due?

Hopefully next week. I have spoken with him twice but have still to send the documents to him. I will reconfirm with him and send him the documents tomorrow.

- Given we won't have a peer review at the outset, what other review points will be put in the contract/ design to ensure that we monitor this?

We will have a DEVAD, and potentially a STABAD, in Chora to monitor the project. I will seek six monthly reporting by CADG and include this in the contract. If DEVADs and STABADs are not available, we can request DEVADs in TK to seek ADF reporting from those based in the FOB. The design aspects are relatively rudimentary (essentially roadside drains, culverts and footpaths) and replicate work CADG has already successfully undertaken with USAID funding in TK and Dehrawud.

I fully understand the importance and urgency of this project. I also understand why therefore you are requesting the exemption. The minute though doesn't make the case as strongly as I think it needs to for a \$6.5 million investment.

Grateful further information as per above.

Thanks

s 22(1)(a)(ii)

6/12/2010

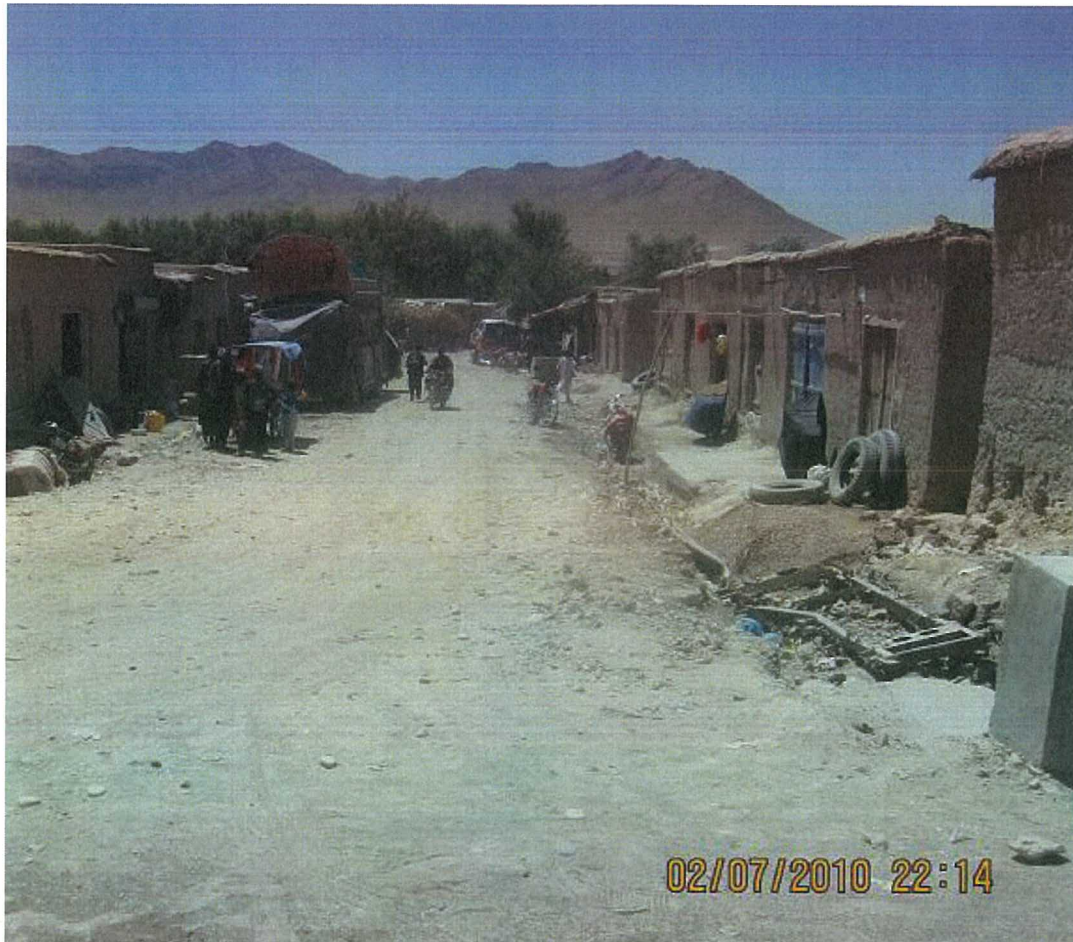
UNCLASSIFIED

Required Quality Process <i>[refer to the linked Rules and Tools Instruction for details]</i>		AusAID with partner government	AusAID with whole of government, international or NGO development partners				AusAID Humanitarian Assistance and Disaster Response <i>Only for activities approved by the HER Section and the duration is less than 12 months</i>
			AusAID is leading	Development partner is leading * <i>includes both bilateral and multilateral approaches</i>		AusAID is providing Core Funding <i>for example, to the WB, ADB, UN, Multilaterals, NGOs (excluding NGOs on the ANCP)</i>	
			For new designs	If the design already exists	First annual contribution under a new agreement	Subsequent contributions	
Program / Activity Design <i>[How Do I Manage the Design of an Aid Activity?]</i>	Concept Peer Review	Required	Required	Not required <i>(record reason in AidWorks)</i>	Not required <i>(record reason in AidWorks)</i>	Not required <i>(record reason in AidWorks)</i>	Not required <i>(record reason in AidWorks)</i>
	Independent Appraisal	Required	Required <i>Unless the partner's process meets AusAID requirements *</i>	Not required <i>(record reason in AidWorks)</i>	Not required <i>(record reason in AidWorks)</i>	Not required <i>(record reason in AidWorks)</i>	Not required <i>(record reason in AidWorks)</i>
	Appraisal Peer Review	Required	Required <i>Unless the partner's process meets AusAID requirements *</i>	Required <i>of the Design Summary and Implementation Document *</i>	Required <i>of the Design Summary and Implementation Document *</i>	Not required <i>(record reason in AidWorks)</i>	Required <i>Emergency Task Force (ETF) or Ministerial approval incorporating a quality assessment is equivalent</i>
	Quality at Entry Report (QAE)	Required	Required	Required <i>of the Design Summary and Implementation Document *</i>	Required <i>of the Design Summary and Implementation Document *</i>	Not required <i>(record reason in AidWorks)</i>	<i>[Not applicable]</i>
		Required	Required	Required	Required	Required	<i>[Not applicable]</i>
Implementation	Quality at Implementation Report (QAI) <i>[How Do I Complete a QAI Report?]</i>	Required	Required	Required <i>At least once every 4 years unless another independent evaluation meets AusAID's quality requirements[†]</i>	Required <i>At least once every 4 years unless another independent evaluation meets AusAID's quality requirements[†]</i>	Required <i>At least once every 4 years unless another independent evaluation meets AusAID's quality requirements[†]</i>	<i>[Not applicable]</i>
	Independent Evaluation – Progress Report (IPR) <i>[How Do I Manage the Independent Evaluation of an Aid Activity?]</i>	Required <i>At least once every 4 years</i>	Required <i>At least once every 4 years unless another independent evaluation meets AusAID's quality requirements[†]</i>	Required <i>At least once every 4 years unless another independent evaluation meets AusAID's quality requirements[†]</i>	Required <i>At least once every 4 years unless another independent evaluation meets AusAID's quality requirements[†]</i>	Required <i>At least once every 4 years unless another independent evaluation meets AusAID's quality requirements[†]</i>	<i>[Not applicable]</i>
Completion	Independent Evaluation – Completion Report (ICR) <i>[How Do I Manage the Independent Evaluation of an Aid Activity?]</i>	Required <i>Unless an IPR has been completed within the 24 months prior to activity completion</i>	Required <i>Unless an IPR has been completed within the 24 months prior to activity completion</i> <i>You may use another independent evaluation if it meets AusAID's quality requirements[†]</i>	Required <i>Unless an IPR has been completed within the 24 months prior to activity completion</i> <i>You may use another independent evaluation if it meets AusAID's quality requirements[†]</i>	<i>[Not applicable]</i>	<i>[Not applicable]</i>	<i>[Not applicable]</i>

* Refer to the Guideline AusAID Quality Requirements for Partner-Led Designs for details

† See the NOTE on page 1

Photographs of Chora





Australian Government
AusAID

Minute to Authorise and Approve Spending for Current and Future Financial Years *(FMA Reg 9 & 10)*

To	Acting Deputy Director General, AWAMEH <i>22/12/10</i>		Date	22 December 2010
Subject	FMA Reg 10 Authorisation and FMA Reg 9 Approval for Uruzgan – Stabilisation Activity – Chora Municipal Infrastructure Project by Central Asian Development Group (CADG)			
Start Date	February 2011			
End Date	30 June 2012			
Through	s 22(1)(a)(ii) s 22(1)(a)(ii)	ADG PAB Director Afghanistan (Uruzgan)	s 22(1)(a)(ii) <i>22/12/10</i>	
cc	s 22(1)(a)(ii)			
Requested by				
FMA Reg 10 #	2010-136A			
Attachments	A. CADG's Proposal for Chora Municipal Infrastructure Project. B. CADG's End of Project Report - Dehrawud. C. Minute to DDG PED seeking Exemption from Mandatory Procurement Procedures.			

Purpose

This minute seeks your **authorisation under FMA Regulation 10** of:

- (a) a spending proposal of up to **\$6.5 million** plus a maximum of 10% for GST (if applicable) over the two financial years of **2010-11** and **2011-12**;

and your **approval in accordance with FMA Regulation 9** for:

- (b) a spending proposal of up to **\$6.5 million** plus a maximum of 10% for GST over two financial years;
- (c) the method of spending to be **direct source** (subject to approval of an exemption from the mandatory procurement procedures of the Commonwealth Procurement Guidelines by DDG PED – see Attachment);
- (d) the outcome of funding the **Central Asia Development Group (CADG)**,

for the **Chora Municipal Infrastructure Project** (Attachment A) in accordance with the information provided in this minute.

Background

- Uruzgan Province faces serious challenges in respect to an active insurgency, the impact of years of civil conflict, remoteness and weak or non-existing government services. In February 2010, the Australian Government agreed to AusAID's Operational Plan for Uruzgan Province which includes two lines of operation: stabilisation and capacity building. The focus on stabilisation activities in Uruzgan has increased further given the Dutch withdrawal from the province in August 2010 and Australia's decision to lead the multi-national Provincial Reconstruction Team (PRT).
- Taking this commitment forward, AusAID has developed a draft Concept for Stabilisation Operations that states: *'Stabilisation activities aim to address the immediate consequences of conflict that has*

restricted access to government services, including by improving small-scale infrastructure in districts where the ADF has an established security presence'. Stabilisation activities assist the Afghan Government to deliver community based projects in Uruzgan helping to build the legitimacy of the Afghan Provincial Government in the eyes of the people. They aim to address the immediate consequences of the insurgency on selected local communities by providing small-scale projects, especially infrastructure.

4. Where the Afghan Government lacks the capacity to deliver these projects itself, or the area is too insecure, the PRT's civil-military team is supporting implementation of stabilisation activities. Projects are identified after consulting with Afghan officials and local communities. Where effective capacity exists, commercial contractors and non-government organisations are being engaged as implementing partners.
5. AusAID's Comprehensive Needs Assessment (CNA) undertaken in 2010 confirmed the poor state of Uruzgan's human, economic and physical infrastructure. The CNA is helping the PRT, the Provincial Government and other development partners to better target their interventions in the province. Two key CNA findings were:
 - the legitimacy and capacity of the Uruzgan Provincial Government remains extremely low, and
 - infrastructure is inadequate to meet even the most basic transport, irrigation and energy needs.

The CADG proposal will help address these core findings.

6. Chora is a key district for Australia's efforts in Uruzgan. It is about 47 kilometres northeast of the provincial capital, Tarin Kowt. There is limited access to employment, education and training opportunities. The district has been marginalised for the last 30 years due to its relative insecurity and isolation. After decades of conflict, most of Chora's municipal infrastructure has fallen into disrepair with little attention given to basic maintenance and upkeep. The deteriorating stormwater drainage network is one particular area that has suffered neglect given the over-burdened municipal budget. In places, hazardous channels weave down the centre of the street. The resulting decay has further reduced the effectiveness of an already degraded municipal stormwater system.
7. The Chora Municipal Infrastructure Project (Attachment A) will be a key stabilisation activity for Australia and the PRT in Uruzgan. It will complement a Dutch-funded project that is constructing a sealed road through the Baluchi Valley to improve access between the provincial capital, Tarin Kowt, and the district centre of Chora. CADG's current proposal for Chora will lead to CADG establishing a more permanent presence in Chora from which it will launch further activities in more remote districts such as Gizab.

Details of the Proposed Commitment

Outline of Spending Proposal

8. Uruzgan faces major development challenges. The province is experiencing ongoing and active conflict. Development indicators are amongst the lowest in the country. The literacy rate is zero percent for women and ten per cent for men, and it is the second worst province in Afghanistan for under-five mortality rates. The capacity of the Government of Afghanistan (GIROA) in Uruzgan is severely restricted. Only 30 per cent of public service positions are filled and those government officials present generally have poor levels of education and lack qualifications. The capacity of government to deliver services to the people of Uruzgan needs to be rapidly boosted to meet immediate needs and to help promote stability, especially in outer-lying districts.
9. Chora Municipality is requesting assistance to refurbish some of the most affected and vital stretches of stormwater ditches in Chora bazaar and its environs. The project will construct stormwater drains, gutters, walkways and culvert crossings. This work is vital in addressing the basic sanitation needs of the population, flood management efforts, and to help revitalise economic opportunities in the district. CADG has worked closely with s 33(a)(iii) to

identify some of the pressing community needs that are having an adverse effect on the population and that are labour intensive in their design. More specifically, the project will involve:

- cleaning of the roads, drains, and market in the district centre prior to construction allowing employment of 100 unskilled workers;
 - repair of damaged infrastructure (including the District Governor's Compound) using 100 unskilled and 10 skilled workers;
 - rehabilitating 3,000 meters of municipal storm channels using 200 unskilled and 10 skilled workers;
 - constructing culvert/drainage crossings and storm water diversion above the district centre by employing 100 unskilled and 10 skilled workers;
 - constructing 6,000 meters of concrete walkway areas using 300 unskilled and 14 skilled workers;
 - constructing 6,000 meters of drains by employing 200 unskilled workers and 15 skilled workers;
10. This proposal seeks approval for the direct sourcing of CADG as the most appropriate partner to implement the proposed activities in Uruzgan. Consideration on the value for money has been given and is deemed justifiable because:
- there are very few other credible and effective implementing partners in Uruzgan;
 - CADG has an existing presence in Uruzgan, tested monitoring and accountability systems and a strong record of accomplishment in delivering in the province through similar USAID-funded projects in the Tarin Kowt (the Provincial Capital) and Dehrawud (another district centre).
 - CADG's budget was assessed by AusAID's DEVADs as being comparable with other programs operating in similar difficult and insecure environments – staff and labour rates are considered appropriate for operating in Uruzgan.
11. The project's objectives are in line with Uruzgan's priority needs as outlined in the CNA, namely: supporting **critical infrastructure** is one of the core needs that will help build the capacity of the GIRoA to deliver key services at district level and thus enhance GIRoA's legitimacy in the eyes of the local population.
12. This spending proposal aligns with AusAID's Uruzgan Operational Plan, for delivering stabilisation activities that will help build capacity within the Uruzgan provincial administration to deliver basic services to its districts and to encourage stronger linkages between the district, provincial and central government.

Issues

13. Australia is now the lead development actor in Uruzgan. AusAID is increasing its programming and must meet key timeframes to help deliver the PRT's development strategy and implementation plan especially in light of the Dutch withdrawal. Australia's aid engagement in Uruzgan depends on a very limited number of delivery partners. In order to meet the urgency of the increasing program, Australia needs to be timely, opportunistic and flexible in progressing stabilisation work. This requires direct sourcing of implementing partners, such as CADG, that are already active in Uruzgan and have the capacity and demonstrated experience to implement stabilisation activities and work with local Afghan partners.
14. There is a clear need for this very basic work in Chora's district centre and there are few, if any, credible alternatives. The project is very simple in its design however, other implementing partners operating in Uruzgan are not willing to work in Chora district due to security threats and divisive tribal issues. CADG has already delivered similar projects in Uruzgan (with USAID funding) in Tarin Kowt, and Dehrawud, and has completed some preliminary work in the Chora District Centre.

15. This minute seeks your agreement to a direct source procurement method, but recognises that this agreement is subject to the approval of an exemption under Section 2.4 of AusAID's CEIs from the standard Commonwealth Procurement Guidelines Mandatory Procurement Processes, which require an open tender process to be conducted. The exemption will be sought from DDG PED (Attachment C) on the basis that CADG is the only partner in a position to deliver this project in the required timeframe that is effective, credible and value-for-money. This minute will be forwarded to DDG PED following your approval of this submission. Your approval of the procurement method will be contingent on DDG PED's approval of the exemption.

Risk Management Strategy

16. All activities in Uruzgan are high risk. The key overriding risk is security and its impact on plans to implement the activities outlined in the spending proposal. While this risk is real, CADG's service delivery model has been in place throughout Afghanistan for the past nine years and in Uruzgan for the past two. CADG has arrangements in place with local communities to facilitate access and security of staff. It has undertaken projects of similar scale and scope with USAID funding in Tarin Kowt and Dehrawud. CADG's headquarters in Afghanistan is based in Kandahar and it has an office in Uruzgan.
17. AusAID's Development Advisers (DEVADs) have conducted a series of visits to Chora to meet with local government and community representatives. Often the process of planning stabilisation activities with communities and local government organisations is more important than the final output. In this case, most of the planning of relatively simple tasks has been completed and there is now an opportunity to move quickly to deliver an outcome to this consultation process. Moving quickly to implement this project will demonstrate to local organisations and communities that there is a direct and significant benefit from cooperating with each other.
18. This project will support overall stabilisation efforts in Chora by AusAID, the ADF and the PRT. AusAID's DEVADs and the PRT Director (DFAT's **s 22(1)(a)(ii)** Australia's senior representative in Uruzgan) strongly support the project. DEVADs advise that CADG is a competent and reliable partner that has a good understanding of the local context, skill sets and capabilities.
19. AusAID's DEVADs will ensure that activities and funds are monitored closely throughout the life of the project, including through regular meetings with CADG representatives in Uruzgan and site visits. The project will be funded through a number of tranches linked to six-monthly reporting periods. A review will be conducted if the project extends beyond its planned 18 month duration. The project carries implementation risks that have been reduced by application of lessons learned from implementing similar projects in Tarin Kowt and Dehrawud as well as through CADG's wider engagement in Afghanistan. CADG's analysis and community engagement through earlier activities conform with current 'Do No Harm' methodologies.
20. The proposal represents an increase in CADG's activities in Uruzgan.

Quality Processes

21. Given the relative simplicity of the design, CADG's experience undertaking similar projects within Uruzgan, the lack of other credible implementing partners and the opportunity to undertake a small-scale, short-term development initiative to address the immediate consequences of conflict, the Project was exempted from completing the normal Appraisal Peer Review process.
22. The proposal has been reviewed and endorsed by AusAID's Afghanistan Section, DEVADs in Tarin Kowt and AusAID's Minister Counsellor in Kabul. It draws on other CADG activities in Uruzgan that have received strong support of the Provincial and Dehrawud District Governments. AusAID's Infrastructure Adviser **s 22(1)(a)(ii)** provided comments on the proposal and submitted a QAE report indicating satisfactory gradings.
23. The intention is to use the relationships developed through this activity, and the engagement of local and unemployed labour, to help develop an environment conducive to longer-term security and development within Chora.

24. The anticipated amounts payable under this spending proposal are:

Financial Year	2010-11	2011-12
CADG - Municipal Infrastructure Project	s 47G(1)(a), s 47G(1)(b)	
Totals		

Funding Availability

25. The table below indicates the percentage of the budget allocation currently committed against the West Asia - Afghanistan Program Fund, and shows that there is sufficient uncommitted appropriation and forward estimates to support the expenditure:

Program fund	Total Afghanistan Budget Allocation (Departmental and Administered)	2010-11	2011-12	2012-13	2013-14
West Asia - Afghanistan (AFG)	s 47G(1)(a), s 47G(1)(b)	32.01%	25.17%	6.34%	0.74%

Indemnities and Contingent Liabilities

26. There are no contingent liabilities arising from the arrangements proposed in this submission.

Accounting for GST

27. The Delegate should note that GST is recorded against an agency-wide charge code and is not reflected against the Initiative.

28. To facilitate budget and pipeline reporting, figures presented in the attached tables do not include GST.

Details of Method

29. This proposal seeks to use direct sourcing as the procurement method to engage **Central Asia Development Group (CADG)** as the implementing partner to deliver the proposed activities.

30. A Minute seeking exemption from the Commonwealth Procurement Guidelines under section 2.4 of AusAID CEIs will be forwarded to DDG PED subsequent to FMA 9 approval.

Details of Outcome

31. The outcome of the proposed procurement method is **CADG will be contracted for up to \$6.5 million** over the period of the contract to improve the municipal infrastructure in the Chora District Centre.

Recommendation

32. In accordance with FMA Regulations 9 and 10, it is recommended that you:

- (a) Authorise under FMA Regulation 10 a spending proposal of up to **\$6.5 million** plus a maximum of 10% for GST (if applicable) over two financial years from **2010-11** to **2011-12**;
- (b) approval in accordance with FMA Regulation 9 a spending proposal of up to \$6.5 million plus a maximum of 10% for GST (if applicable);
- (c) approve in accordance with FMA Regulation 9 the method of procurement to be **direct engagement**;
- (d) the outcome of funding the **Central Asia Development Group (CADG)**.

33. The proposed expenditure is in accordance with the policies of the Commonwealth in relation to the Australian Development Cooperation Program, and will make efficient, effective and ethical use of public monies.

s 22(1)(a)(ii)

22 / 12 / 10

s 22(1)(a)(ii)

Date

Afghanistan (Uruzgan) Section
AusAID

Authorisation and Approval:

- (a) FMA Reg 10 commitment:
- (b) FMA Reg 9 commitment:
- (c) FMA Reg 9 method:
- (d) FMA Reg 9 outcome:

AUTHORISED / NOT AUTHORISED

APPROVED / NOT APPROVED

APPROVED / NOT APPROVED

APPROVED / NOT APPROVED

22 / 12 / 10

s 22(1)(a)(ii)

Date

Acting DDG AWAMEH
AusAID

This is a high risk enterprise. It will be important to monitor this well - even allowing for the insecure environment. We should be prepared to stop activities and funding where concerns have deteriorated - and have the contract provisions/systems to do this. While beneficial to Chava + long association to Uruzgan, it remains to be seen if stronger Kabul-based links will flow from this.

s 22(1)(a)(ii)

22/12/10

From: Procurement Agreement Services

Sent: 21 December 2010 4:04 PM

To: s 22(1)(a)(ii)

Cc: s 22(1)(a)(ii)

Subject: RE: Afghanistan - Type of Contract [SEC=IN-CONFIDENCE:COMMERCIAL]

Hi s 22(1)(a)(ii)

Thanks for the "heads up".

I think clearance may be possible if we have good sailing – ie a mature version of the contract and its scope of services and basis of payment from you and a clear run through Legal and Director PAS.

If one of these fall over, you will not get is cleared by your desired date.

s 22(1)(a)(ii)

PNG Contracts Manager
Procurement and Agreement Services Section
Operations Support Branch
AusAID

s 22(1)(a)(ii) @ausaid.gov.au

s 22(1)(a)(ii)

From s 22(1)(a)(ii)

Sent: 21 December 2010 3:11 PM

To: Procurement Agreement Services

Cc: 's 22(1)(a)(ii)

Subject: Afghanistan - Type of Contract [SEC=IN-CONFIDENCE:COMMERCIAL]

Importance: High

Dear PAS colleagues

The Afghanistan Desk is in the last throes of contracting an organisation to undertake what is essentially a cash-for-work project in one of the outer-lying districts of Uruzgan which continues to experience high levels of insurgency activity and conflict.

At a cost of up to \$6.5 million, the applicable contract template would be the Intermediate Contract Parts A and B, and Schedules 1-6. However, given the nature of work involved, both s 22(1)(a)(ii) have agreed that the Minor Contract would be more appropriate. I will be progressing the Minor Contract today and hope to have it across to PAG asap for clearance hopefully allowing for signature by both parties before 24 Dec.

Essentially the planned project is a 'stabilisation' activity that aims to address the immediate consequences of conflict that has restricted access to government services, including by improving small-scale infrastructure in districts where the ADF has an established security presence. Details of the project's scope of work, and stabilisation activities more broadly, are attached below.

The activity proposal and AusAID's Concept of Stabilisation Operations are attached. ADG PAB has exempted the project from the Peer Review process (see attached), the FMA9/10 and CPG Exemption minutes are currently with the appropriate delegates for approval.

Thanks for advice to date.

Best regards, s 22(1)(a)(ii)

The project will involve:

- cleaning of the roads, drains, and market in the District Centre prior to construction allowing employment of 100 unskilled workers;

- repair of damaged infrastructure (including the District Governor's Compound) using 100 unskilled and 10 skilled workers;
- rehabilitating 3,000 meters of municipal storm channels using 200 unskilled and 10 skilled workers;
- constructing culvert/drainage crossings and storm water diversion above the District Centre by employing 100 unskilled and 10 skilled workers;
- constructing 6,000 meters of concrete walkway areas using 300 unskilled and 14 skilled workers;
- constructing 6,000 meters of drains by employing 200 unskilled workers and 15 skilled workers.

AusAID defines stabilisation activities as 'small-scale, short-term development initiatives that are delivered at the community level.' Stabilisation activities aim to address the immediate consequences of conflict that has restricted access to government services, including by improving small-scale infrastructure in districts where the ADF has an established security presence.

Chora is a key district for Australia's efforts in Uruzgan. It is about 47 kilometres north-east of the provincial capital, Tarin Kowt. The district has been marginalized for the last 30 years due to its relative insecurity and isolation. After decades of conflict, most of Chora's municipal infrastructure has fallen into disrepair with little attention given to basic maintenance and upkeep. The deteriorating stormwater drainage network is one particular area that has suffered from the over-burdened municipal budget. In some places, hazardous channels weave down the centre of the street. The resulting decay has further reduced the effectiveness of an already degraded municipal stormwater system.

Many activities undertaken in Uruzgan could be categorised as 'stabilisation' activities. Stabilisation is a political process and stabilisation programs by their nature are rarely sustainable - if they were, they would be development programs. One of the most important and potentially stabilising effects of aid projects is that they provide an opportunity for key actors to engage and interact, and to develop relationships that are critically important in the Afghan context.

Often the process of implementing stabilisation projects - planning, working together, community participation, implementation and managing risk - is more important than the final output. It is hoped that the outcomes of activities conducted during the project cycle will lead to greater participation between communities, power brokers and government, which in turn may create the conditions for longer-term development, irrespective of whether or not the tangible output of the project has actually been delivered.

With the Chora Municipal Infrastructure Project, most of the planning of relatively simple tasks has been completed and there is now an opportunity to move quickly to deliver an outcome to this stabilisation process. Moving quickly to implement this project will demonstrate to local organisations and communities that there is a direct and significant benefit from cooperating with each other. Without timely implementation, there is potential that the current momentum with IASF security gains in the Chora District will be lost.



Australian Government

AusAID

RECEIVED

22 DEC 2010

DDG PED/ 479

Minute – Exemption from Mandatory Procurement Procedures

Subject:	Non Small Value Procurement for Chora Municipal Infrastructure Project in Uruzgan		
For:	s 22(1)(a)(ii)	DDG PED	s 22(1)(a)(ii)
Requested By:	s 22(1)(a)(ii)	Request Date:	December 2010
Available funding approved for the procurement:	\$6.5 million	FMA 9 Approver:	s 22(1)(a)(ii) A/g DDG AWAMEH
Estimated Procurement Value:	\$6.5 million		
Attachments:	1. FMA Reg 9/10 Approval 2. Central Asia Development Group (CADG) Proposal		

Purpose

This Minute seeks your approval, in accordance with AusAID's CEI 2.4, to exempt the **Chora Municipal Infrastructure Project** from the Mandatory Procurement Procedures of the Commonwealth Procurement Guidelines (CPGs) under Clause 8 of Appendix A of the CPGs.

2. An approved FMA9/10 minute is attached indicating A/g DDG AWAMEH support for the proposal.

Background

3. Uruzgan Province faces serious challenges in respect to an active insurgency, the impact of years of civil conflict, remoteness and weak or non-existing government services. In February 2010, the Australian Government agreed to AusAID's Operational Plan for Uruzgan Province which includes two lines of operation: stabilisation and capacity building. The focus on stabilisation activities in Uruzgan has increased further given the Dutch withdrawal from the province in August 2010 and Australia's decision to lead the multi-national Provincial Reconstruction Team (PRT).
4. Stabilisation activities aim to address the immediate consequences of conflict that has restricted access to government services, including by improving small-scale infrastructure in districts where the ADF has an established security presence. The activities aim to address the immediate consequences of the insurgency on selected local communities by providing small-scale infrastructure projects.
5. Chora is a key district for Australia's efforts in Uruzgan and is about 47 kilometres northeast of the provincial capital, Tarin Kowt. The district has been marginalised for the last 30 years due to its relative insecurity and isolation. After decades of conflict, most municipal infrastructure has fallen into disrepair with little attention given to basic maintenance and upkeep. Chora Municipality is requesting assistance to refurbish some of the most affected and vital stretches of stormwater ditches in Chora bazaar and its environs. The project will construct stormwater drains, gutters, walkways and culvert

crossings. This work is vital in addressing the basic sanitation needs of the population, is essential to flood management efforts, and will help revitalise economic opportunities in the district.

6. The Chora Municipal Infrastructure Project (Attachment A) will be a key stabilisation activity for Australia and the PRT in Uruzgan. It will complement a Dutch-funded project that is constructing a sealed road through the Baluchi Valley to improve access between the provincial capital in Tarin Kowt and the District Centre of Chora. Central Asia Development Group's (CADG) current proposal for Chora will also lead to CADG establishing a more permanent presence in Chora from which it will launch further reconstruction activities in more remote districts such as Gizab.
7. The intention is to use the relationships developed through this activity, and the engagement of local and unemployed labour, to help develop an environment conducive to longer-term security and development within Chora.

Rationale for Exemption

8. Commonwealth Procurement Guidelines (CPG) provide a general procurement policy framework for procuring goods and services under normal circumstances. They provide advice on the conditions for direct sourcing to ensure agencies do not avoid competitive bidding processes or discriminate against domestic or foreign suppliers – once again, under normal circumstances.
9. Uruzgan is a war zone and continues to experience high levels of insurgency and conflict. There is little, if any, opportunity to procure goods and services under normal circumstances.
10. Many activities undertaken in Uruzgan could be categorised as 'stabilisation' activities. Stabilisation is a political process and stabilisation programs by their nature are often not sustainable but provide important benefits to communities and to broader objectives of developing an environment conducive to longer-term security and development. One of the most important and potentially stabilising effects of these projects is that they provide an opportunity for key actors to engage and interact, and to develop relationships that are critically important in the Afghan context.
11. Often the process of implementing stabilisation projects - planning, working together, community participation, implementation and managing risk - is more important than the final output. It is hoped that the outcomes of activities conducted during the project cycle will lead to greater participation between communities, power brokers and government, which in turn may create the conditions for longer-term development.
12. With the Chora Municipal Infrastructure Project, most of the planning of relatively simple tasks has been completed and there is now an opportunity to move quickly to deliver an outcome to this stabilisation process. Moving quickly to implement this project will demonstrate to local organisations and communities that there is a direct and significant benefit from cooperating with each other. Without timely implementation, there is potential that the current momentum with IASF security gains in the Chora District will be lost.
13. It is proposed that this project be exempt from CPG procedures, and that a contract of up to \$6.5 million be awarded directly to Central Asia Development Group (CADG), on the basis that:
 - there is a shortage of experienced credible implementing partners that are willing to work in Uruzgan (let alone Chora) and that know and are able to work in the local context;

- services to reach one of Australia's priority areas of engagement in Uruzgan Province (ie Chora District) could not be obtained in time to deliver on the core stabilisation objectives under normal CPG tendering procedures which would most likely result in only one bid (ie from CADG) being received;
- CADG has provided similar construction services (similar in scale, scope and implementation methodology) for two separate USAID-funded projects in Tarin Kowt and Dehrawud, and has already worked in Chora; and
- there is no reasonable alternative or substitute organisation capable of implementing the activity.

Value for Money Assessment

14. Value for money has been considered and the procurement exemption is deemed justified because:

- a. There are very few other credible and effective implementing partners in Uruzgan.
- b. CADG has an existing presence in Uruzgan with tested monitoring and accountability systems, and a strong track record in delivering through its work on USAID-funded projects in both Tarin Kowt and Dehrawud, and more broadly in Afghanistan.
- c. CADG's proposal includes labour rates which AusAID's Development Advisers in Tarin Kowt advise are consistent with what has been paid on earlier USAID-funded projects and, for local labour, which have been determined in consultation with local officials and communities.
- d. AusAID's DEVADs also advise the salaries, allowances and leave provisions for expatriate professionals and consultants once again is consistent with working conditions in Uruzgan and with conditions received under earlier USAID-funded activities.

Recommendation

It is recommended that, in accordance with CEI 2.4, you approve an exemption from the Mandatory Procurement Procedures of the CPGs under Clause 8 of Appendix A of the CPGs.

s 22(1)(a)(ii)

AusAID

Date

Approval:

Exemption from CPG Mandatory Procurement Procedure: APPROVED / ~~NOT APPROVED~~

s 22(1)(a)(ii)

DDG PED
AusAID

Date

UNCLASSIFIED



Australian Government
AusAID

Final Quality at Entry (QAE) Report for Chora Municipal Infrastructure Project

A: AidWorks details *completed by Activity Manager*

Initiative Name:	Chora Municipal Infrastructure Project		
AidWorks ID:	s 22(1)(a)(ii)	Total Amount:	FMA9 approved up to \$6.5 million
Start Date:	1 February 2011	End Date:	31 March 2012

B: Appraisal Peer Review meeting details *completed by Activity Manager*

Initial ratings prepared by:	s 22(1)(a)(ii)
Meeting date:	Exempted from Appraisal Peer Review by ADG PAB on 6 December.
Chair:	N/A
Peer reviewers providing formal comment & ratings:	–
Independent Appraiser:	– s 22(1)(a)(ii)
Other peer review participants:	– N/A

C: Safeguards and Commitments *(new!) completed by Activity Manager*

1. Environment	Have the environmental marker questions been answered and adequately addressed by the design document in line with legal requirements under the <i>Environmental Protection and Biodiversity Conservation Act</i> ?	Yes
2. Child Protection	Does the design meet the requirements of AusAID's Child Protection Policy?	N/a

D: Initiative/Activity description *completed by Activity Manager (no more than 300 words per cell)*

3. Description	AusAID has requested CADG to undertake large-scale cash-for-work project in Chora District to rehabilitate municipal infrastructure in the District. CADG has operating experience in the area based on implementation of earlier USAID funded activities. The project will support stabilisation goals in Uruzgan and in particular support the presence of ADF personnel in Forward Operating Base in the area.	
4. Objectives Summary	Rehabilitation of municipal infrastructure in Chora linked to stabilisation efforts to : – Meet basic infrastructure needs – Create employment – Provide basic skills transfer – Improve local drainage – Improve sanitation – Capitalise on current security arrangements in the Chora District – Help to build the legitimacy of the Afghan Provincial Government in the eyes of the people	

UNCLASSIFIED

E: Quality Assessment and Rating <i>(no more than 300 words per cell)</i> <i>completed by Activity Manager after agreement at the Appraisal Peer Review meeting</i>			
Criteria	Assessment	Rating (1-6) *	Required Action (if needed)
5. Relevance	Why are we doing this? The activity is aligned with the four pillars of the Draft Country Strategy, in particular (ii) support rural development and livelihoods, (iii) improve governance and effectiveness of the Afghan Government and (iv) support for vulnerable populations. Uruzgan is a focal area for AusAID in Afghanistan and improving local services will provide support for local level government in the region by showing positive benefits in employment and an improved urban environment. AusAID's Draft Concept for Stabilisation Operations defines stabilisation activities to include delivery of small-scale infrastructure activities in target areas that pave the way for longer-term development. AusAID proposes to work through CADG which (based on earlier USAID-funded activities) is an effective organisation that has been working in Uruzgan for several years and in Afghanistan for a period of 9 years. Initially when I was given the Project Proposal to review it was difficult to place the project in the context of the Country Strategy and the Joint ADF-AusAID Stabilisation strategy. This became clearer through reading s 22(1)(a)(ii) comment and then the Country Strategy and Stabilisation strategy. It would have been useful if the Program had prepared a Design Summary and Implementation Document as outlined under AusAID Guideline: Quality Requirements for partner Led Designs, as this would have linked the CADG document to the country strategy and placed it in an AusAID Context.	4	When presenting partner designs for assessment the Afghanistan Section should prepare a DSID as outlined in AusAID Guideline: Quality Requirements for partner Led Designs to link the project to AusAID strategy and policy. A DSID should be prepared for the Project Proposal to clearly outline the relevance of the activity for AusAID. Given the urgency of the activity this DSID should not delay implementation of an activity, which clearly is linked to urgent need to provide tangible support for the AusAID-ADF stabilisation policy.
6. Analysis and Learning	How well have we thought this through? A DSID would be useful in providing a situational analysis of why AusAID wants to support work in the local area and would have assisted other reviewers in better understanding the nature of the project and the time imperative that the AusAID and ADF place on it as a priority issue. If ADF has established a Forward Operating Base near Chora then working in the area will support the stabilisation concept. There is limited specific analysis of the local situation provided in the CADG design document. The design document does not give a figure for the local population of Chora or quantify the number of indirect beneficiaries including the IDP's and local poor. However, the proposal includes a statement that there will be 50,000 indirect beneficiaries in Chora District. Can we say that the activity benefits the 6,889 people with jobs and their families which gives 41,334 direct beneficiaries? Are we in fact providing direct benefits to 82% of the local population? Inclusion of the USAID End of Project Report for Dehrawud was useful in describing lessons learned through a similar project, while the Concept of Operations for Stabilisation in Uruzgan Province gave good description of a benchmark for stabilisation activities that could be linked to the project.	4	As above, a DSID should be prepared for the Project Proposal to clearly outline the activity. A DSID should more clearly state outcomes in terms of beneficiaries

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E: Quality Assessment and Rating (no more than 300 words per cell)

completed by Activity Manager after agreement at the Appraisal Peer Review meeting

7. Effectiveness	Will it work? Neither the CADG design, nor the AusAID commentary, gives a clear logic or logframe that states that the project will address higher-level issue of stabilisation through employment creation and skills training which will support improvements in basic sanitation and drainage management. While the email traffic makes it clear that the activity has a high priority to support AusAID-ADF stabilisation operations there also needs to be a statement that provides the development logic for what we are proposing to do. However, M&E of the higher-level objectives will be difficult. At the output level Project activity is clearly outlined by CADG and outputs include employment and repair of infrastructure. These outputs are measurable and CADG will have systems in place that can report to AusAID on their achievements. In the overview CADG mentions that the project will address basic sanitation. While the project will improve drainage which will improve the environment in the town it does not really address access to basic sanitation. There is no detail (and I suspect no intention) on issues of latrines and hygiene promotion. This should be clarified. Project risks are not included in the CADG design and there has not been an activity specific assessment by AusAID. Overall risk assessment and mitigation measures are however included in the Draft Concept of Operations. It shows clearly that the activity is being implemented in a high-risk environment. Main risk mitigation measure is to implement the activity through an established program that has a good track record in Chora. The design clearly indicates key partnerships at the local level to successfully implement the work.	4	As above a DSID should be prepared for the Project Proposal to clearly outline the activity. A DSID should more clearly state the logic of the activity and provide a project specific risk assessment. CADG should clearly explain how the program will address basic sanitation in Chora.
8. Efficiency	How will we do it? Implementation of the program by CADG will deliver appropriate outputs as described in the design document. The End Of Project Report for Dehrawud provides evidence that CADG has the capacity to implement a successful program. Inputs look reasonable for the planned program. Local cost for staff and labour are around 46% of the overall program cost which given the local security issues looks very good. In fact, security costs are less than postage cost which is impressive. I like the way that CADG uses local procurement in implementation. While the costs may on the surface be higher than central procurement there will be less disruption to project activity and hopefully less opportunity for direct targeting of project consumables. The activity has a local focus. Improvements at regional, district or national level should result from improved stability at local level which supports the stabilisation strategy.	4	

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E: Quality Assessment and Rating (no more than 300 words per cell)

completed by Activity Manager after agreement at the Appraisal Peer Review meeting

9. Monitoring and Evaluation	How will we know? CADG has adequate local resources to undertake M&E of implementation of activity. The project engages a full time M&E and reporting manager and daily situation reports, by field staff including supervisors, will feed into weekly and AusAID specific reports. Specific activity will be verified by photographs which are tagged with coordinate details to avoid the potential for duplication in results reporting or fraud. While CADG can measure the physical outputs what can AusAID do to measure program level outcomes? I can accept that monitoring of higher-level outcomes would be difficult, if not impossible under the circumstances, but it should be possible to have qualitative indicators of success through feedback from s 33(a)(iii) Is there census data available on the breakdown of the population including by gender? If there is it should be included in the DSID.	4	As above a DSID should be prepared for the Project Proposal to clearly outline the activity. A DSID could more clearly state some performance level indicators that AusAID program staff or ADF could use to report on success.
10. Sustainability	Will benefits last? Ultimate sustainability of the physical project outputs will be problematic due to the conflict environment in which the activity is being implemented. However, the main aim of the activity is to show progress with physical works and to create local short-term employment opportunities. Demand for the activity from local government and AusAID/ADF staff implementing the stabilisation strategy is strong. Need has been developed by consultation with AusAID/ADF and with the local s 33(a)(iii) Conventional institutional approaches to supporting long-term sustainability of the physical assets are not possible, but long-term stabilisation of local government capacity to deliver services does support sustainability. No mention is made in the CADG proposal about environmental impact. However, the nature of the planned physical activities will only have local level construction impacts.	4	
11. Gender Equality	How will we achieve gender equality? The design does not mention gender equality but does address the potential for female participation in the project. CADG admit there is little potential to employ women in the project but will explore options with the Department of Women's Affairs. While there is little in the document on gender equality the circumstances are difficult and in line with the do no harm principle CADG has done what it reasonably can in this regard.	4	AusAID explore with CADG the potential for a future women's project. Ask CADG if there is opportunity for collection of gender disaggregated data for beneficiaries and participants.

*** Definitions of the Rating Scale:**

Satisfactory (4, 5 and 6)		Less than satisfactory (1, 2 and 3)	
6	Very high quality; needs ongoing management & monitoring only	3	Less than adequate quality; needs to be improved in core areas
5	Good quality; needs minor work to improve in some areas	2	Poor quality; needs major work to improve
4	Adequate quality; needs some work to improve	1	Very poor quality; needs major overhaul

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E: Next Steps <i>completed by Activity Manager after agreement at the Appraisal Peer Review meeting</i>		
Provide information on all steps required to finalise the design based on <i>Required Actions</i> in "E" above, and additional actions identified in the peer review meeting	Who is responsible	Date to be done
1. A DSID would have assisted in the preparation of a QAE. However, preparing one at this late stage in the process is unlikely to deliver any further benefit for the record, additional to what has already been written in the Peer Review Exemption Minute, the FMA9/10 Minute and the CPG Exemption Minute. A DSID will be prepared on future occasions.	N/A	N/A
2. Performance level indicators. CADG and AusAID's DEVADs will be asked to include qualitative indicators of success in their reporting including feedback from s 33(a)(iii) DEVADs will be asked to comment on CADG's qualitative reporting.	s 22(1)(a)(ii)	30 January 2011
3. Basic Sanitation. CADG to be asked to explain more fully how the project will address basic sanitation.		30 January 2011
4. Gender Data. CADG to be asked to explore potential for engaging women or a separate future women's project. CADG to be asked to provide gender disaggregated data for beneficiaries and participants, if possible.		30 January 2011

F: Other comments or issues <i>completed by Activity Manager after agreement at the APR meeting</i>
• N/A.

F: Approval <i>completed by ADG or Minister-Counsellor who chaired the peer review meeting</i>		
On the basis of the final agreed Quality Rating assessment (C) and Next Steps (D) above:		
☒ QAE REPORT IS APPROVED , and authorization given to proceed to:		
☒ FINALISE the design incorporating actions above, and proceed to implementation or: ☐ REDESIGN and resubmit for appraisal peer review		
☐ NOT APPROVED for the following reason(s): 		
s 22(1)(a)(ii) ADG PAB	s 22(1)(a)(ii) Signature	23/12/10 Date

When complete:

- Copy and paste the approved ratings, narrative assessment and required actions (if any) (table D) into AidWorks
- The original signed report must be placed on a registered file



Australian Government
Australian Taxation Office

Statement by a supplier

Complete this statement if you:

- are an individual or a business
- have supplied goods or services to an other enterprise (the payer), and
- are not required to quote an Australia business number (ABN).

Payers must withhold 46.5% of the total payment it makes to you for a supply that you make as part of your enterprise you carry on in Australia, unless an ABN has been quoted or there is no need to quote an ABN.

HOW TO COMPLETE THE STATEMENT

- Print clearly in BLOCK LETTERS using a black pen only.
- Use BLOCK LETTERS and print one character in each box.

S M I T H S T

- Place ☒ in ALL applicable boxes.

Section A: Supplier details

1 Your name?

C A D G I N T E R N A T I O N A L P T E L T D

2 Your address?

3 5 D O R C H A R D R O A D , # 1 6 - 0 9 / 1 0 S H A W H O U S E

Suburb/town State/territory Postcode

S I N G A P O R E S 2 4 8 9 1

3 Your reason/s for not quoting an ABN? Place ☒ in the appropriate box/es.

- ☐ The payer is not making the payment in the course of carrying on an enterprise in Australia.
- ☐ The supplier is an individual aged under 18 years and the payment does not exceed \$120 a week.
- ☐ The payment does not exceed \$75, excluding any goods and services tax (GST).
- ☐ The supply that the payment relates to is wholly input taxed.

The supplier is an individual and has given the payer a written statement to the effect that the supply:

- ☐ is made in the course or furtherance of an activity done as a private recreational pursuit or hobby, or
- ☐ is wholly of a private or domestic nature (from the supplier's perspective).

- ☐ The supply is made by an individual or partnership without a reasonable expectation of profit or gain.

- ☒ The supplier is not entitled to an ABN as they are not carrying on an enterprise in Australia.

- ☐ The whole of the payment is exempt income for the supplier.

Section B: Declaration

Under pay as you go (PAYG) legislation and guidelines administered by the Tax Office, the named supplier is not quoting an ABN for the current and future supply of goods or services for the reason or reasons indicated.

Name of supplier (or authorised person)

s 47F(1)

Signature of supplier (or authorised person)

s 47F(1)

Daytime phone number

s 47F(1)

Date

Day Month Year
1 0 / 0 1 / 2 0 1 1

⊖ Penalties apply for deliberately making a false or misleading statement.

⊖ Do not send this statement to the Tax Office.

Give the completed statement to any payer that you are supplying goods or services to. The payer must keep this document with other records relating to the supply for 5 years.

➤ Payers can check ABN records of suppliers by visiting www.abr.business.gov.au or phoning 13 72 26 24 hours a day, 7 days a week.

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Australian Government
AusAID

Minute to Authorise and Approve Spending for Current and Future Financial Years (FMA Reg 9 & 10)

To	s 22(1)(a)(ii)	ADG PAB	Date	14 February 2012
Subject	FMA Reg 10 Authorisation and FMA Reg 9 Approval for Uruzgan – Stabilisation Activity – Chora Municipal Infrastructure Project by Central Asian Development Group (CADG)			
Start Date	Aidworks Initiative Start Date – 19 January 2011			
End Date	Aidworks Initiative End Date – 30 June 2012 s 22(1)(a)(ii)			
Through	s 22(1)(a)(ii)	Director Uruzgan Implementation Sectic	14/2/12	
cc				
Requested by	s 22(1)(a)(ii)			
FMA Reg 10 #	2011-266A (request registered)			
Attachments	A. Previous FMA9/10 approval dated 22 December 2010 B. Approved Minute dated 6 December 2010 exempting Project from Appraisal Peer Review.			

Purpose

This minute seeks your **authorisation under FMA Regulation 10** of:

- (a) a spending proposal of up to ^{s 47G(1)(a), s 47G(1)(b)} plus a maximum of 10 % for GST (if applicable) over financial years 2011-12 to 2012-13;

and your **approval in accordance for FMA Regulation 9** for:

- (b) a spending proposal of up to ^{s 47G(1)(a), s 47G(1)(b)} plus a maximum of 10% for GST (if applicable) over financial years 2011-12 to 2012-13;
- (c) the method of spending to be **direct source**;
- (d) the outcome of extending an existing contract with **Central Asian Development Group (CADG)** through to financial year 2012-13;

for the **Chora Municipal Infrastructure Project** in accordance with the information provided in this minute.

Details of the Proposed Commitment

Outline of Spending Proposal

1. The initial FMA9/10 in December 2010 (Attachment A) approved a spending proposal for up to \$6,500,000 and direct sourcing of CADG as implementing partner. AusAID and CADG then signed a contract valued at \$5,707,924 (USD) with the contract ending on 31 March 2012.
2. When FMA9/10 approval was first requested, it was thought that opportunities to undertake additional works in the Chora municipality would be identified during the project. Then, subject to AusAID's consideration and approval of these additional activities, AusAID could increase the contract's scope of services and value with a formal contract amendment, without seeking additional FMA9/10 approval.
3. Uruzgan Post (Tarin Kowt and Chora) advise there are additional works CADG can undertake in Chora which accord with the original intent and purpose outlined in the approved FMA9/10 and contract. These additional activities will contribute further to the overall project objectives, including AusAID/ADF/PRT stabilisation objectives in Chora District, as transition approaches.

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4. With the contract due to end in March 2011, this proposal therefore seeks approval to extend the existing FMA9/10 approval through to FY2012-13. This will allow the existing CADG contract to be formally amended up to the limit of existing FMA9/10 approval and for the contract to be extended from 31 March 2012 to no later than the end of 2012.
5. This project remains relevant to the context and needs of Australia's program with Afghanistan, Uruzgan and beneficiaries. It aligns with AusAID's Operational Plan for Uruzgan (approved by Government in early 2010) and the draft Concept for Stabilisation Operations that states: 'Stabilisation activities aim to address the immediate consequences of conflict that has restricted access to government services, including by improving small-scale infrastructure in districts where the ADF has an established security presence'. Chora is a key district for Australia's/ADF's efforts in Uruzgan.
6. The project aligns with three of the four pillars of 'Australia's Strategic Approach to Aid in Afghanistan 2010-12', namely: (ii) support rural development and livelihoods, (iii) improve governance and effectiveness of the Afghan Government, and (iv) support for vulnerable populations. Furthermore, the project helps address key findings of AusAID's Comprehensive Needs Assessment of Uruzgan undertaken in 2010 namely:
 - (a) the legitimacy and capacity of the Uruzgan Provincial Government remains extremely low, and
 - (b) infrastructure is inadequate to meet even the most basic transport, irrigation and energy needs.
7. The project has capitalised on an improved security environment in Chora district. It has engaged labourers from different tribal groups and provided employment to a large number of fighting-aged-men throughout the last fighting season. The proposed contract extension will provide similar employment during the coming fighting season until the end of September.
8. Summary of spending proposal:

A. Total value of existing initiative	\$6,500,000.00
B. Total expensed at 9 February 2012 on this initiative	\$5,225,527.56
C. Additional amount required for this initiative	Nil
D. Total value of this spending proposal	s 47G(1)(a), s 47G(1)(b)

Issues

9. The last remaining payment under the current contract, and still to be paid, is s 47G(1)(a), s 47G(1)(b). Expenditure to date is shown above. If we assume USD/AUD parity, once the final payment is made, we have uncommitted FMA9/10 approval for a further s 47G(1)(a), s 47G(1)(b).
10. The proposed contract extension will have an additional objective of preparing the workforce, and others in Chora town, for the end of large-scale cash-for-work opportunities in the district. Post (Tarin Kowt and Chora) will work with CADG to communicate better with the public and key district leaders to improve their understanding of the project and employment processes. CADG will also be required to develop a communications strategy for the proposed contract extension to inform key-stakeholders and the public about gradually reducing workforce numbers as the project nears completion.

Risk Management Strategy

11. All activities in Uruzgan are high risk. The key overriding risk is security and how this might impact the proposed six month extension as transition approaches and as workforce numbers

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drawdown near the end date of 30 September 2012. While this risk is real, CADG's service delivery model has been in place throughout Afghanistan for the past nine years and in Uruzgan for the past two. CADG has progressed satisfactorily over the last 12 months in Chora with minimal security issues and has undertaken projects of similar scale and scope with USAID funding in Tarin Kowt and Dehrawud. The proposed activities are planned to conclude before coalition forces withdraw from the Forward Operating Base in Chora District.

12. AusAID's representatives in Chora and Tarin Kowt will ensure that activities and funds are monitored closely throughout the life of the project, including through regular meetings with CADG representatives in Uruzgan and site visits. The project carries implementation risks that have been reduced by CADG's application of lessons learned from implementing similar projects in Tarin Kowt and Dehrawud as well as through CADG's wider engagement in Afghanistan. CADG's analysis and community engagement through earlier activities conform with current 'Do No Harm' methodologies.

Quality Processes

13. While the project was exempted from a Design Appraisal Review (Attachment B), AusAID, the PRT and the ADF have adequate representatives based in Chora to monitor progress.
14. AusAID/PRT representatives regularly visit (two to three times a week) the district governor's compound which requires them walking through and past the work sites within the centre of Chora. They meet daily with CADG project managers and regularly with other key local stakeholders. This proximity to the work sites allows regularly reporting back to the PRT in Tarin Kowt, to Kabul (as required) and to Canberra. Kabul Embassy officials and Canberra-based officials have visited Chora and reported satisfaction with the work underway.
15. CADG is producing photographic records of activities underway and completed to complement quarterly reporting requirements and support milestone payments.
16. A draft Quality at Implementation (QAI) report recommends an overall satisfactory rating for the project and will be discussed at a moderation meeting before the end of February.

Funding Details

17. The source of the funding is the Afghanistan Program Fund. The anticipated amounts payable under this spending proposal are:

Financial year:	2011/12	2012/13
Spending proposal:	s 47G(1)(a), s 47G(1)(b)	

Funding Availability

18. The table below indicates the percentage of the budget allocation currently committed against each program fund, and shows that there is sufficient uncommitted appropriation and forward estimates to support the expenditure:

Program fund	Budget allocation	2011/12	2012/13
Afghanistan	s 47G(1)(a), s 47G(1)(b)	59.54%	22.15%

Indemnities and Contingent Liabilities

19. There are no contingent liabilities arising from the arrangements proposed in this submission.

Accounting for GST

20. The Delegate should note that GST is recorded against an agency-wide charge code and is not reflected against the Initiative. To facilitate budget and pipeline reporting, figures are presented in the attached tables as not including GST.

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Details of Method

21. No change to the direct sourcing of CADG as approved in the initial FMA9/10 (Reference A).

Details of Outcome

22. No change to what was in the original FMA9/10 approval, namely:

"The outcome of the proposed procurement method is **CADG will be contracted for up to \$6.5 million** over the period of the contract to improve the municipal infrastructure in the Chora District Centre".

Recommendation

It is recommended that, in accordance with FMA Regulations 9 and 10, you:

- (a) authorise under **FMA Regulation 10 a commitment of up to** ^{s 47G(1)(a), s 47G(1)(b)} maximum of 10 % for GST (if applicable) over financial years 2011-12 to 2012-13;
- (b) approve, in accordance with **FMA Regulation 9, a commitment of up to** ^{s 47G(1)(a), s 47G(1)(b)} plus a maximum of 10% for GST (if applicable) over financial years 2011-12 to 2012-13;
- (c) approve, in accordance with **FMA Regulation 9**, the method of spending to be **direct source**; and
- (d) approve, in accordance with **FMA Regulation 9**, the outcome of extending an existing contract with **Central Asian Development Group** through to financial year 2012-13.

for the **Chora Municipal Infrastructure Project** in accordance with the information provided in this minute.

The proposed expenditure is in accordance with the policies of the Commonwealth in relation to the Australian Development Cooperation Program, and will make efficient, effective and ethical use of public monies.

s 22(1)(a)(ii)

14 12 12

Date

Program Manager
AusAID

Authorisation and Approval:

- (a) FMA Reg 10 commitment:
- (b) FMA Reg 9 commitment:
- (c) FMA Reg 9 method:
- (d) FMA Reg 9 outcome:

s 22(1)(a)(ii)

~~AUTHORISED / NOT AUTHORISED~~~~APPROVED / NOT APPROVED~~~~APPROVED / NOT APPROVED~~~~APPROVED / NOT APPROVED~~

16 12 12

Date

ADG PAB
AusAID



Australian Government
AusAID

Quality at Implementation Report for Chora Municipal Infrastructure Project

Summary

Initiative Name	Chora Municipal Infrastructure Project		
Initiative Number	INJ728		
Start date	19 January 2011	End date	30 June 2012
Value	\$6,500,000	Expenditure to date	\$5,225,527.56
Report drafted by	s 22(1)(a)(ii)	Date of draft	10 April 2012
Approved by	Director Uruzgan Implementation Section	Date approved in AidWorks	
This QAI assessment is based on the outcome of an independent evaluation: <If "yes", enter quality ratings only, no narrative, and ensure evaluation report is attached in AidWorks.>			No

Description (no more than 300 words per cell)

Description	What is it? This activity is a <i>stabilisation</i> activity and NOT a <i>development</i> activity. Stabilisation activities aim to address the immediate consequences of conflict including meeting basic needs. Developed and prioritised through community consultation, activities include small-scale infrastructure. This project aims to engage fighting age men at risk of becoming involved in insurgent activities. Chora is a key district for international security forces in Uruzgan and the Provincial Reconstruction Team activity strongly supported the activity to take advantage of improving security. Chora is about 47km from Uruzgan's provincial capital Tarin Kowt (TK). CADG had completed similar works with USAID funding in another Uruzgan district (Deh Rawud) and TK. International research has consistently concluded that there is little empirical evidence that aid projects were having strategic level stabilisation or security benefits such as winning populations away from insurgents, legitimising the government, or reducing levels of conflict. A recent study by Tufts University (Feinstein International Centre¹), with AusAID funding, assessed the environment in five Afghanistan provinces and reached the same conclusion. Tufts noted however, that in some areas, <u>small scale</u> projects seemed to have short-term positive security effects at a tactical level. Within this known context, Central Asian Development Group (CADG) was engaged to undertake a stabilisation activity - essentially a large scale cash-for-work project to rehabilitate damaged municipal infrastructure in Chora town. Activities include repairing the District Governor's compound, cleaning roads and drains, constructing new footpaths, stormwater drains and canals. The Uruzgan Provincial Government has included mention of this type of activity in its Provincial Development Plan. FMA9/10 approval is for \$6.5m with a current contract value of around \$5.7m (USD). We are developing a contract amendment taking the value up to FMA9/10 approval limit and extending it from March through to September 2012, ie to the end of the 2012 fighting season.
Objectives Summary	What are we doing? Rehabilitation of municipal infrastructure in Chora linked to stabilisation efforts to : - meet basic infrastructure needs; - create employment, especially for fighting age men at risk of becoming involved in insurgent activities; - provide basic skills transfer; - improve local drainage; - improve sanitation; - capitalise on security arrangements in the Chora District, and - help to build the legitimacy of the Afghan Provincial and District Governments in the eyes of the people.

¹ 'Winning Hearts and Minds? Examining the Relationship between Aid and Security in Afghanistan', Feinstein International Centre, January 2012

Australian Aid – Rated Quality Criteria

Criteria	Assessment (no more than 300 words per cell)	Rating (1-4)	Management Response Be as precise as possible: what? how? who (AusAID)? when? (no more than 300 words per cell)
1. Relevance	Why are we doing this? Uruzgan Province faces serious challenges in respect to an active insurgency, the impact of years of civil conflict, remoteness and weak or non-existing government services. In February 2010, the Australian Government agreed to AusAID's Operational Plan for Uruzgan Province which includes two lines of operation: stabilisation and capacity building. The focus on stabilisation activities in Uruzgan increased further with the Dutch withdrawal from the province in August 2010 and Australia's decision to lead the multi-national Provincial Reconstruction Team. AusAID's draft Concept for Stabilisation Operations states: 'Stabilisation activities aim to address the immediate consequences of conflict that has restricted access to government services, including by improving small-scale infrastructure in districts where the ADF has an established security presence'. Chora is a key district for Australia's/ADF's efforts in Uruzgan. The activity aligns with two of the four pillars of <i>Australia's strategic approach to aid in Afghanistan 2010–12</i>, in particular (ii) support rural development and livelihoods and (iv) support for vulnerable populations. The project helps address a key finding of AusAID's Comprehensive Needs Assessment of Uruzgan undertaken in 2010 namely: infrastructure is inadequate to meet even the most basic transport, irrigation and energy needs. While Chora is some 47 km from the district capital and the centre for Uruzgan's provincial government, the project is providing opportunities for improved connectivity and consultations between district government officials and tribal chiefs. CADG's reporting indicates a labour force comprising all tribes in the Chora region, particularly the four primary groups - Barakzai, Ashezai, Kakozai and Osmanzai – and up to five smaller sub-tribes. This indicates that the project is providing opportunities for these separate groups to come together and consult with each other and district government officials, at least from the perspective of agreeing on respective labour force numbers from each tribe/sub-tribe.	5	The activity remains relevant to the context/needs of Australia's program with Afghanistan, Uruzgan and beneficiaries. With the activity due to end on 31 March, continue to further develop a planned extension through until the end of September 2012. The proposed extension/follow-on project would be the last large-scale, cash-for-work project undertaken in Chora. This follow-on activity will have an additional objective of preparing the workforce for the end of large-scale cash-for-work opportunities in the district. This will be done through a communication plan and the gradual reduction in the size of project work crews.

Criteria	Assessment (no more than 300 words per cell)	Rating (1-5)	Management Response Be as precise as possible: what? how? who (AusAID)? when? (no more than 300 words per cell)
2. Effectiveness	How is it going? Will it work? The activity is being implemented in a high risk environment with security and inter-tribal issues having the potential to impact progress. CADG was quick to mobilise early in 2011 with objectives to be completed by 31 March including: - clean roads, drains and markets before construction; - repair damaged infrastructure (District Governor's compound and tower in roundabout); - rehabilitate 3,000 metres of municipal storm water channels; - construct 20 culverts/drainage crossings and storm water diversions; - construct 6,000 metres of concrete walkways, - construct 6,000 metres of drains, and - additionally, widened two kilometres of road to a two-lane gravel road. AusAID's advisers regularly provide positive reports after visiting the project and meeting with members of the district government and tribal leaders. The CADG agreement is a fixed-price contract with expenditure linked to reporting milestones. CADG has demonstrated flexibility resolving minor problems with labour numbers, scope of works and weather. Expenditure has progressed according to plan. Progress Report 4 as at 24 November 2011 noted employment totalling 172,000 person-days (50 per cent of target) with 90 percent of target (310,000) person-days expected to be achieved by 31 March – effectively engaging a large number of fighting aged men from different tribes that could otherwise be engaged in insurgent activities. The proposed contract extension will similarly provide employment during the coming fighting season at least until the end of September. The activity enables Australian aid to reach one of the key disadvantaged and remote districts in Uruzgan. Unfortunately there is little quantitative or qualitative evidence of improved skills transfer or wider acceptance of the legitimacy and capacity of the district government.	5	AusAID's Stabilisation Adviser (STABAD) based in Chora to continue to engage CADG: - to assess that activity management is progressed through positive consultation processes with district government officials, tribal elders and labourers; - to ensure that labour force numbers continue to be representative of the major tribal groups; - to ensure that all interested groups are well aware of how the recruitment process works; - to ensure there is close coordination and information sharing with beneficiaries in the areas impacted by the activities, - to ensure communities, tribal groups and district government officials are aware of the proposed extension activities and the labour force draw-down towards the end of the activity, and - to ensure local stake-holders are aware of on-going support from other AusAID funded programs such as SPFU once the CADG activity concludes. AusAID Advisers in Chora to follow up with CADG to clarify our expectations for reporting and M&E and make sure that M&E is properly linked with AusAID's broader M&E efforts in Uruzgan.

Criteria	Assessment (no more than 300 words per cell)	Rating (1-5)	Management Response Be as precise as possible: what? how? who (AusAID)? when? (no more than 300 words per cell)
3. Efficiency	<i>Is it working smoothly?</i> It is important to note Chora's adverse operating environment including changing security conditions. CADG has delivered projects in Afghanistan for over nine years and in Uruzgan for the past two including projects of similar scale and scope with USAID funding in Tarin Kowt and Deh Rawud. Cash-for-work projects engaging local unskilled labour are popular and welcomed throughout Uruzgan, even in insecure areas. In Chora, it has established good relationships with local tribal communities. This collaborative approach enhances security and helps ensure local needs are met. Work has progressed well over the past 12 months with AusAID representatives in Uruzgan exercising minor variations to the scope. Reporting indicates activities are well planned with implementation (procurement of labour, materials and security) focussed strongly at the local level whenever possible. Disputes are resolved through discussions with: s 33(a)(iii) - - - business owners situated along the project site; - local traders association, and - FOB Chora representatives. CADG changed its Chora project manager midway through 2011 due to his non-compliance with CADG internal processes. CADG identified and resolved this matter expeditiously with little impact on program progress. The project budget does not allow costs to be determined for individual project activities. After numerous requests, last December CADG provided expenditure to date against each output listed in the proposal. This request for more specific financial reporting was an attempt to more fully understand CADG's costs in relation to value for money. Unfortunately the fixed price agreement means AusAID has agreed for CADG to undertake a number of activities for a fixed price. If CADG completes activities earlier, or it delivers them for a reduced cost, then it is not required to declare savings to AusAID.	4	AusAID and CADG to continue regular on-site discussions including with provincial government officials, tribal leaders and those involved in the immediate surrounding areas to: - ensure CADG is managing tribal representation on the labour force through fair treatment of all groups; - to monitor activities on the ground where possible, and - subject to security considerations, to try and ensure program activities are acknowledge by local communities and tribal groups as being a result of government programs (eg, the Provincial Development Plan) as much as possible.
4. Monitoring and Evaluation	<i>How do we know?</i> CADG, AusAID and the ADF have adequate representatives based in Chora to monitor progress. AusAID representatives regularly visit (two to three times a week) the district governor's compound which requires walking through and past the work sites within the centre of Chora. They meet daily with CADG's project manager and regularly with key local stake-holders. This proximity to the work sites allows regularly reporting back to the PRT in Tarin Kowt, to Kabul (as required) and to Canberra. Kabul Embassy officials and Canberra-based officials have visited Chora and reported satisfaction with the work underway. CADG representatives regularly visit Tarin Kowt and meet with AusAID representatives in the PRT. At these meetings, CADG provides further reporting which is contributing to AusAID's broader Monitoring and Evaluation program within Uruzgan CADG is producing photographic records of completed activities and work underway to complement its reporting requirements and support claims for milestone payments. It is also producing a brief video of construction activities in Chora.	5	AusAID Development and Stabilisation Advisers to continue regular monitoring of CADG's program-related activities and regular reporting of progress. CADG has been provided with contacts in AusAID's Media Unit to ensure compliance with AusAID's requirements in relation to branding and use of visual images of AusAID's activities. AusAID Advisers in Chora to follow up to ensure M&E is linked with and feeds into AusAID's broader M&E efforts in Uruzgan.

Criteria	Assessment (no more than 300 words per cell)	Rating (1-5)	Management Response Be as precise as possible: what? how? who (AusAID)? when? (no more than 300 words per cell)
5. Sustainability	Will benefits last? Sustainability of the physical project outputs will be problematic due to the environment in which the activity is being implemented, lack of resources available to the Chora municipality for repairs and maintenance, and potentially lack of skilled labour. Consideration of this program before it was approved in December 2010, acknowledged that there was very little and weak capacity at district level and that this situation was unlikely to improve throughout the life of the program. However, the principal program objective is to show progress with physical works and to create short-term employment opportunities in Chora for local communities. Demand for the activity resulted from consultations between AusAID/ADF/PRT and with s 33(a)(iii) All parties strongly supported project implementation and acknowledge its contribution to the PRT-AusAID-ADF stabilisation strategy for Chora and Uruzgan. The program is providing opportunities to improve historically-poor consultation processes between district government officials, tribal leaders and community elders. It should not be overlooked that the process of communities working together to make decisions is an achievement in itself and a desired outcome. However, similar consultations are unlikely to continue after the program's end, again raising issues of sustainability around ongoing maintenance and upgrade of infrastructure constructed under the program.	3	AusAID's on-going capacity building efforts with the provincial government, particularly around budget planning and management, may increase Kabul national government confidence in provincial government's financial management abilities. This in turn may increase the chance of additional recurrent budget being allocated to Uruzgan at provincial and district level leading to improved chance of infrastructure being maintained satisfactorily. AusAid to continue encouraging CADG to maximise opportunities for transferring skills to workers and, once the project ends, for regular consultations between the district government and local communities. AusAID (TK and Kabul) to continue national level advocacy for improved implementation in Uruzgan of National Priority Programs such as the National Solidarity Program (NSP). An improved NSP will strengthen Community Development Councils and their work.
6. Gender Equality	How are we achieving it? At the outset, all parties acknowledged there would be little potential for female participation in the project. To date no women have been hired primarily due to extremely conservative cultural attitudes to women's place in Afghan society - Uruzgan being one of the most conservative provinces in Afghanistan. CADG reports some of its projects elsewhere in Afghanistan have succeeded in engaging women with gabion (wire cage) weaving activities that allow women to work from home. However, this has not been the case in Chora due to the ultra-conservative attitude towards women being engaged in any type of work outside the home environment. In 2011, AusAID's gender adviser completed an in-country mission to discuss key gender concerns with the World Bank, Afghan Government and other in-country partners. As a result of this mission a Gender Action Plan will be developed to provide a framework to help target AusAID's interventions in maximising gender outcomes in the Afghanistan program. However, unfortunately this action Plan will not be in place before the extended CADG program concludes in September 2012.	2	Engaging any women on this project is assessed as being highly unlikely. Any direct attempts to do so may impact significantly on future activity progress including possibly security. It may also represent a threat of reprisal for any women involved. Gender considerations in Uruzgan will be addressed through other longer-term projects.

Other Key Issues

Criteria	Assessment (no more than 300 words)	Management Response Be as precise as possible: what? how? who (AusAID)? when? (no more than 300 words)
7. Cross-Cutting Issues and Commitments	<i>What else is at stake?</i> CADG's Progress Report Number 4 (16 August to 24 November) reported it had employed 24 disabled persons during this reporting period. The same report acknowledges AusAID's Child Protection Policy in relation to all workers in the labour intensive scheme are to be over 18 years old, and reports that a number of male orphans between 14 and 16 years of age are employed around CADG's compound to fulfil a variety of housekeeping duties. In relation to anti-corruption measures, AusAID representatives, together with CADG in Chora, have taken a fairly strong line on the issue of tribal balance within the selection of supervisors of the road crews. While tribal elders and the government have been encouraged to be involved in selecting members of the road crews, CADG has maintained the position that supervisors must be employed on merit, not tribal balance. This is due to governance requirements and to ensure that the project is protected from corruption practises among those with accounting, supervisory, management and security duties. They are hoping that this sets an example of anti-corruption practices.	Noting the restrictive operating environment in Chora district and Uruzgan more broadly, AusAID development and stabilisation advisers to continue to monitor CADG's on-site financial arrangements to ensure its processes (procurement and salary payments) are transparent to all stake-holders – communities, tribal leaders, traders, government officials and labourers.
8. Risk to Highlight	<i>What needs attention?</i> CADG's employment practices, specifically the process for registering road crews each month, have come under criticism by local government and community leaders. These criticisms are usually motivated by disappointed potential employees that missed out on a job on the road crew, or by tribal leaders who feel they did not get enough of their men on the road crews. It is alleged regularly that tribal leaders require men working on road crews to pay them a percentage. These complaints are also used quite often as a means of political leverage – it is easy for tribal leaders to rally disgruntled potential employees into a lobby group. CADG has done its best to ensure tribal balance, and their records show the tribal ratio of road crew employees is approximate to the tribal ratio in the general population of the district. CADG's process for registering road crews is, however, not as robust as it could be. The current level of political engagement with the s 33(a)(iii); not as good as it could be. While he has only been in the position for a short time (there was a change of s 33(a)(iii) within the last 12 months) CADG has been unable to fully engage with him to the same extent as his predecessor. AusAID's Stabilisation Adviser reports that there is room for improvement with CADG's efforts to ensure wide understanding of its labour registration processes and in combating the complaints levelled against them. It is reported that these complaints have impacted their reputation and the PRT's by extension. It is reported that very few locals know the project is AusAID-funded.	Green AusAID representatives in Chora to: - continue work with CADG to improve communication processes with broader communities; - continue efforts to engage the district governor to play a role in the registration process and to accept responsibility for coordinating tribal leaders' input to an agreed workers registration process.
9. Current Issues	<i>Other things to know</i> NTR	

Key Results *(no more than 300 words)*

10. Key Results	So what? This activity has been effective in quickly taking advantage of the improved security situation in the Chora district at the end of 2010 by engaging fighting aged males in labour-intensive basic construction activities that are clearly visible to residents and visitors to Chora town. The project has supported overall stabilisation efforts by AusAID, the ADF and the PRT in Chora. The Chora district has been marginalised for the last 30 years due to its relative insecurity and isolation. After decades of conflict, most of Chora's municipal infrastructure had fallen into disrepair with little attention given to basic maintenance and upkeep. The project has repaired basic infrastructure, stopped further deterioration of the town's stormwater drainage network and provided a direct injection of funds for participating communities. The activities, funded by AusAID and implemented by the Central Asian Development Group (CADG), have complemented Dutch-funded work to seal the road from Tarin Kowt to Chora and paving of the caravanserai – Chora's central bazaar area. Collectively, these activities have demonstrated to local communities and the different tribes surrounding Chora town, that direct and significant benefits are possible by cooperating with each other.
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Considerations for preparing the report

These prompts are not exhaustive, nor do you have to answer each question. They are a guide only and should complement other relevant considerations identified by the program team. For further details on completing this report see the Guideline Complete a QAI Report.

Description of the Activity - "What is it?"

Provide a brief, clear description of the activity, and any related sub-activities, assuming the reader has no prior knowledge. This includes clear indication of the approach(es) taken and modality(ies) by which it is being delivered. Doing so will frame the assessment to follow and help a reader to contextualise the progress toward objectives, with implementation, any management responses identified, as well as relative significance of any key results claimed.

Objectives summary – "What are we doing?"

Briefly (in not more than eight lines) summarise the activity objectives against which the activity is assessed.

- An objective is defined as "a specific statement setting out what an activity is expected to achieve by a given time", and provides the primary basis for judging the success of the activity.
- the number of objectives should be limited to ensure focus on the priority outcomes to be achieved.
- For many AusAID activities this information is listed under the "Purpose" section of the activity Design Document or in the monitoring and evaluation framework. If the activity has been subjected to a Quality and Entry reporting process, refer to the QAE report for its summary of objectives.

Relevance – "Why are we doing this?"

- Does the specific role and intended contribution of Australian aid through this activity (aid objectives) to the Partner's priority development outcomes remain clear, relevant and appropriate?
 - if not, or if partner priorities or institutional contexts have changed, or are changing, how will this activity fit or adapt?
- Does the activity target priority needs not addressed by other development partners, and/or how is Australia otherwise seeking to harmonise its assistance?
- Is the activity contributing as planned to the higher level objectives of the Australian aid program as outlined in relevant country, regional and thematic strategy?
 - if not, or if Australian program objectives have changed, or are changing, how will this activity fit or adapt?
- Does the activity remain relevant to the context/needs of beneficiaries?
 - does the proposed approach to addressing the identified development issues (including the modality and financing arrangements) continue to match the context and operational reality, as much as any specific analysis underpinning the design?
 - where an adviser position exists, does the adviser position's technical and/or capacity objectives continue to match the needs identified in the activity design?
- If working with/through another partner (e.g. UN, WB, PIFS), consider *both* the relevance of Australian *objectives for the partnership*, (why we chose to work this way) and the partner's aid objective(s) *vis a vis* the development context, partner priorities and beneficiaries' needs?

Effectiveness – "How is it going? Will it work?"

- How clear, measurable and achievable are the objectives for this activity (aid objectives) within the stated timeframe? Has anything changed that affects this?
- Is the activity achieving the objectives expected **at this stage** and is it likely to achieve its intended objectives **by completion**?
 - where an adviser position exists, is the adviser position achieving the technical and/or capacity objectives expected in the timeframe planned?
 - are the pre-conditions in place for results to continue to be achieved over time?
- As a result, what evidence is there at this stage, of the activity's contribution to higher level objectives/outcomes of the program?
- Is how we think change will occur being validated by implementation?
- If not, what changes need to be made to objectives and/or approaches so that the desired change might occur?
- Are the main risks to achievement of aid objectives identified, monitored and are plans to prevent or mitigate them being acted on?
- How well are we managing key partnerships which may contribute to achieving objectives?
- If working through partners (e.g. UN, WB, and PIFS), how are Australia's objective(s) for the partnership progressing (often defined through partnership frameworks)? And how are the partners progressing with their own aid objectives?

Efficiency – "Is it working smoothly?"

- Is the activity making efficient use of time and resources to achieve activity objectives and outcomes?
- Do technical solutions and associated implementation arrangements remain high quality, appropriate to the context and good value for money?
 - where an adviser position exists, does it remain good value for money? And where appropriate, have other ways of realising the objectives of the position been explored/considered?

- Has the activity suffered from any delays in implementation, whether against the implementation plan, the budget, or both? If so, why, with what consequence to the objectives, and what is being/was done about it?
- Is the activity adequately and appropriately resourced to achieve the desired objectives?
- Are roles and responsibilities of, and communications between, all development partners and all actors involved in activity implementation clear and how well are they working?
- Where appropriate, are implementation arrangements harmonised with other donors and aligned with partner government systems?
- Has management of the activity been responsive to changing needs and managed risks to achieving objectives?

Monitoring and Evaluation – “How do we know?” (Programs might find the *interim guidance on activity level monitoring and evaluation* helpful when assessing this criterion.)

- Do monitoring and evaluation arrangements provide timely and meaningful information in support of management, accountability and lessons-learning needs?
- Is monitoring and evaluation focused on priority information needs and not overly complex?
- Is it clear what will be assessed, by whom, when and how (including baselines where appropriate and realistic)?
- Is data gender-disaggregated to measure the impact of the activity on men and women, boys and girls?
- Does evidence exist to show that activity objectives are on track to being achieved, and to what extent changes will be sustained? Can this also inform analysis and judgement of contribution to/achievement against higher level objectives of the program?
- Where we are jointly implementing with other partners and/or funders, are there *AusAID specific objectives* for engagement in the activity/partnership, and do monitoring and evaluation arrangements address this?
- Do monitoring and evaluation arrangements use, or contribute to strengthening, local monitoring and evaluation systems and/or capacity? If strengthening the capacity of partner M&E is an *objective of the activity*, is this being tracked and managed accordingly? (Note this would then need to be identified in the Objectives summary and assessed against “Effectiveness”.)
- Given all these considerations, is monitoring and evaluation adequately resourced?

Sustainability – “Will benefits last?” (Programs might find *interim guidance on assessing sustainability* helpful when assessing this criterion and considering related management actions.)

- Is it clear what sustainable benefits/change the activity aims to generate? Is sustainability in fact an aim of, or reasonably achievable by, the activity?
- If it is, are strategies for achieving sustainability explicit? To what extent are they being acted on?
 - are they integral to the activity objectives, and being measured and assessed?
- What confidence is there at this stage that any benefits/changes the activity is generating will endure? Assess in terms of either or both:
 - outcomes – what the activity is aiming to achieve, and what it would take to sustain that?
 - processes – how the activity is operating, and what it would take for that to continue?
- Are specific constraints to sustainability of the activity identified and being addressed?
 - this should include consideration of financial, human resource and political constraints
- Do beneficiaries and/or partner country stakeholders have sufficient ownership, capacity and resources to maintain the activity outcomes after Australian Government funding has ceased? Has anything changed for the better or worse?
- Where an adviser position exists, is there an agreed capacity transition/ exit plan and is this progressing as planned?
- How well are any emerging environmental, climate and disaster challenges (e.g. extreme weather events, resource degradation, pollution, disasters and climate change related impacts) or opportunities (e.g. for Disaster Risk Reduction or adaptation) being addressed in activity implementation?
- How well is the activity building resilience to cope with changing conditions and future uncertainties?
- How is the activity ensuring no significant negative environmental impacts are likely (including complying with the Environment Protection and Biodiversity Conservation Act) and how is it pursuing opportunities to enhance the environment?
- How is monitoring and evaluation being used to assess and report on environmental sustainability of the activity?

Gender equality – “How are we achieving it?”

- How well does the activity integrate gender equality into objectives and the consideration of risks and sustainability?
- What progress has been made on addressing/resolving any gender equality issues identified at design? Or identified subsequently?
- Does the activity access gender expertise for implementation?
- What progress has been made on the development of capacity regarding gender equality objectives of: program staff; counterparts; development partners; and/or the broader community?
- How are gender equality considerations and impacts discussed at the policy level and with counterparts at the program level?
- Is the monitoring and evaluation assessing and reporting on progress towards desired gender equality outcomes and impact?
- How well does the activity contribute to advancing gender equality?

Cross-cutting issues – “What else is at stake?”

Discuss whether/how this activity contributes to AusAID’s policy commitments on aid effectiveness (Paris/Accra/Cairns Compact in the Pacific), use of government systems, anti-corruption, as well as cross-cutting thematic issues such as HIV/AIDS, environment and climate change, disability, or other AusAID or Australian Government policy commitments, as relevant.

This section should provide meaningful information, across the country and thematic programs, of plans, monitoring and results which show adherence with and/or progress towards these aid policy commitments. Specific details of relevant outputs, outcomes or activities rather than generalities should be provided, and, where possible, track progress towards defined objectives in these areas. For instance:

- Does the program have an anti-corruption action plan, and/or commitment in the country strategy? How does this activity support this? What internal anti-corruption strategies has this activity adopted, and how are these progressing?

Risk management – “What needs attention?”

This section should identify **only specific risks requiring higher level management attention**, as determined by the assessment and/or other relevant information available. Consideration should especially include reputational risks such as environmental, social, child protection, corruption or political concerns related to the activity.

A simple scale is used Red/Amber/Green to flag the significance of the risk, taken as a combination of its likelihood and consequences. Use the rating to help you communicate with senior management. AusAID actions to manage and mitigate the risk should be clear. This section should not usually cover country-level risks unless they directly influence the ability to achieve activity outcomes.

Key Results – “So what?”

This is the chance to communicate the things that matter most about this activity. Though it should represent the “headlines” it is deliberately reserved as the last word in the process. The preceding reflection and assessment against the quality criteria should help make clear what *difference* the activity is making or has made. This section should tell the story of the results of progress towards aid objectives through implementation of the activity to date. This might duplicate assessment against the “Effectiveness” criterion, but should be pitched at a public audience.

- Be selective, highlighting key achievements which tell a story, rather than long lists.
- Link any outputs (e.g. schools built, curriculum developed) to outcomes (e.g. changes in educational achievement and service delivery), to illustrate the relative significance of progress against objectives.
- Include activity level institutional outcomes, such as changes in behaviours and institutional performance.
- Where relevant, make the link between activity results and higher-level country or thematic strategy performance indicators, as well as partner development plans and priorities.
- Include results which were not planned for, if they demonstrate important achievements. For example replication of activity results into government and other programs can be an important sign of development impact. Also note any negative unplanned effects.
- Even at early stages of implementation, assessment should demonstrate attention to achieving development objectives, not just delivering outputs – at later stages it should indicate whether objectives achieved have produced desired immediate outcomes. In between the context of progress with objectives and any key results will be judged in relation to elapsed time and money spent.

*** Definitions of the Rating Scale:**

Satisfactory (4, 5 and 6)		Less than satisfactory (1, 2 and 3)	
6	Very high quality; needs ongoing management & monitoring only	3	Less than adequate quality; needs to be improved in core areas
5	Good quality; needs minor work to improve in some areas	2	Poor quality; needs major work to improve
4	Adequate quality; needs some work to improve	1	Very poor quality; needs major overhaul

Chora Municipal Infrastructure Project

AusAID Agreement s 22(1)(a)(ii)

CADG Ref: s 22(1)(a)(ii)

Report: No. 7 of 7

URUZGAN, Chora Municipal Infrastructure Project

Project Completion Report for 19 January 2011 to 30 September 2012

s 47F(1)



Project Completion and Final Progress Report



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Chora Municipal Infrastructure Project

AusAID Agreement No: s 22(1)(a)(ii)

CADG s 22(1)(a)(ii)

Report: No. 7 of 7

Completion and Final Progress Report
Milestone No. 7 of 7
19 January 2012 – 30 September 2012

Organization: CADG

Address: 350 Orchard Road
 #16-09/10 Shaw House
 Singapore
 238868

Date: 24 September 2012**Contact:** s 47F(1)**Position:** Project Director**Tel:** s 47F(1)**E-mail:** s 47F(1) @central-asia.net**Project Title:** Chora Municipal Infrastructure Project**Country/Region:** Chora, Uruzgan Province, Afghanistan**Contract Value:** USD 6,779,931**Contract Period:** 19 January 2011 to 30 September 2012

Executive Summary

AusAID engaged CADG to undertake a stabilisation activity¹ in Chora, Uruzgan Province, Afghanistan from January 2011 to September 2012. The activity was a large-scale labour-intensive project to rehabilitate long-neglected municipal infrastructure in Chora Township. The initial project's cost was USD 5,707,924. In March 2012, the project was extended a further six months (for an additional s 47G(1)(a), s 47G(1)(b)) to further improve local roads and train a cadre of local nationals in road maintenance and repair.

CADG leveraged its valued relationships and its years of experience in Uruzgan, developed during the implementation of USAID-funded programs across the province, to assist AusAID in progressing its development goals in Chora.

CADG's *Food Insecurity Response to Urban Populations* (FIRUP II Project P007), funded by USAID, had been able to accomplish some key development works in Chora's district centre prior to the AusAID-funded project commencing. The AusAID project developed further infrastructure and trained local nationals in road building and maintenance techniques to assist with project sustainability.

AusAID's project had a positive impact on all major and minor tribal groups in the area directly affecting an estimated 44,971 beneficiaries. On completion, the project had provided 382,297 man-days of labour using 1,000 unskilled workers and 59 skilled workers for cleaning roads and drains; repairing existing damaged infrastructure; rehabilitating municipal drains; constructing culvert crossings, walkways, foot and vehicle bridges; levelling and widening local roads. The last three weeks of the project involved training 100 selected workers in basic road building and maintenance techniques.

¹ From AusAID: Stabilisation activities aim to address the immediate consequences of conflict including meeting basic needs. Developed and prioritised through community consultation, activities include small-scale infrastructure.

Activity Summary

1.0 Project Goal:

To contribute towards improving stability in Uruzgan Province, by supporting rural development and providing livelihood opportunities to at-risk local populations in the town of Chora.

2.0 Project Objectives:

To meet basic infrastructure needs; create employment, especially for fighting age men at risk of becoming involved in insurgent activities; provide basic skills transfer; improve local drainage; capitalise on security arrangements in Chora district and help to build the legitimacy of the Afghan District Government in the eyes of the people.

The activities contributing to these objectives included:

- Clean roads, drains and markets in the district centre prior to construction, using 100 unskilled workers.
- Repair damaged infrastructure (including the District Governor's compound) using 100 unskilled and 10 skilled workers.
- Rehabilitate 3,000 metres of municipal storm water channels using 200 unskilled and 10 skilled workers.
- Construct culvert/drainage crossings and storm water diversions above the district centre, employing 100 unskilled and 10 skilled workers.
- Construct 6,000 metres of concrete walkway, employing 300 unskilled and 14 skilled workers.
- Construct 6,000 metres of drainage using 200 unskilled and 15 skilled workers.
- Ensure municipal leaders, neighbourhood elders and other stakeholders are consulted and agree with the targeted labour groups in advance of recruiting labour.
- Employ local labour (initially estimated at the start of the project to involve 344,488 man-days through engaging approximately 1,000 unskilled and 59 skilled workers).
- Widen 2,000 metres of Popalzai Village dirt road on the approach into Chora from the dasht (high desert road), following a request from the Australian Military (subsequently approved by AusAID).
- Reconstruct 1,740 metres of gravel roadway, engage a workforce of 400 men and 30,309 man-days of labour, and train 100 men in road repair techniques..

3.0 Summary Data:

The AusAID Chora Municipal Infrastructure Project was completed by 30 September 2012. Key project dates included:

- 19 January 2011 – Original contract signed

Chora Municipal Infrastructure Project

AusAID Agreement s 22(1)(a)(ii)

CADG Ref: s 22(1)(a)(ii)

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- February 2011 – Work begins under s 47F(1) (Project Managers) and s 47F(1) (Finance Officer). s 47F(1) assigned to oversee finances and approve expenditure.
- March 2011 – First progress report and invoice.
- May 2011 – s 47F(1) replaced by s 47F(1) as Project Director and s 47F(1) as Project Manager. s 47F(1) hired as Security Manager. Second progress report and invoice.
- August 2011 – Third progress report and invoice.
- December 2011 – Fourth progress report and invoice.
- March 2012 – Fifth progress report and invoice. Six-month extension agreement signed.
- May 2012 – Sixth progress report and invoice.
- October 2012 – Seventh and final report and invoice.

A timeline of the project is included as Annex A. A map of the work areas in Chora is included as Annex B. No funds used in this project were channelled through partner government procurement systems, and no funds were pooled with other donor or partner government funds. Both the original contract and its extension were fixed-price in nature. CADG and AusAID agreed on the cost of the project overall, with milestone payments to CADG made on the basis of agreed and regular progress reports.

4.0 Activity Description

The Chora Municipal Infrastructure Project consisted primarily of the construction of storm water drains, walkways, and a major canal running from the mountains to the lowest part of the valley. Municipal drains and walkways were constructed in eight of Chora town's streets.

Construction of the main storm water canal was by far the most substantial activity of the project employing 200 to 600 workers each day. The 3,000 metre long three metre wide canal site was excavated to a depth of three metres in preparation for 30 skilled masons who constructed the canal's stone walls. Additional construction included 22 culverts across the canal as a peripheral element of the project; CADG reconstructed the town tower, at the roundabout in the middle of town, which is currently being used as the District Police Chief and Mayor's offices. A road on the outskirts of Chora was also widened to facilitate the movement of vehicles in and out of the town.

The project management team worked closely with all local community leaders, the Afghan National Police and the representatives of the Australian Army and AusAID located at Forward Operating Base (FOB) Mirwais. CADG monitored tribal representation during the labour registration process to ensure that the project disseminated labour equitably throughout the community. There were a few minor work stoppages due to weather. However, there were no work stoppages due to tribal tensions.

Nine tribal groups were represented on the project with percentage employed from each group shown under Output 7 on page 12. In accordance with AusAID's Child Protection Code of Conduct, all workers employed as labourers were above 18 years of

age. However, several male orphans between the ages of 14 and 16 were employed around the compound to fulfil a variety of housekeeping duties.

Snowfall and wet conditions delayed activities that were to have been completed by the end of March 2012. However, once the weather cleared, these activities were quickly completed. Preparatory work to organise worker registration and arrange for materials and equipment allowed project extension activities to begin on 1 April 2012. Although the extension activities required fewer workers than what had been required from January 2011 to March 2012, activities from April to September 2012 were nonetheless still able to contribute substantially to minimising the scope for a large workforce from possibly joining the insurgency throughout the 2012 fighting season.

The extension activities employed 400 labourers and a grader to excavate, shape and grade 1,740 metres of road in Chora's district centre, lay gravel and compact it with a pneumatic roller. The extension activities were used to assess and select 100 of the most promising workers for additional training. Training was conducted over a three week period for a total of 1,500 total man-days (100 workers x 15 days x 6 hours /day). The curriculum included instruction in road maintenance techniques, road damage repair through patching and the use of a manual roller. With AusAID's agreement, the roller was donated to the town of Chora at the project's close.

With proper care and maintenance, the refurbished roads will be able to withstand the harsh seasonal rain and flood waters that in the past caused severe erosion to the already-damaged road system.

Prior to this project, Chora's local economy was mainly stimulated by money brought into the community by workers outside of Afghanistan, or earned by men who had joined the insurgency. Many who chose not to fight with the insurgency are believed to have left Chora to find work in either Iran or Pakistan. As a result, men were often away from their families for long periods of time and this created further economic strain on the town. The labour-intensive activities created jobs and brought a sense of purpose to the population, as well as kick-starting the stagnant, almost non-existent economy through cash payments to local employees.

The project brought consistent employment opportunities to the area, and made currency available to sustain business in the bazaar. The local mentality shifted from being focused on surviving "day-to-day" to being able to think about life "year-to-year". In the past, with large numbers of men absent from Chora, many children had no choice but to work. However, since the launch of the project, they have been able to go to school each day. Furthermore, Chora now has a contingent of 100 men who have been trained in road maintenance techniques, and have access to a roller and other tools which will allow them to maintain the refurbished roads, Afghan national government funds permitting.

Highlights of this final reporting period (April to September 2012) include: a seamless registration process for the road projects; the initial grading of the roads using proper tools; the provision of training; and the initial laying and grading of gravel so that the runoff could flow properly into the drains constructed during earlier stages of the project.

5.0 Key Outputs

5.1 Output 1:

Clean the roads, drains and markets in the district centre prior to construction, using 100 unskilled workers. This output was completed using 1,200 man-days.

5.2 Output 2:

Repair damaged infrastructure (including the District Governor's Compound) using 100 unskilled and 10 skilled workers. This output was completed using a total of 6,250 man-days. According to Progress Report Number 6, work on the District Governor's compound was not completed due to a disagreement over the building of a wall. At that time, it was decided that resources would instead be allocated to repairing and rebuilding the tower in the town centre. This building was repaired and a second floor added. At the end of the project however, there was remaining unspent funds. Following consultation with AusAID, it was agreed to use the remaining funds to complete repairs of the roof and walls of the District Governor's compound (employing 25 workers).



5.3 Output 3:

Rehabilitate 3,000 metres of municipal storm water channels using 200 unskilled and 10 skilled workers. The canal measures 3 metres in top-width and 2.5 metres in bottom-width. It runs for 3,000 metres, diverting water from running through the town during the flood season and preventing it from causing erosion to streets and walls. This output was completed using 113,210 man-days.

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5.4 Output 4:

Construct culvert/drainage crossings and storm water diversions above the District Centre by employing 100 unskilled and 10 skilled workers. 22 culverts were constructed using 16,340 man-days. Four culvert crossings and one foot bridge leading to the mosque were also built.

*5.5 Output 5:*

Construct 6,000 metres of concrete walkways, employing 300 unskilled workers and 14 skilled workers. Walkways have been built throughout the municipality of Chora, as well as concrete pathways to allow shop owners and residents to cross the drains. This output was completed using 108,566 man-days.

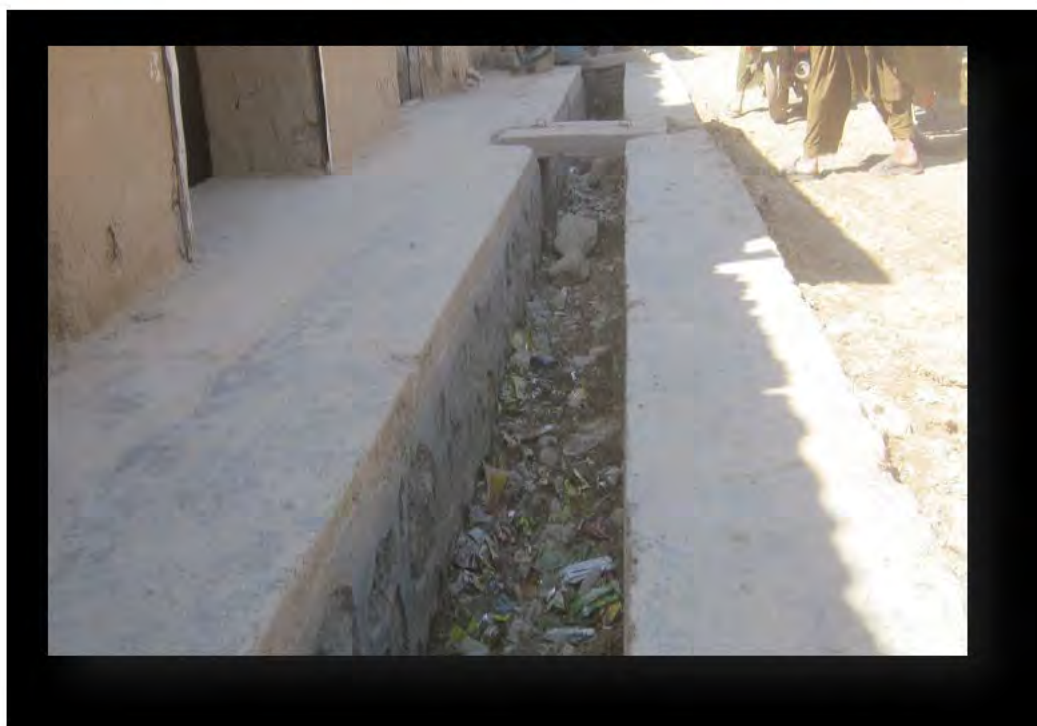


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5.6 Output 6:

Construct 6,000 metres of drainway using 200 unskilled workers and 15 skilled workers. Drains were built throughout the streets of Chora. This output was completed using 86,902 man-days.



← Drain on
Popalzai
Street



← Drain on
Kandaharian
Street



← Drain on
Mosque
Street

5.6 Output 7:

Ensure municipal leaders, neighbourhood elders and other stakeholders are consulted and agree with the targeted labour groups in advance of recruiting labour. During the reporting period the following representatives were consulted:

s 33(a)(iii)

-
-
-
- Business owners located along the project site
- Local Traders Association
- FOB Mirwais representatives and military staff

The main goal of these consultations was to identify and hire workers that met CADG's requirements and who represented key elements of the tribal landscape seen as important to the counter-insurgency effort. The workers were selected by a variety of informal traditional processes of recommendation and evaluation that helped to reinforce the engagement and support of local tribal entities in selected geographical areas.

Labourers were selected from nine different tribes including: Barakzai 25%; Ashezai 17%; Kakozaiz 13%; Osmanzai 12%; Popalzai 10%; Kakar 9%; Alozai 7%; Ghalgee 4%; and Ali Sharzai 3%.

5.8 Output 8:

The project initially proposed employing local labour for an estimated 344,488 man-days (approximately 1,000 unskilled workers and 59 skilled workers) through to March 2012. Due to inclement weather, insurgent activity, and Eid, the final total was 332,468 man-days, slightly less (3%) than the initial projection. The contract extension added another 31,809 man-days to the project, giving a total of 364,277 man-days. Adding the 18,020 man-days of additional work (mentioned below in 5.9) the grand total for the project is 382,297 man-days.

5.9 Output 9:

Additional outputs not included in the initial Scope of Work: Widening 2,000 metres of the Popalzai Village dirt road into Chora from the dasht, following a request from the Australian Military. The Australian military said the road was too narrow to allow vehicles to pass safely. Improvements to the road were needed to improve security (i.e. allow room for military vehicles to pass other vehicles), to improve movement of local vehicles, and also allow greater area for those occasions when livestock and vehicles are using the same section of road. This project was completed using 18,020 man-days. As outlined in earlier reports, this task was undertaken and completed during the initial project phase from January 2011 to March 2012. As part of this activity, three water tankers were hired to reduce dust levels, making conditions more acceptable to local residents throughout construction. The former single-lane dirt road is now a two-lane compacted gravel road.

6.0 Extension Outputs

6.1 Output 1:

Excavate 1740 metres of road down to 75mm below the surface of the associated drains using a mechanical grader and hand tools. A pneumatic roller and manual methods were used to shape and compact the subgrade layer into a crown, with five per cent cross fall on each side. After placing locally sourced gravel, the top layer was compacted using a pneumatic roller and manual methods again with five per cent crossfalls on each side to the edges of the associated drains. This output was completed using 30,309 man-days as follows: April 10,039; May 6,235; June 5,957; July 5,165; August 2,623; and September 290).



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6.2 Output 2:

Identify potential training recipients throughout the first half of the project. During the last three weeks of the project, provide classroom and practical training for 100 selected men on gravel road construction, repair and maintenance. This output was completed in September 2012.

Summary Chart of Outputs/Man-Days

Output	Complete	Man-Days
Output 1 – Clean roads/drains	100%	1,200
Output 2 – Damaged infrastructure repair	100%	6,250
Output 3 – 3,000 metres of storm water channels	100%	113,210
Output 4 – Culverts (22, 4 vehicle bridges, 1 footpath)	100%	16,340
Output 5 – 6,000 metres of walkways	100%	108,566
Output 6 – 6,000 metres of drains	100%	86,902
Output 7 – Equitable tribal labour representation	100%	N/A
Output 8 – Est. 344,488 man-days (380,797 actual)	111%	N/A
Output 9 – Widening of dirt road (extra work)	100%	18,020
Output 1 (Extension) – 1,740 metres roads levelled	100%	30,309
Output 2 (Extension) – 100 men trained (15 days x 6 hours/day) = 1,500 man days	100%	1,500
Total Man-Days		382,297

7.0 Beneficiaries

The project successfully targeted the following at-risk populations:

- Recent internally displaced persons (IDPs) who moved from war or drought affected districts
- Local poor and unemployed who earned a living by begging and did not have enough for daily subsistence
- Households with a single income earner and no regular income source
- Households where the main income earner had a disability
- Those who sent their children to work
- Those who relied on neighbours for support
- Those who needed to live on credit for the winter months

The estimated number of direct beneficiaries totals almost 45,000² with an additional 50,000³ indirect beneficiaries living and working in the Chora District.

² As per CADG proposal this figure was obtained by dividing man-days worked by 50 (position rotation days) to gain the number of positions, and then multiplying by 6 (average number of family members).

³ Figure generated from initial estimates and confirmed by US and Australian military forces in place, as well as district government and tribal elders.

8.0 Challenges

Security: Direct threats to project staff and stakeholders were on-going, s 33(a)(iii)

The security situation was monitored daily and work was stopped when we felt there were security threats. CADG staff worked amidst weekly and random small arms fire, IED and car bomb explosions, suicide bombings, and frequent military kinetic activity. In addition to this, the only feasible way to access Chora from Tarin Kowt was to travel via the dasht as the road through the Baluchi valley was commonly referred to as “IED Alley.” Over the course of the project the route through the dasht was travelled no fewer than 50 times by CADG personnel.

Gender issues: No women were hired on the project due to the traditional and conservative culture in Chora.

Tribal and ethnic issues: Tribes were represented proportionally throughout the project. However, this did not prevent tribal elders from trying to take advantage of each other in an effort to have more of their workers represented. Project staff were constantly challenged to be firm but fair in their dealings with tribal elders.

Weather: At times the project was stopped or delayed due to heavy snow and/or rain. In spite of poor security and inclement weather, project staff made an increased effort to attend all relevant Shuras and district meetings.

9.0 Approved Budget

Milestone No.	Description	Amount USD	Status
1	Initial progress report by 30 Mar 2011	s 47G(1)(a), s 47G(1)(b)	Received
2	2 nd progress report by 31 May 2011		Received
3	3 rd progress report by 31 Aug 2011		Received
4	4 th progress report by 15 Dec 2011		Received
5	5 th progress report by 31 Mar 2012		Received
6	6 th progress report by 30 Apr 2012		Received
7	Final project completion report by 30 Sep 2012		Requested with this report
Total		\$6,779,931.00	

Project Analysis

10.0 Expected Long-Term Benefits and Sustainability

The most obvious long-term benefits of the initial project are improved storm water drainage and a revitalised local economy, which are closely connected. During the wet season, Chora town is often isolated from the outside world, and travel around the village and surrounding areas becomes virtually impossible due to the floodwaters. With the construction of a sizeable storm water canal and associated drains, both storm water and snowmelt from the mountains will be captured and diverted appropriately. This will ensure that the bazaar can remain open to local customers, and that outside suppliers will continue to be able to transport goods from nearby Tarin Kowt.

The project extension continued to improve management of water runoff issues by levelling roads to enable proper drainage, thus reducing the chance of them washing out and becoming impassable. Again, this has obvious economic implications as the uninterrupted transport of goods and people in and out of an active and vibrant bazaar will have a long-term positive impact and will contribute to the sustainability of the project.

Finally, the training program towards the end of the project provided on-going maintenance for the newly-levelled roads and including purchase of a rolling machine that was donated to the town. Those selected for the training activity were the most skilled workers and now represent a capable cadre of community members who are equipped to repair the roads and provide periodic maintenance, subject to availability of Afghan government funding.

11.0 Overall Assessment

11.1 Relevance

USAID and AusAID funded projects in Chora, delivered through contracts with CADG, helped achieve AusAID's mission in Uruzgan and provided fighting-age males in Chora with a viable alternative to joining the insurgency. The local economy was boosted by the injection of local currency and this increased buying power for families. The infrastructure work created a safer environment for Chora residents and improved their access to the bazaar. The improvements also provided Chora residents with greater opportunities to continue economic activities uninterrupted, even during the flood season.

11.2 Appropriateness of Objectives and Design

The project's objectives were measurable, appropriate and complemented the design and overall goals of the project. The linked "irrigation-economic stimulation-training" model described above, and the sustainability elements of the project, meant that the project could be implemented in a more seamless and interconnected way. CADG

believes that this type of project design is most effective in Afghanistan and that these labour-intensive projects work most effectively to put local currency in workers' hands, enabling them to use this money to boost the local economy. Furthermore, the training of local individuals to build and maintain these basic infrastructure projects creates a skilled workforce and brings a sense of overall pride and self-worth to community members. This design is especially relevant for Chora, which is isolated from other major cities and must be self-reliant in the provision of many products and services.

The presence of Australian and American military forces certainly added to the success of the project. While CADG often works in areas where there is no military protection nearby, it is doubtful we could have taken on this project without military support in the area. The mere presence of the military in close proximity to the CADG compound and downtown bazaar area acted as a deterrent, while the military's frequent trips to the District Governor's office and the downtown bazaar area also brought a sense of familiarity with the locals, which seemed to have a calming effect on project participants. Some issues did arise around the project site and CADG's compound that required a military presence, but they were few in comparison to the successful working environment that was maintained in Chora for over a year.

11.3 Implementation Issues

As was evidenced by a series of successful registration processes early in the project, the men of Chora were ready to work, and to work hard. In terms of enthusiasm for work and sustaining a capable workforce, there were no implementation issues. Each month of the project produced a group of men who were eager to start, who accepted the direction of their supervisors, and who were proportionally represented through their various tribal affiliations. At times, tribal elders declared they were not properly represented in the labour pool, but these complaints were not valid and were often posturing efforts by the elders to increase their rosters (and, in turn, appear more influential or powerful to their constituencies).

Security was a constant issue, but was handled adeptly by CADG staff. Firstly, CADG hired local security guards, who were accepted and respected by the tribal elders and government leaders. Next, during local shura meetings, CADG staff would continually emphasise to the elders that security was their responsibility, and that the success of the project lay in their hands. CADG security was focused more on compound and movement security, and not the constant vigilance needed daily at the worksites. This responsibility was explained and agreed to by the elders and their supervisor representatives at the start of the project. In Afghanistan, this model has worked well for CADG, and Chora was no exception. Nevertheless, Chora district is known as a violent and unstable region, and incidents of small arms fire, IEDs, and other security issues did arise. During these times, CADG consulted with the elders to determine the degree of the threat and when the threat level was high, work was stopped for short periods (no longer than one day), until the threat abated.

The largest implementation issue was the weather. Nothing could be done to control this variable, although the main focus of the project was to control the effects of this

weather and to decrease flooding. Work stoppages due to weather were minimal and did not affect the overall project duration.

11.4 *Monitoring & Evaluation*

Monitoring and evaluation of the project was conducted differently than for other projects managed by CADG, because of the close proximity of the Chora projects to the CADG compound. In other CADG project areas throughout Afghanistan, local M&E Officers are hired to visit the remote projects each day, take attendance, speak with the project supervisors, and take photographs of daily progress that are then linked to GPS tracking. In Chora, however, the worksites were visited each day by s 47F(1) (Project Manager), s 47F(1) (Security Manager). The Project Director (s 47F(1)) was also able to visit when he was in the country. The Project Manager oversaw the monitoring and evaluation process, speaking with the supervisors and photographing work in progress. Issues were addressed immediately and on-site, and he was quick to personally congratulate those who had performed well.

It was also beneficial to have AusAID representatives stationed with Australian troops at the nearby Forward Operating Base, as they were able to provide additional monitoring and evaluation, and to easily confirm the output levels being reported.

11.5 *Gender*

Due to Chora's conservative and traditional culture, the project was unable to either engage women in any decision making processes or engage them in other project-related activities. Unfortunately, in Chora, women do not work and remain mostly in the home.

12.0 **Lessons Learned**

- Projects of this nature, located in remote and dangerous environments, should not be considered without an active military presence for support and protection.
- Prior to the purchase of goods and materials, the project implementer should attempt to form cooperatives among the local merchants so that fixed pricing can be established for raw materials (i.e. cement, gravel, vehicles, etc). CADG did this, and was able to reduce costs considerably.
- Tribal representation in the area should be established before work begins and numbers should be used to proportionally allocate the labour pool. After work begins, it can be expected that those tribes considered in the minority will seek to increase their numbers. CADG kept to the original numbers agreed by all tribal representatives and did not show favouritism toward one tribe or another.
- In an effort to reduce payday fraud, worker photographs and the color-coding of labour groups should be followed. Locals quickly learned that CADG had a

clear system for keeping track of workers and their active hours of labour, and that defrauding CADG of pay was virtually impossible.

13.0 Recommendations for Further Engagement

Chora town, and Uruzgan Province overall will require a significant amount of development if it is to become a truly functional region supported by a central government. Projects such as these labour-intensive efforts that both provide work and stimulate the economy are effective, but they are only the beginning. This project was able to assist with providing a degree of sustainability through the training of road maintenance workers, and the CADG-AusAID partnership has provided a constant source of employment revenue over the past year and a half. However, now that the project has been completed, there is little or no employment for these trained labourers. To our knowledge, the only other contractor present during this time was GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit) which carried out some minor work. It is our concern that the trained workers will quickly seek employment with the insurgency in order to feed their families and sustain the income they achieved from steady employment through the project. This can only be counteracted with additional funding through national and provincial governments and programs that serve to increase sustainability, now that the basic infrastructure has been repaired and/or built.

CADG strongly recommends that it would be beneficial for AusAID to keep contractors funded by other donors, and working in the same region, informed of each other's specific tasks, so that project outcomes can be coordinated. A long stretch of drain built by CADG, for example, was followed by the levelling of an adjacent road by GIZ. Unfortunately and without consultation, GIZ levelled the road by layering dirt on it to a level of one metre above the canal. This greatly reduced the effectiveness of the drains, because traffic from the road caused the loose dirt and rock to crumble from the sides of the road and fall into the drains, clogging them and preventing the free flow of water. Furthermore, the road was built so high above the drains and the bazaar shop doors that people leaving a bazaar store had to climb over a one metre high hill of loose dirt and gravel to reach the street. This caused a number of people to lose their footing and fall into the drain. Had GIZ coordinated their efforts with CADG our plans and engineering skills could have been shared and the situation remedied before it actually happened.

Chora is also in dire need of adequate roads in and out of its valley, and into the main hub of economic activity in Tarin Kowt. The sole asphalt road between the two locations has been severely damaged by IEDs but remains unrepaired because it appears that no sustainability element was included in the building of this road. Few people now travel this road due to the unrepaired explosion craters, and it is almost impassable. Funding for a repair crew to repair this road would make the market in Chora much more accessible to suppliers from Tarin Kowt, allowing economic activity to continue.

14.0 Handover/Exit Arrangements

The handover and exit arrangements for the project represented a close and strategic plan designed by CADG's Project Manager, US military forces, and AusAID. The end of the project also marked the height of insurgent recruitment and activity. Many of the site workers and supervisors, as well as many of the on-compound staff, left the project after Eid (August) to join the insurgency as word went around the community that CADG would soon be leaving. The Project Manager received several indirect threats of harm or kidnapping by members of the insurgency. For this reason, and in light of the increasing threat, it was determined to stop the project a few weeks early and remove all CADG staff. AusAID assets were liquidated as per instructions by AusAID personnel on the ground and in Tarin Kowt. After this had been accomplished, all staff members were relocated safely from Chora after the final payday for local workers.

14.1 People Involved

Name	Type of Employee	Role	Time Engaged	Position Post-Activity
s 47F(1)	CADG Expat	Project Director	30 hours/week from Singapore HQ, with several trips to Chora	CADG Project Director for other funded projects
	CADG Expat	Project Manager	Half-time from Tarin Kowt with frequent trips to Chora	Returned to US in April 2011
	CADG Expat	Deputy Project Manager	Half-time from Tarin Kowt, then full-time in Chora during Mar-Apr 2011	Returned to UK in April 2011
	CADG Expat	Project Manager	Full-time in Chora from May 2011-Sep 2012	Returned to US in Oct 2012
	CADG Expat	Security Manager	Full-time in Chora from June 2011-Sep 2012	Returned to NZ in Sep 2012
	CADG TCN	Finance Officer	Full-time in Chora from Feb 2011-Sep 2012	Reassigned to USAID-funded project in Afghanistan

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14.2 *Documentation Produced*

Documentation for the project included Progress Reports in conjunction with invoices as per the approved budget table under section 9.0 (page 17). All financial information (purchase orders, invoices, etc.) are available from Singapore Finance upon request.

14.3 *Physical Assets*

Physical assets and their liquidation were decided upon by a series of emails between s 47F(1) (AusAID representative in Tarin Kowt). Final disposition is represented in an email exchange between the two in Annex C.

All liquidated assets are represented in the Excel spread sheets included in Annex D.

Summary

There are no contractual obligations or terms at the end of this project, other than the submission of this final report. Likewise, there is no continuation of components of the project.

The project made a significant difference in the lives of many individuals and to the standard of infrastructure in Chora town. CADG would like to thank AusAID and Australian military representatives at FOB Mirwais and Camp Holland (Tarin Kowt) for their professionalism and commitment to the project. These individuals were aware of the challenges in operating in such an austere environment, and they were cognisant of the positive effects of the project on the community in general. It was our privilege to have worked with such an engaging and committed team.

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Annex A – Work Plan

The work plan below was included as part of the proposal phase and needs to be amended due to differences between the proposal and the signed Statement of Work. All work on the project is being completed according to the Statement of Work. Next month's report will include additional weeks included in the contract extension.

	Week 1-2	Week 3-4	Week 5-6	Week 7-8	Week 9-10	Week 11-12	Week 13-14	Week 15-16	Week 17-18	Week 19-20	Week 21-22	Week 23-24	Week 25-26	Week 27-28	Week 29-30	Week 31-32	Week 33-34	Week 35-36	Week 37-38	Week 39-40	Week 41-42	Week 43-44	Week 45-46	Week 47-48	Week 49-50	Week 51-52	Week 53-54	Week 55-56
Set up pgm, compound, staffing and equipment	2011 Feb 26- Mar 26		Mar 27- Apr 23		Apr 24- May 21		May 22- Jun 18		Jun 19- Jul 16		Jul 17- Aug 13		Aug 14- Sep 10		Sep 11- Oct 8		Oct 9- Nov 10		Nov 11- Dec 3		Dec 4- Dec 31		2012 Jan 1- Jan 28		Jan 29- Feb 25		Feb 26- Mar 24	
Reg of labours/supers	X	X																										
Project start, mobilize wkrs		X	X																									
Repair DG Compound		X	X	X	X	X	X	X	X	X	X	X																
Drain construction				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Culvert construction				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Sidewalk construction									X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Stormwater diversion								X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X					
Canal construction								X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X					
Finalize drainage sys																						X	X	X	X	X	X	X
Finalize stormwater sys																						X	X	X	X	X	X	X
Finalize sidewalks																						X	X	X	X	X	X	X

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Annex B – Map of Chora

This map highlights CADG's work areas. Streets in red indicate work carried out by GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit).



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Annex C – Email for Asset Liquidation

Thursday, 4 October, 2012 1:54:11 PM Eastern Daylight Time

Subject: RE: Chora [SEC=UNCLASSIFIED]**Date:** Friday, 17 August, 2012 7:57:44 AM Eastern Daylight Time**From:** s 47F(1)**To:****CC:**

Hi s 47F(1) agree if we can do it all in one go, that will be best. I need to talk to s 47F(1) about the generator, in terms of how he wants to use it, and to make sure we don't have to move it twice.

I am going to try and get up again next week (4th time lucky, have missed twice by lack of air, and once by weather, in the last fortnight) so that we can sit and go through it. In terms of getting a truck (and from your earlier email, a crane) I presume its going to be easier to get ADF to do this if we can?

s 22(1)(a)(ii)

Will let you know as the plans firm up for next week. Any day suit best?

s 47F(1)

Deputy Director Development
Uruzgan Provincial Reconstruction Team
Telephone:

s 47F(1)

From: s 47F(1) k@central-asia.net]

Sent: 17 August 2012 7:41 PM

To: s 47F(1)

Cc: s 47F(1)

Subject: Chora

Hi s 47F(1)

As you know our time here is coming to an end. s 47F(1) have worked closely together as a very good team, and he has made my time here in Chora easier and more manageable. I wanted to work out a final plan for movement of the gear that you wanted in TK. This would include the Generator, TV's, Gym Equipment, and AC unit: s 47F(1) and I have kind of thrown around the idea of a military flatbed to load up all the gear at once and have it shipped back for disbursement. There was talk early on about the possibility of me renting a truck but 1. I doubt the gear would ever make it (hijacked) it's happened before or 2. The cost to move the Generator alone would probably stretch into 6-8 thousand dollar mark. So I was hoping that on September 15th or around that time we could set something up to get this gear removed and sent to its new rightful owners. The computer gear I understand will be taken by s 47F(1) and the PRT as well as the big copier? I have already handed him over the phone that we used on the project and was on the sheet for use while he is here. So hopefully it all works out and I have security from the base and the seals. If we could do this in one swoop that would be great and everybody would end up happier and safer. Thank: s 47F(1)

Also working with s 47F(1) was great. He made my life here easier and far more manageable. We worked as a great team and because of that I feel like we were really able to get things done in Chora and make some changes in the right direction. So thank you for sending down some good guys like s 47F(1) and s 47F(1)

s 47F(1)

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Annex D – Liquidated Assets

Primary Category	Item	Manufacturer	Model	S/N	Purchase Price (In USD)
8911 · Desktop Computers & Laptops	Laptop	HP	DV6-3100	CNF0435MWK	1,100.00
8911 · Desktop Computers & Laptops	Laptop	HP	Pro Book	2CE0520PK4	630.00
8911 · Desktop Computers & Laptops	Laptop	HP	Pro Book	2CE05201LY	630.00
8911 · Desktop Computers & Laptops	Laptop	HP	Pro Book	2CE0520PFN	630.00
8911 · Desktop Computers & Laptops	Laptop	HP	Pro Book	2CE0520PKH	630.00
8911 · Desktop Computers & Laptops	Laptop	HP	DV6T-3200	26R6C-VGHB7-GRJ7P-BVQ92-VTF29	930.00
8911 · Desktop Computers & Laptops	Laptop	HP	DV6T-3200	6J2R4-QCKFF-9BDHH-6QPCC-T99CR	930.00
8911 · Desktop Computers & Laptops	Laptop	HP	DV6T-3200	MW93F-RQBYR-HGH72-RCGQH-2VMYT	930.00
8912 · Printers	Printer	HP	Deskjet F2480	CNO5QBG19V	88.40
8912 · Printers	Printer	HP	Deskjet F2480	CN04QBG2BR	88.40
8912 · Printers	Printer	HP	Deskjet F2423	CN9BPB33TU	88.40
8912 · Printers	Printer	HP	Deskjet F2480	CN04BBHIYZ	88.40
8912 · Printers	Printer	HP	Deskjet F2480	CN038B755Z	88.40
8912 · Printers	Printer	Epson	dot Matrix LQ300	G7YY239970	250.00
8912 · Printers	Printer	HP	Deskjet F2480	CNO4BBHIXY	99.45
8912 · Printers	Printer	HP	Deskjet F2480	CNO3MBHOTP	171.20
8912 · Printers	Printer	HP	Deskjet F240	CN039BG2C3	105.60

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Primary Category	Item	Manufacturer	Model	S/N	Purchase Price (In USD)
8913 · UPS For Computers	UPS	APC	1500v original	-	245.00
8913 · UPS For Computers	UPS	SU-KAM	2.5VA Mono-in/out	-	1,300.00
8921 · Satellite Phones	Satellite Phone	Thoraya	SO-2510	35601300-319491-0	490.00
8921 · Satellite Phones	Satellite Phone	Thoraya	SO-2510	35601300-317931-7	490.00
8921 · Satellite Phones	Satellite Phone	Thoraya	XT	35697802-132949-2	650.00
8922 · Cellphones	Cellphones	Samsung	D780	RQ6ZA98027P	198.00
8923 · Cameras	Camera	Canon	Power Shot SD1400 IS Digital Elph	222065025430	325.00
8923 · Cameras	Camera	Canon	Power Shot SD1400 IS Digital Elph	222065025431	325.00
8923 · Cameras	Camera	Canon	Power Shot SD1400 IS Digital Elph	222065027746	325.00
8923 · Cameras	Camera	Canon	Ixus 2000 Silver	3638B009AA	440.00
8924 · Copy Machine	Photocopying Machine	Canon	Image Runner IR2318	GUR37775	1,326.00
8927 · Internet Installation	Internet Equipment	VSAT	Modem Idirect X3	CE 0682	2,450.00
8927 · Internet Installation	Internet Equipment	BLACK BOX	Cat5E Cable	n/a	70.00
8927 · Internet Installation	Internet Equipment	New Japan Radio	NJT5207F	n/a	840.00
8927 · Internet Installation	Internet Equipment	New Japan Radio	NJR2837S	n/a	234.00

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Primary Category	Item	Manufacturer	Model	S/N	Purchase Price (In USD)
8928 · GPS Systems	GPS	Garmin	GPSmap76CSy	IQF035995	353.00
8925 · Furniture & Fittings	Side table(3-shelved)/1unit @AFN1200/unit, AFN1200	N/A	N/A	N/A	26.40
8925 · Furniture & Fittings	Side table(3-shelved)/1unit @AFN1200/unit, AFN1200	N/A	N/A	N/A	26.40
8925 · Furniture & Fittings	Side table(3-shelved)/1unit @AFN1200/unit, AFN1200	N/A	N/A	N/A	26.40
8925 · Furniture & Fittings	Side table(3-shelved)/1unit @AFN1200/unit, AFN1200	N/A	N/A	N/A	26.40
8925 · Furniture & Fittings	Side table(3-shelved)/1unit @AFN1200/unit, AFN1200	N/A	N/A	N/A	26.40
8925 · Furniture & Fittings	Side table/1unit @AFN2200/unit, AFN2200	N/A	N/A	N/A	48.40
8925 · Furniture & Fittings	Side table/1unit @AFN2200/unit, AFN2200	N/A	N/A	N/A	48.40
8925 · Furniture & Fittings	Side table/1unit @AFN2200/unit, AFN2200	N/A	N/A	N/A	48.40
8925 · Furniture & Fittings	Side table/1unit @AFN2200/unit, AFN2200	N/A	N/A	N/A	48.40
8925 · Furniture & Fittings	Bed/1unit @AFN6000/unit, AFN6000	N/A	N/A	N/A	132.00
8925 · Furniture & Fittings	Bed/1unit @AFN6000/unit, AFN6000	N/A	N/A	N/A	132.00
8925 · Furniture & Fittings	Bed/1unit @AFN6000/unit, AFN6000	N/A	N/A	N/A	132.00
8925 · Furniture & Fittings	Bed/1unit @AFN6000/unit, AFN6000	N/A	N/A	N/A	132.00
8925 · Furniture & Fittings	TV shelves/1unit @AFN4000/unit, AFN4000	N/A	N/A	N/A	88.00
8925 · Furniture & Fittings	TV shelves/1unit @AFN4000/unit, AFN4000	N/A	N/A	N/A	88.00

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Primary Category	Item	Manufacturer	Model	S/N	Purchase Price (In USD)
8925 · Furniture & Fittings	TV shelves/1unit @AFN4000/unit, AFN4000	N/A	N/A	N/A	88.00
8925 · Furniture & Fittings	TV shelves/1unit @AFN4000/unit, AFN4000	N/A	N/A	N/A	88.00
8925 · Furniture & Fittings	Shelves/1unit @AFN3500/unit, AFN3500	N/A	N/A	N/A	77.00
8925 · Furniture & Fittings	Shelves/1unit @AFN3500/unit, AFN3500	N/A	N/A	N/A	77.00
8925 · Furniture & Fittings	Shelves/1unit @AFN3500/unit, AFN3500	N/A	N/A	N/A	77.00
8925 · Furniture & Fittings	Shelves/1unit @AFN3500/unit, AFN3500	N/A	N/A	N/A	77.00
8925 · Furniture & Fittings	Kitchen table/1unit @AFN4000/unit, AFN4000	N/A	N/A	N/A	88.00
8925 · Furniture & Fittings	Office chair/1unit @AFN3500/unit, AFN3500	N/A	N/A	N/A	77.35
8925 · Furniture & Fittings	Office chair/1unit @AFN3500/unit, AFN3500	N/A	N/A	N/A	77.35
8925 · Furniture & Fittings	Office chair/1unit @AFN3500/unit, AFN3500	N/A	N/A	N/A	77.35
8925 · Furniture & Fittings	Office chair/1unit @AFN3500/unit, AFN3500	N/A	N/A	N/A	77.35
8925 · Furniture & Fittings	Office chair/1unit @AFN3500/unit, AFN3500	N/A	N/A	N/A	77.35
8925 · Furniture & Fittings	Office chair/1unit @AFN3500/unit, AFN3500	N/A	N/A	N/A	77.35
8925 · Furniture & Fittings	Office chair/1unit @AFN3500/unit, AFN3500	N/A	N/A	N/A	77.35
8925 · Furniture & Fittings	Office chair/1unit @AFN3500/unit, AFN3500	N/A	N/A	N/A	77.35

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Primary Category	Item	Manufacturer	Model	S/N	Purchase Price (In USD)
8925 · Furniture & Fittings	Airconditioner(model: Chigo Split Type Room Aircon)/1set @US\$450/set, US\$450	Chigo	Split Type Room Aircon - KFR-32GW/Ac	JAAOGBAA001414001378	450.00
8925 · Furniture & Fittings	Airconditioner(model: Chigo Split Type Room Aircon)/1set @US\$450/set, US\$450	Chigo	Split Type Room Aircon - KFR-32GW/Ac	JAAOGBAA001414000186	450.00
8925 · Furniture & Fittings	Airconditioner(model: Chigo Split Type Room Aircon)/1set @US\$450/set, US\$450	Chigo	Split Type Room Aircon	JAAOGBAA001414001615	450.00
8925 · Furniture & Fittings	Airconditioner(model: Chigo Split Type Room Aircon)/1set @US\$450/set, US\$450	Chigo	Split Type Room Aircon	JAAOGBAA001414004180	450.00
8925 · Furniture & Fittings	Airconditioner(model: Chigo Split Type Room Aircon)/1set @US\$450/set, US\$450	Chigo	Split Type Room Aircon	JAAOGBAA0014140041292	450.00
8925 · Furniture & Fittings	Airconditioner(model: Chigo Split Type Room Aircon)/1set @US\$450/set, US\$450	Chigo	Split Type Room Aircon	-	450.00
8925 · Furniture & Fittings	Office desk/1unit @AFN6500/unit, AFN6500	N/A	N/A	N/A	143.65
8925 · Furniture & Fittings	Office desk/1unit @AFN6500/unit, AFN6500	N/A	N/A	N/A	143.65
8925 · Furniture & Fittings	Wooden box/1unit @AFN3800/unit, AFN3800	N/A	N/A	N/A	83.98
8925 · Furniture & Fittings	Office desk/1unit @AFN4500/unit, AFN4500	N/A	N/A	N/A	99.45
8925 · Furniture & Fittings	Office desk/1unit @AFN4500/unit, AFN4500	N/A	N/A	N/A	99.45
8925 · Furniture & Fittings	Office desk/1unit @AFN4500/unit, AFN4500	N/A	N/A	N/A	99.45

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Primary Category	Item	Manufacturer	Model	S/N	Purchase Price (In USD)
8925 · Furniture & Fittings	Office desk/1unit @AFN4500/unit, AFN4500	N/A	N/A	N/A	99.45
8925 · Furniture & Fittings	Desk/1unit @AFN6500/unit , AFN6500	N/A	N/A	N/A	143.00
8925 · Furniture & Fittings	Shelf/1unit @AFN3000/unit, AFN3000	N/A	N/A	N/A	66.00
8925 · Furniture & Fittings	Shelf/1unit @AFN3000/unit, AFN3000	N/A	N/A	N/A	66.00
8925 · Furniture & Fittings	Office Desk/1unit @AFN2500/unit for local staff, AFN2500	N/A	N/A	N/A	55.00
8925 · Furniture & Fittings	Kitchen shelf/1unit @AFN2500/unit, AFN2500	N/A	N/A	N/A	55.00
8925 · Furniture & Fittings	Folding Office chairs/1unit @AFN700/unit, AFN700	N/A	N/A	N/A	15.33
8925 · Furniture & Fittings	Folding Office chairs/1unit @AFN700/unit, AFN700	N/A	N/A	N/A	15.33
8925 · Furniture & Fittings	Folding Office chairs/1unit @AFN700/unit, AFN700	N/A	N/A	N/A	15.33
8925 · Furniture & Fittings	Folding Office chairs/1unit @AFN700/unit, AFN700	N/A	N/A	N/A	15.33
8925 · Furniture & Fittings	Folding Office chairs/1unit @AFN700/unit, AFN700	N/A	N/A	N/A	15.33
8925 · Furniture & Fittings	Folding Office chairs/1unit @AFN700/unit, AFN700	N/A	N/A	N/A	15.33
8925 · Furniture & Fittings	Folding Office chairs/1unit @AFN700/unit, AFN700	N/A	N/A	N/A	15.33
8925 · Furniture & Fittings	Folding Office chairs/1unit @AFN700/unit, AFN700	N/A	N/A	N/A	15.33

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Primary Category	Item	Manufacturer	Model	S/N	Purchase Price (In USD)
8925 · Furniture & Fittings	Folding Office chairs/1unit @AFN700/unit, AFN700	N/A	N/A	N/A	15.33
8925 · Furniture & Fittings	Folding Office chairs/1unit @AFN700/unit, AFN700	N/A	N/A	N/A	15.33
8925 · Furniture & Fittings	Cupboard/1unit @AFN3000/unit , AFN3000	N/A	N/A	N/A	65.70
8925 · Furniture & Fittings	Cupboard/1unit @AFN3000/unit, AFN3000	N/A	N/A	N/A	65.70
8925 · Furniture & Fittings	Cupboard/1unit @AFN3000/unit , AFN3000	N/A	N/A	N/A	65.70
8925 · Furniture & Fittings	Desk/1unit @AFN2500/unit for kitchen, AFN2500	N/A	N/A	N/A	54.75
8925 · Furniture & Fittings	Wood/1unit @AFN800/unit for PM's desk extension, AFN800	N/A	N/A	N/A	17.52
8925 · Furniture & Fittings	Sink table/1unit @AFN2500/unit for kitchen, AFN2500	N/A	N/A	N/A	54.75
8925 · Furniture & Fittings	Office desk/1unit @AFN4500/unit, AFN4500	N/A	N/A	N/A	98.55
8925 · Furniture & Fittings	Office desk/1unit @AFN4500/unit, AFN4500	N/A	N/A	N/A	98.55
8925 · Furniture & Fittings	Kitchen sink table/1unit @AFN2500/unit for staff compounds's kitchen, AFN2500	N/A	N/A	N/A	54.75
8925 · Furniture & Fittings	Office desk/1unit @AFN4500/unit for Sadeequllah(AO), AFN4500	N/A	N/A	N/A	98.55
8925 · Furniture & Fittings	Office desk/1unit @AFN4500/unit, AFN4500	N/A	N/A	N/A	98.55
8925 · Furniture & Fittings	Wooden stand/1unit @AFN500/unit for router, AFN500	N/A	N/A	N/A	10.95

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Primary Category	Item	Manufacturer	Model	S/N	Purchase Price (In USD)
8925 · Furniture & Fittings	Copying machine stand/1unit @AFN3500/unit for Finance office, AFN3500	N/A	N/A	N/A	76.65
8925 · Furniture & Fittings	Printer stand/1unit @AFN500/unit for Finance office, AFN500	N/A	N/A	N/A	10.95
8925 · Furniture & Fittings	Kitchen table/1unit @AFN6500/unit, AFN6500	N/A	N/A	N/A	142.35
8925 · Furniture & Fittings	Office desk/1unit @AFN4500/unit for the PM's room, AFN4500	N/A	N/A	N/A	96.30
8925 · Furniture & Fittings	Cabinet/1unit @AFN11000 for PM's room, AFN11000	N/A	N/A	N/A	235.40
8925 · Furniture & Fittings	Cabinet/1unit @AFN11000 for DPM's room, AFN11000	N/A	N/A	N/A	235.40
8925 · Furniture & Fittings	Cabinet/1unit @AFN3500/unit, AFN3500	N/A	N/A	N/A	74.90
8925 · Furniture & Fittings	Air-conditioner(model: Chigo KFR-32GW, S/N: YZKDPABZC01606W)/1unit for office compound, US\$500	Chigo	KFR-32GW	YZKDPABZC01606W	500.00
8925 · Furniture & Fittings	Air-conditioner(model: Samsung F58, S/N: YXKDPABZC01606W)/1unit for office compound, US\$500	Samsung	AQ12WAN	DB98-300966B-0	500.00
8925 · Furniture & Fittings	Wheeled-office chair/1unit @AFN4400/unit, AFN4400	N/A	N/A	N/A	94.16
8925 · Furniture & Fittings	Wheeled-office chair/1unit @AFN4400/unit, AFN4400	N/A	N/A	N/A	94.16
8925 · Furniture & Fittings	Wheeled-office chair/1unit @AFN4400/unit, AFN4400	N/A	N/A	N/A	94.16

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Primary Category	Item	Manufacturer	Model	S/N	Purchase Price (In USD)
8925 · Furniture & Fittings	Wheeled-office chair/1unit @AFN4400/unit, AFN4400	N/A	N/A	N/A	94.16
8925 · Furniture & Fittings	Wheeled-office chair/1unit @AFN4400/unit, AFN4400	N/A	N/A	N/A	94.16
8925 · Furniture & Fittings	Office desk/1unit @AFN6000/unit for payment/payroll room, AFN6000	N/A	N/A	N/A	128.40
8925 · Furniture & Fittings	Cabinet/1 unit @AFN3000/unit for office compound, AFN3000	N/A	N/A	N/A	63.30
8925 · Furniture & Fittings	Cabinet/1 unit @AFN3000/unit for office compound, AFN3000	N/A	N/A	N/A	63.30
8925 · Furniture & Fittings	Wall shelf/1 unit @AFN2500/unit for Chora compound, AFN2500	N/A	N/A	N/A	52.75
8925 · Furniture & Fittings	Wall shelf/1 unit @AFN2500/unit for Chora compound, AFN2500	N/A	N/A	N/A	52.75
8925 · Furniture & Fittings	Office desk/1 unit @AFN6500, AFN4500	N/A	N/A	N/A	94.95
8925 · Furniture & Fittings	Office desk/1unit @AFN4500/unit, AFN4500	N/A	N/A	N/A	95.40
8925 · Furniture & Fittings	Shelf/1unit @AFN3500/unit, AFN3500	N/A	N/A	N/A	74.20
8925 · Furniture & Fittings	Airconditioner/1unit @US\$550 for guestroom, US\$550	Chigo	KFR-32GW	JAA0GBB3067812003360	550.00
8925 · Furniture & Fittings	Airconditioner/1unit @US\$550 for local staff office, US\$550	Chigo	KFR-32GW	1000014586	550.00
8925 · Furniture & Fittings	Desk/1unit @AFN4500 for guest transient room, AFN4500	N/A	N/A	N/A	95.40
8925 · Furniture & Fittings	Desk/1unit @AFN4500 for guest transient room, AFN4500	N/A	N/A	N/A	95.40

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Primary Category	Item	Manufacturer	Model	S/N	Purchase Price (In USD)
8925 · Furniture & Fittings	Airconditioner/1unit @US\$550/unit, US\$550	Samsung	N/A	309466	550.00
8925 · Furniture & Fittings	Airconditioner/1unit @US\$550/unit, US\$550	Samsung	N/A	Y2KCPAMZC02737K.	550.00
8925 · Furniture & Fittings	Cupboard/1unit @AFN12000/unit, AFN12000	N/A	N/A	N/A	248.40
8925 · Furniture & Fittings	Table/1unit @AFN10000/unit, AFN10000	N/A	N/A	N/A	207.00
8925 · Furniture & Fittings	Cupboard/1unit @AFN5000/unit, AFN5000	N/A	N/A	N/A	103.50
8925 · Furniture & Fittings	Shelf/1unit @AFN500/unit, AFN500	N/A	N/A	N/A	10.35
8925 · Furniture & Fittings	Table/1unit @AFN4500/unit, AFN4500	N/A	N/A	N/A	93.15
8925 · Furniture & Fittings	Cupboard/1unit @AFN3500/unit, AFN3500	N/A	N/A	N/A	72.45
8925 · Furniture & Fittings	Cupboard/1unit @AFN3500/unit, AFN3500	N/A	N/A	N/A	72.45
8925 · Furniture & Fittings	Cupboard/1unit @AFN3500/unit for expats' laundry room, AFN3500	N/A	N/A	N/A	72.45
8925 · Furniture & Fittings	Cupboard/1unit @AFN3500/unit, AFN3500	N/A	N/A	N/A	72.45
8925 · Furniture & Fittings	Cupboard/1unit @AFN3500/unit, AFN3500	N/A	N/A	N/A	72.45
8925 · Furniture & Fittings	Table/1unit @AFN4500/unit, AFN4500	N/A	N/A	N/A	93.15
8925 · Furniture & Fittings	Table/1unit @AFN9000/unit, AFN9000	N/A	N/A	N/A	186.30

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Primary Category	Item	Manufacturer	Model	S/N	Purchase Price (In USD)
8926 · Misc. Office Equipment	Safe vault/1unit @AFN22000 for Chora Finance office, AFN22000	N/A	N/A	N/A	484.00
8926 · Misc. Office Equipment	Counting machine(model: Bank Note Counter WJD-ST2115, S/N: 200802061227) for office, AFN18000	N/A	Bank Note Counter WJD-ST2115	200802061227	396.00
8926 · Misc. Office Equipment	Perkins generator(110KV)/1unit @US\$22500 for Chora guesthouse office, US\$22500	Perkins	MP110ES	PL3160/41	22,500.00
8926 · Misc. Office Equipment	Vacuum cleaner/1unit @AFN11000/unit, AFN11000	Nikai	NK 2015	N/A	242.00
8926 · Misc. Office Equipment	LCD TV(model: Samsung 32" LA32C350D, S/N:LBUB3DGZ900210)/1unit @US\$375/unit, US\$375	Samsung	32" LA32C350D1	LBUB3DGZ80072A	375.00
8926 · Misc. Office Equipment	LCD TV(model: Samsung 32" LA32C350D, S/N:LBUB3DGZ900192)/1unit @US\$375/unit, US\$375	Samsung	32" LA32C350D1	LBUB3DGZ900192R	375.00
8926 · Misc. Office Equipment	LCD TV(model: Samsung 32" LA32C350D, S/N:LBUB3DGZ900191)/1unit @US\$375/unit, US\$375	Samsung	32" LA32C350D	LBUB3DGZ900210R	375.00
8926 · Misc. Office Equipment	LCD TV(model: Samsung 32" LA32C350D, S/N:LBUB3DGZ900900)/1unit @US\$375/unit, US\$375	Samsung	32" LA32C350D1	LBUB3DAZ800711B	375.00
8926 · Misc. Office Equipment	Safe vault/1unit @AFN22000/unit for Chora Finance office, AFN22000	N/A	N/A	N/A	486.20

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Primary Category	Item	Manufacturer	Model	S/N	Purchase Price (In USD)
8926 · Misc. Office Equipment	Satellite dish TV connections/1unit @AFN8500, AFN8500	Zenega Dish TV	CD-1004iS	10F5ABF50DS68685	187.85
8926 · Misc. Office Equipment	Satellite dish TV connections/1unit @AFN8500, AFN8500	Zenega Dish TV	CD-1004iS	10D7ABF45DS11406	187.85
8926 · Misc. Office Equipment	Satellite dish TV connections/1unit @AFN8500, AFN8500	Zenega Dish TV	CD-1004iS	10D7ABF45DS11407	187.85
8926 · Misc. Office Equipment	Satellite dish TV connections/1unit @AFN8500, AFN8500	Zenega Dish TV	CD-1004iS	10D7ABF45DS11409	187.85
8926 · Misc. Office Equipment	Dish TV Cable, US\$170	N/A	N/A	N/A	170.00
8926 · Misc. Office Equipment	Water pump/1unit @AFN7000/unit, AFN7000	N/A	N/A	N/A	154.00
8926 · Misc. Office Equipment	TV/1unit @US\$550/unit Samsung LCD 32", US\$550	Samsung	32" LA32C350D1XSV	LBUB3DAZ800153N	550.00
8926 · Misc. Office Equipment	TV/1unit @US\$550/unit Samsung LCD 32", US\$550	Samsung	32" LCD	LBUB3DGZ900191	550.00
8926 · Misc. Office Equipment	Water pump machine/1unit @AFN6000/unit for guesthouse office, AFN6000	N/A	N/A	N/A	131.40
8926 · Misc. Office Equipment	Microwave oven w/ grill/1unit for expats kitchen Geepas S/N: W4071GMO1884041000206, AFN15000	Geepas	GMO-1884-3OLD	W4071GMO1884041000206	328.50
8926 · Misc. Office Equipment	Water pump/1unit @AFN3243/unit for office compound, AFN3243	N/A	N/A	N/A	69.40

Chora Municipal Infrastructure Project

AusAID Agreement s 22(1)(a)(ii)

CADG Ref: s 22(1)(a)(ii)

Report: No. 7 of 7

Primary Category	Item	Manufacturer	Model	S/N	Purchase Price (In USD)
8926 · Misc. Office Equipment	Refrigerator(model: Geepas GRF6522-175L, S/N: 6446522011000165)/1unit for office, AFN30000	Geepas	GRF6522-175L	W06446522041000165	642.00
8926 · Misc. Office Equipment	Refrigerator(model: Geepas GRF6522-175L, S/N: 6446522011000142)/1unit for office, AFN30000	Geepas	GRF6522-175L	W06446522041000142	642.00
8926 · Misc. Office Equipment	Electric fly/insect killer/1unit @AFN3500/unit, AFN3500	Sogo	JPN-110	N/A	74.90
8926 · Misc. Office Equipment	Electric fly/insect killer/1unit @AFN3500/unit, AFN3500	Sogo	JPN-110	N/A	74.90
8926 · Misc. Office Equipment	Electric fly/insect killer/1unit @AFN3500/unit, AFN3500	Sogo	JPN-110	N/A	74.90
8926 · Misc. Office Equipment	Electric fly/insect killer/1unit @AFN3500/unit, AFN3500	Sogo	JPN-110	N/A	74.90
8926 · Misc. Office Equipment	Laminating machine/1unit (Brand: Bright Office Laminator) for CFW workers ID cards, AFN10000	Bright Office	N/A	N/A	211.00
8926 · Misc. Office Equipment	Installation of TV 1u/1unit @AFN1000/unit, AFN1000	N/A	N/A	N/A	21.10
8926 · Misc. Office Equipment	Installation of TV 1u/1unit @AFN1000/unit, AFN1000	N/A	N/A	N/A	21.10
8926 · Misc. Office Equipment	Installation of TV 1u/1unit @AFN1000/unit, AFN1000	N/A	N/A	N/A	21.10
8926 · Misc. Office Equipment	Installation of TV 1u/1unit @AFN1000/unit, AFN1000	N/A	N/A	N/A	21.10
8926 · Misc. Office Equipment	Dish antenna/1 unit @AFN2500/unit, AFN2500	N/A	N/A	N/A	52.75

Chora Municipal Infrastructure Project

AusAID Agreements 22(1)(a)(ii)

CADG Ref: s 22(1)(a)(ii)

Report: No. 7 of 7

Primary Category	Item	Manufacturer	Model	S/N	Purchase Price (In USD)
8926 · Misc. Office Equipment	Installation of line for dish/50mu @AFN22/mu, AFN1100	N/A	N/A	N/A	23.21
8926 · Misc. Office Equipment	Connection frey/1unit @AFN500/unit, AFN500	N/A	N/A	N/A	10.55
8926 · Misc. Office Equipment	Pressure pump/1unit @US\$470 for guesthouse office compound, US\$470	N/A	N/A	N/A	470.00
8926 · Misc. Office Equipment	Water pump/1unit @AFN11000/unit, AFN11000	N/A	N/A	N/A	226.60
8926 · Misc. Office Equipment	Water pump/1unit @AFN11000/unit, AFN11000	N/A	N/A	N/A	226.60
8926 · Misc. Office Equipment	Water pump/1unit for staff compound's well, AFN2556	N/A	N/A	N/A	52.91
8926 · Misc. Office Equipment	Vacuum cleaner/1unit @AFN15000/unit for office and staff compound use, AFN15000	N/A	N/A	N/A	309.00
8926 · Misc. Office Equipment	Vacuum clean/ Kenwood TP-VC603 3000w, AFN8000	Kenwood	TP-VC603 3000w	N/A	165.60
8926 · Misc. Office Equipment	Water pressure pump/1unit @AFN5000/unit, AFN5000	N/A	N/A	N/A	103.50
8926 · Misc. Office Equipment	Heater/1unit @AFN3200/unit brand: KETAO, AFN3200	KETAO	N/A	N/A	66.24
8926 · Misc. Office Equipment	Heater/1unit @AFN3200/unit brand: KETAO, AFN3200	KETAO	N/A	N/A	66.24
8926 · Misc. Office Equipment	Heater/1unit @AFN3200/unit brand: KETAO, AFN3200	KETAO	N/A	N/A	66.24
8810 · Expensed Project Equipment	3-ton Single Roller with original Honda petrol engine, USD 3,500	Wahed Basit Rahimi	N/A	N/A	3,500.00
Total					66,718.69

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Australian Government
AusAID

Quality at Implementation Final Report for Chora Municipal Infrastructure Project

Summary

Initiative Name	Chora Municipal Infrastructure Project		
Initiative Number	s 22(1)(a)(ii)		
Start Date	19 January 2011	End Date	30 June 2013
Report drafted by	s 22(1)(a)(ii)	Value of Initiative	\$6,500,000
Approved by	a/Director Afghanistan Section	Date approved in AidWorks	25 March 2013

Description (no more than 600 words per cell)

Description	What did we do and why? This activity aimed to deliver 'stabilisation' objectives. Stabilisation is the process of establishing peace and security in countries/regions/areas that are affected by conflict and instability. It is the promotion of peaceful political settlement to produce a legitimate indigenous government, which can better serve its people.¹ Stabilisation often requires joint military and civilian support to undertake community-level activities in selected areas to pave the way for longer-term development. Without the establishment of security and protection of the populace, civilian-led stabilisation activities are unlikely to occur. As security begins to improve, stabilisation activities provide a focus for continued constructive engagement between community leadership and military forces, with an increasing emphasis on shifting to a civilian-driven planning process. The distinction between humanitarian, development and stabilisation activities is sometimes not clear cut. Stabilisation can be seen as filling the gap between emergency humanitarian assistance and longer term development assistance, though it is more than that. Stabilisation effects can be seen as initial short-term development assistance delivered in areas where conventional development organisations (eg, NGOs) cannot operate due to insecurity. The effects of stabilisation activities on communities fluctuate with changes in the security environment and can be reversed quite easily as a result. Stabilisation activities aim to address the immediate consequences of conflict including meeting basic needs. Developed and prioritised through community consultation, activities include small-scale infrastructure. This AusAID-funded stabilisation project in Chora aimed to engage fighting-age men who were potentially at risk of becoming involved in insurgent activities. The Uruzgan Provincial Reconstruction Team (including DFAT and AusAID representatives) strongly supported the activity to take advantage of improving security in Chora around the December 2010 timeframe. Uruzgan's Provincial Government also referred to this type of activity in its own Provincial Development Plan. In 2010, Chora was a key district for international security forces in Uruzgan and remains so in 2013. International research has consistently concluded that there is little empirical evidence that aid projects have strategic level stabilisation or security benefits such as winning populations away from insurgents, legitimising the government, or reducing levels of conflict. A more recent study by Tufts University (Feinstein International Centre²), with AusAID funding, assessed the environment in five Afghanistan provinces (including in Uruzgan with data collection during the period 2008-2010), and reached the same conclusion. Tufts noted however, that in some areas, <u>small-scale</u> projects seemed to have short-term positive security effects at a tactical level. Within this known context, AusAID engaged the Central Asian Development Group (CADG) to undertake a stabilisation activity in Chora town initially from January 2011 to March 2012. Chora is about 47km from Uruzgan's provincial capital Tarin Kowt (TK). The activity was a labour-intensive project to rehabilitate long-neglected municipal infrastructure. Work included repairing the District Governor's compound, cleaning roads and drains, constructing new footpaths, stormwater canals, culverts and drains, widening and rehabilitating gravel roads. CADG had been operating in Afghanistan since 2001. In 2010, it was implementing a s 33(a)(iii) JSAID-funded program in 19 provinces. Under this USAID program, CADG had engaged local labour to construct municipal infrastructure in Uruzgan's Deh Rawud, TK and Chora districts before it commenced similar activities as part of AusAID's project in Chora. AusAID's contract with CADG was initially for USD5,707,924. In March 2012, the project was extended for six months through to September 2012. This contract extension s 47G(1)(a), s 47G(1)(b) allowed improvements to 1,500 metres of road and provided limited training to selected local nationals in basic road maintenance and repair techniques. Project activities concluded in mid-September with all CADG personnel leaving Chora at about the same time.
Objectives Summary	What did we aim to achieve? Rehabilitation of municipal infrastructure in Chora contributed to stabilisation efforts to : – capitalise on what was an improving security situation in the Chora District in December 2010 – help build the legitimacy of the Chora District authorities in the eyes of the local communities – improve communication with and between municipal, community and tribal leaders, elders and other stakeholders – engage unemployed labourers, especially fighting-age men potentially at risk of becoming involved in insurgent activities – improve basic infrastructure such as culverts, footpaths, roadside drainage, stormwater canals and roads – provide basic skills transfer Were there major changes to the objectives or design over the life of the initiative? What were these and what justification was provided for the change? No change to the objectives, however, the project was extended for six months through to September 2012. This extended the project towards the end of the 2012 fighting season and when AusAID's development and stabilisation advisers relocated from Chora to TK.
Review and	Evaluation Type Evaluation Date

¹ Details from DFID Stabilisation Unit's website at: <http://www.stabilisationunit.gov.uk/about-us/what-is-stabilisation.html>

² 'Winning Hearts and Minds? Examining the Relationship between Aid and Security in Afghanistan', Feinstein International Centre, January 2012

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Evaluation	No independent external evaluations have occurred and none are planned. An external assessor will not be able to visit Chora. It is unlikely any desk assessment would add to what has already been written on stabilisation activities in the Feinstein Report and other international papers following academic field research into the effectiveness of stabilisation activities. Exemption from completing an independent completion report will be sought from ADG Afghanistan Branch.	Not applicable. ADG exemption from independent completion to be requested.
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Scale for ratings against Quality Criteria

The QAI Final requires initiative managers to make an assessment of performance for each of the quality criteria. This rating score must only reflect the final performance of the initiative at its end date. Where there has been inconsistent performance over the life of initiative be careful not to 'average' the ratings scores – instead make scores based on the final period of the initiative from the last QAI through to the initiative end date. Remember your discussion and content should reflect all knowledge and learning for this initiative over its life, but the score should only assess end of initiative performance. AidWorks will already have historical ratings data entered through the annual QAI process, so scoring the QAI Final should not be an 'average' of all the previous years.

Performance against quality criteria is rated using a six point scale, shown below.

Satisfactory		Less than satisfactory	
6	Very high quality	3	Less than adequate quality
5	Good quality	2	Poor quality
4	Adequate quality	1	Very poor quality

Key Messages at the End of Initiative *(no more than 600 words)*

Key Messages	<i>What was the most significant change that occurred as a consequence of this initiative?</i> This activity successfully reconstructed basic municipal infrastructure in Chora, provided over 350,000 man-days of employment for local men and helped generate civic pride in the town. Chora district has been marginalised for the last 30 years due to its relative insecurity and isolation. After decades of conflict, most of Chora's municipal infrastructure had fallen into disrepair with little attention given to basic maintenance and upkeep. The project repaired basic infrastructure, stopped further deterioration of the town's stormwater drainage network and provided a direct injection of funds into communities to maintain and improve their livelihoods. The activity took advantage of the improved security situation in the Chora district at the end of 2010 by engaging fighting-aged males in labour-intensive basic construction activities that are clearly visible to residents and visitors to Chora town. The project supported overall stabilisation efforts by the Provincial Reconstruction Team (PRT), the Australian Defence Force (ADF) and AusAID. The project demonstrated to local communities, and the different tribes surrounding Chora town, that direct benefits are possible by communicating and cooperating with each other.
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Australian Aid – Rated Quality Criteria

Consider the performance of the initiative at its end date (i.e. the final 12 months).			Consider the whole life of the initiative
Criteria	Assessment Remember to reference the source of information. <i>What went well in the context of this criterion?</i> <i>What went poorly in the context of this criterion?</i> <i>(No more than 600 words per cell)</i>	Ratings (1 – 6)	Knowledge & Learning <i>Be as precise as possible. What do your observations and reflections on this initiative mean for changed practice?</i> <i>(no more than 600 words per cell)</i>
1. Relevance	<i>Was this initiative the right thing to do?</i> Uruzgan Province faces serious challenges in respect to an active insurgency, the impact of years of civil conflict, remoteness and weak or non-existing government services. In February 2010, the Australian Government agreed to AusAID's Operational Plan for Uruzgan which included two lines of operation: stabilisation and capacity building. The focus on stabilisation activities in Uruzgan increased further with the Dutch withdrawal from the province in August 2010 and Australia's decision to lead the multi-national Provincial Reconstruction Team. At the time, AusAID's draft Concept for Stabilisation Operations stated: 'Stabilisation activities aim to address the immediate consequences of conflict that has restricted access to government services, including by improving small-scale infrastructure in districts where the Australian Defence Force (ADF) has an established security presence'. This concept	5	This project was what was needed in Chora at the time and CADG was also the most suitable organisation to deliver it. In 2010, the concept of 'stabilisation' was still relatively new to AusAID. In 2013, AusAID's Fragility and Conflict Section still refers to UK/DfID for concept definition while the Australian Civilian Corps continues to recruit Stabilisation Advisers without having a clear definition of stabilisation or its objectives. Before undertaking similar types of activities in future conflict-affected areas, it would be useful if AusAID agreed on a definition of the 'stabilisation' concept, its objectives and how these might differ from normal development objectives.

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Consider the performance of the initiative at its end date (i.e. the final 12 months).			Consider the whole life of the initiative
Criteria	Assessment Remember to reference the source of information. <i>What went well in the context of this criterion?</i> <i>What went poorly in the context of this criterion?</i> (No more than 600 words per cell)	Ratings (1 – 6)	Knowledge & Learning <i>Be as precise as possible. What do your observations and reflections on this initiative mean for changed practice?</i> (No more than 600 words per cell)
	was further expanded following reports by an experienced member of the UK's Stabilisation Unit who was contracted by AusAID and deployed on a short term mission to Uruzgan. Chora is a key district for Australia's/ADF's efforts in Uruzgan. The Chora stabilisation activity aligned with two of the four pillars of <i>Australia's strategic approach to aid in Afghanistan 2010–12</i>, in particular (ii) support rural development and livelihoods and (iv) support for vulnerable populations. The project helped address a key finding of AusAID's Comprehensive Needs Assessment of Uruzgan undertaken in 2010 namely: infrastructure is inadequate to meet even the most basic transport, irrigation and energy needs. Chora is 47 km from the district capital and the centre for Uruzgan's provincial government. The project provided opportunities to improve communication and consultations with and between the PRT, district government officials and tribal chiefs. CADG's reporting indicated the project's labour force comprised representatives from all tribes in the Chora region - particularly the four primary groups (Barakzai, Ashezai, Kakoza and Osmanzai) and up to five smaller sub-tribes. This indicates that the project provided opportunities for these separate groups to come together and consult with each other and district government officials, at least from the perspective of agreeing on respective labour force numbers to be employed from each tribe/sub-tribe.		
2. Effectiveness	<i>Did we make the difference that we expected at the end of this initiative?</i> The project achieved what it set out to achieve. On completion, it provided 382,297 man-days of employment using 1,000 unskilled and 59 skilled workers – effectively employing a large number of fighting-aged men from different tribes who, potentially, could otherwise have engaged in insurgent activities. It was implemented in a high risk environment where security and inter-tribal issues had the potential to impact progress. CADG demonstrated flexibility in resolving a number of issues ensuring the project was not delayed – issues related to on-going security threats, problems with labour numbers and tribal composition, changes to scope of works and delays caused by inclement weather. AusAID's development and stabilisation advisers, those at the Forward Operating Base on the outskirts of Chora town and those visiting from TK, regularly provided positive reports after visiting the project and after meeting members of the district government, tribal/community leaders and shop-owners. Unfortunately there is no quantitative or qualitative evidence of improved skills transfer or wider acceptance of the legitimacy and capacity of the district government. The activity demonstrated Australian aid can make a difference even in one of the most remote districts of one of Afghanistan's poorest and most disadvantaged provinces. CADG mobilised quickly in early 2011 with outputs completed by 30 September 2012 including: - Clean roads, drains and markets in the district centre prior to construction - Repair damaged infrastructure (including the District Governor's compound) - Rehabilitate 3,000 metres of municipal storm water canals - Construct culvert/drainage crossings and storm water diversions above the district centre - Construct 6,000 metres of concrete walkway	5	In August 2010, the Dutch withdrew from Uruzgan and Australia accepted the PRT-leadership role. The security situation in Chora was improving and there was strong pressure from ISAF and whole-of-government partners for AusAID to quickly deliver tangible results. AusAID's initial programs were still in the development stage and none were able to commence activities in Chora. AusAID was able to deliver a project in an insecure area of Uruzgan (ie, Chora) and meet ISAF/ADF/whole-of-government needs by engaging a company (ie, CADG) who had experience working and delivering similar activities in Uruzgan and Chora. The same result would not have been possible by going to tender. In hindsight, it is assessed that there would have been few companies, if any, that could have mobilised as quickly as CADG in Chora's harsh and insecure environment, and this is probably still the case in 2013. CADG has demonstrated it is very competent engaging local labour to construct small scale municipal infrastructure in relatively insecure environments. Other country program areas seeking to deliver small-scale infrastructure in other conflict-affected countries, may wish to consider engaging CADG. This project provided an opportunity for the PRT to engage District Government officials on broader issues other than basic infrastructure. It provided opportunities to develop a rapport with key district officials and tribal/community leaders to discuss issues related to improved governance and service delivery.

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Consider the performance of the initiative at its end date (i.e. the final 12 months).			Consider the whole life of the initiative
Criteria	Assessment Remember to reference the source of information. What went well in the context of this criterion? What went poorly in the context of this criterion? (No more than 600 words per cell)	Ratings (1 – 6)	Knowledge & Learning Be as precise as possible. What do your observations and reflections on this initiative mean for changed practice? (no more than 600 words per cell)
	- Construct 6,000 metres of drainage - Ensure municipal leaders, neighbourhood elders and were consulted and agreed with the targeted labour groups in advance of recruiting labour - Widen 2,000 metres of dirt road on the approach into Chora from the dasht (high desert road) - Reconstruct 1,740 metres of gravel roadway and train men in road repair techniques.		
3. Efficiency	<i>Did the initiative make appropriate use of Australia's and other partners' time and resources to achieve initiative objectives?</i> It is important to note Chora's adverse operating environment including changing security conditions. The project made appropriate use of resources to achieve its objectives: - outputs were delivered on time, within budget and, to the best of our knowledge, at the level of quality required - CADG management systems (including staff resources) worked well and resolved issues quickly - CADG met most progress reporting requirements on time although the final completion report was poorly written, lacked substance, was inaccurate in some areas and took until February 2013 before it was finalised satisfactorily and final payment made. - project inputs (human resources, funding and time) were able to deliver the intended outputs. - CADG's procurement systems worked well and did not delay project momentum. CADG has delivered projects in Afghanistan for over 11 years and in Uruzgan for the past three including projects of similar scale and scope with USAID funding in Tarin Kowt and Deh Rawud. Cash-for-work projects engaging local unskilled labour are popular and welcomed throughout Uruzgan, even in insecure areas. In Chora, CADG established good relationships with local tribal communities. This collaborative approach enhanced security and helped ensure local community infrastructure needs were met. Work progressed well over the project's timeframe with AusAID representatives in Uruzgan exercising minor variations to the scope. CADG and AusAID (TK) reporting indicated activities were well planned with implementation (procurement of labour, materials and security) focussed strongly at the local level whenever possible. Disputes were resolved through discussions with: s 33(a)(iii) - business owners situated around the project site; - the local traders association, and - FOB Chora representatives. s 47G(1)(a), s 47G(1)(b) The project budget did not allow costs to be determined for individual project activities. AusAID requested more specific financial reporting from CADG in an attempt to more fully understand costs in relation to value for money. After	5	Contractors should be asked for a break-down of 'lump sum' projects at the outset in an attempt to assess 'value for money' and before signing a contract. Even with this break-down by activity/task, assessing costs for security and logistics in such isolated areas will still be problematic.

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Consider the performance of the initiative at its end date (i.e. the final 12 months).			Consider the whole life of the initiative
Criteria	Assessment Remember to reference the source of information. What went well in the context of this criterion? What went poorly in the context of this criterion? (No more than 600 words per cell)	Ratings (1 – 6)	Knowledge & Learning Be as precise as possible. What do your observations and reflections on this initiative mean for changed practice? (no more than 600 words per cell)
	numerous requests, CADG provided expenditure against each output listed in the proposal. Unfortunately the type of Agreement was a fixed-price contract with expenditure linked to reporting milestones. This meant CADG could complete activities earlier or deliver them for a reduced cost and not declare savings to AusAID that could then be re-directed to undertake additional activities. Project expenditure accorded with milestone payments listed in the Contract.		
4. Monitoring and Evaluation	How reliable was the monitoring and evaluation system used to measure implementation progress, and progress towards objectives? CADG, AusAID and the Australian Defence Force had adequate representatives based in Chora to monitor progress. AusAID representatives regularly visited (two to three times a week) the district governor's compound which required walking through and past the work sites within Chora town. They met daily with CADG's project manager and regularly with key local stake-holders. This proximity to the work sites allowed regular reporting back to the PRT in Tarin Kowt, to Kabul (as required) and to Canberra. Kabul Embassy officials and Canberra-based officials visited Chora and reported favourably after seeing project work sites. CADG representatives regularly visited Tarin Kowt and met with AusAID representatives in the PRT. At these meetings, CADG provided further reporting which contributed to AusAID's broader Monitoring and Evaluation program within Uruzgan	4	The project proposal listed infrastructure objectives/outputs and these were reported against regularly. However, there were no clearly identified objectives for 'stabilisation' activities in relation to improved peace, security and governance. In future, and if time permits, more time should be allocated to the design process to ensure the project has clearly defined objectives and an M&E plan. Some thought should be given to measuring philosophical concepts such as supporting peace and promoting normalcy.
5. Sustainability	Will the benefits last? Sustainability of the project's physical outputs will be problematic due to the harsh environment in Chora district, lack of resources available to the Chora municipality for repairs and maintenance and, potentially, lack of skilled labour. Before this project was approved in December 2010, AusAID acknowledged that there was very little and weak capacity at district level and that this situation was unlikely to improve throughout the life of the program. However, the principal program objective was to provide short-term employment opportunities in Chora for local communities and demonstrate minor infrastructure improvements can be achieved through community consultation and cooperation Demand for the activity resulted from consultations between AusAID/ADF/PRT and with the s 33(a)(iii) s 33(a)(iii) All parties strongly supported project implementation and acknowledged its contribution to the PRT-AusAID-ADF stabilisation strategy for Chora and Uruzgan. The program provided opportunities to improve historically-poor consultation processes between district government officials, tribal leaders and community elders. It should not be overlooked that the process of communities working together to make decisions is an achievement in itself and a desired outcome. However, similar consultations are unlikely to continue after the program's end, again raising issues of sustainability around ongoing maintenance and upgrade of infrastructure constructed under the project.	2	Stabilisation activities, as defined by UK/DfID are not sustainable as progress can be quickly reversed. Infrastructure activities are not sustainable unless the right mechanisms are in place – for example recurrent budgets, skilled labour and competent contractors.
6. Gender Equality	How did we approach Gender Equality and did we do it well?		

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Consider the performance of the initiative at its end date (i.e. the final 12 months).			Consider the whole life of the initiative
Criteria	Assessment Remember to reference the source of information. <i>What went well in the context of this criterion?</i> <i>What went poorly in the context of this criterion?</i> (No more than 600 words per cell)	Ratings (1 – 6)	Knowledge & Learning <i>Be as precise as possible. What do your observations and reflections on this initiative mean for changed practice?</i> (no more than 600 words per cell)
	At the outset, all parties acknowledged there would be little potential for female participation in the project. Throughout the project, no women were hired primarily due to extremely conservative cultural attitudes to women's place in Afghan society - Uruzgan being one of the most conservative provinces in Afghanistan. CADG reported some of its projects elsewhere in Afghanistan succeeded in engaging women with gabion (wire cage) weaving activities that allowed women to work from home. However, this has not been the case in Chora due to the ultra-conservative attitude towards women being engaged in any type of work outside the home environment. The Chora Municipal Infrastructure Project ended in September 2012 and will not benefit from AusAID's new program targeting Elimination of Violence Against Women (EVAW). EVAW is an Australian Government commitment of over three years commencing FY2012-13.	1	Trying to include women in a project of this nature in an extremely conservative society would likely have caused delays and possibly security-related issues. It was best that the project did not attempt to do so.

s 47G(1)(a), s 47G(1)(b)

Inclusivity

Consider the performance of the initiative at its end date (i.e. the final 12 months).		Consider the whole life of the initiative
Criteria	Assessment (no more than 600 words)	Knowledge & Learning (no more than 600 words)
7. Social Inclusion, Safeguards & Policy Commitments	<i>What else is at stake?</i> Throughout the project, CADG reported compliance with AusAID's Child Protection Policy by ensuring all workers in the labour intensive scheme were over 18 years old. In relation to anti-corruption measures, AusAID representatives, together with CADG in Chora, took a fairly strong line on the issue of tribal balance within the selection of supervisors of the road crews. While tribal elders and the District Government were encouraged to be involved in selecting members of the road crews, CADG maintained the position that supervisors must be employed on merit, not tribal balance. This was due to governance requirements and to ensure that the project was protected from corruption practises among those with accounting, supervisorial, management and security duties. This set an example of anti-corruption practices for the project.	

Risk

Consider the performance of the initiative at its end date (i.e. the final 12 months).		Consider the whole life of the initiative
Criteria	Assessment (no more than 600 words)	Knowledge & Learning (no more than 600 words)
8. Risk Management	<i>How was risk managed?</i> Given the security environment that prevailed throughout the project's life in Chora, as well as the town's remoteness and access difficulties, risks were constantly assessed and managed through regular meetings with AusAID and military representatives based in the Chora FOB and TK. These meetings occurred almost daily, and at least once or twice every week. A risk register was not established. The principal risk was security. s 33(a)(iii) s 33(a)(iii)	Green This rating is different from a risk rating that is assigned to a specific risk in your risk register. This rating relates to the adequacy of the management of risk rather than the levels of risk that arose within this initiative. Green (mature) is appropriate in this case as risk-related discussions with AusAID representatives in Chora and TK occurred on an almost daily basis,

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	s 33(a)(iii) While tribes were represented proportionally throughout the project, this did not prevent tribal elders from trying to take advantage of each other in efforts to have more of their workers hired. CADG staff effectively managed these challenges by being firm but fair in their dealings with tribal elders. While inclement weather (heavy snow and/or rain) occasionally stopped or delayed the project, CADG adjusted the work schedule to ensure the project meet all objectives without the project being extended beyond dates in the contract. CADG reports show the tribal ratio of road crew employees was approximate to the tribal ratio in the general population of the district. However CADG's process for registering road crews was not as robust as it could have been. Its process for registering road crews each month, were criticised by local government and community leaders. These criticisms were usually motivated by those who were not employed or by tribal leaders who considered they did not get enough of their men on the road crews. It was alleged regularly that tribal leaders required men working on road crews to pay them a percentage. These complaints were also used quite often as a means of political leverage – it was easy for tribal leaders to rally disgruntled potential employees into a lobby group. There was a severe lack of capacity within the Chora District Government which was not assisted by the District Governor being changed at least twice throughout the life of the project. The level of engagement between CADG and the different District Governors was therefore not as good as it could have been. AusAID's Stabilisation Adviser reported that there was room for improvement with CADG's efforts to ensure wide understanding of its labour registration processes and in combating the complaints levelled against them. It was reported that very few locals knew the project was AusAID-funded.	with the Canberra-based activity manager being involved when required. A formal risk register was not compiled. While the level of engagement between CADG and the different District Governors was not as good as it could have been, the PRT was constantly seeking opportunities to engage with district officials. This project afforded opportunities to do so.
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Results (no more than 600 words per cell) - See prompts under 'Considerations for Preparing this Report' for further guidance

1. Headline Results	Should headline results be recorded for this QAI? ☐ Yes ☐ No Have you calculated this result at the initiative level? ☐ Yes ☐ No		
	Quantity Total	Quantity (Male)	Quantity (Female)
	Reporting Period to		
	How did Australia deliver or contribute to the result?		
	How was Australia's contribution calculated?		
	What is the source of data and the degree of confidence in the data quality?		
2. Other Initiative Results	Description of result		
	Indicator		
	Quantity Total	Quantity (Male)	Quantity (Female)

If you report results for this initiative you must enter these directly into AidWorks. Do not manually enter results on this form.

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	Reporting Period to
	How did Australia deliver or contribute to the result?
	How was Australia's contribution calculated?
	What is the source of data and the degree of confidence in the data quality?

Key Recommendations *(no more than 600 words) Note: information contained in this box will be used to inform future Program designs.*

Recommendations	Define concept of 'stabilisation' including its objectives and how these might differ from 'development' objectives. Develop an M&E framework for stabilisation activities Ensure 'lump sum' contracts include a cost break-down by activity to allow an assessment of 'value for money'. Note that in extremely conservative cultures, attempts to include gender-related issues may impact on activity progress and security.
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What will happen next?

Are any components of this initiative being continued?
This project has concluded. No components of this initiative are being continued. AusAID withdrew it's presence from Chora in August 2012 and will relocate from Uruzgan to Kabul in late 2013. The PRT will continue efforts to engage with Chora District officials subject to security provisions and before the PRT disbands.
There are no legal or contractual obligations to be met beyond the completion date for this initiative.

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Considerations for preparing the report

The following guidance is not exhaustive, nor do you have to answer each question. This is a guide only and should complement other relevant considerations identified by your team. For further advice please contact your quality and performance managers, or Quality, Performance and Results Branch (qualityreports@ausaid.gov.au)

What process should I follow to complete the QAI final?

1. Undertake a desk analysis to draw together the key sources of evidence to complete the QAI final. This will include summarising results data from progress reports and findings from reviews and evaluations.
2. Open AidWorks, create the QAI final report and enter details directly – there is no need to create separate templates in Word first as AidWorks automatically generates the QAI final report in the most up to date format. Once all the information is entered into AidWorks the initiative manager can print off the report for signature.
3. Undertake an initial assessment against each of the 8 quality criteria. The assessments should look back through the life of the initiative. All assessments should be supported by evidence from step 1.
4. Look at the criteria guidelines below to inform your assessments and conclusions. To help inform your rating scores you can read the QAI ratings matrix attached to the '*Moderate Quality at Implementation*' guideline. Remember, the rating score must only reflect the final performance of the initiative at its end date – even though learning & knowledge should consider the entire life of the initiative.
5. Draft assessments should be reached within AusAID and the initiative manager should complete a draft of the QAI final report ready for step 7.
6. Convene a meeting with key partners, initiative staff, implementing partners, beneficiaries and other stakeholders (i.e. from across AusAID including PEPD, ODE, NGO section, thematic areas, as relevant) to discuss the implications of the lessons learned. Overall, each criterion should document one or two key lessons that could be used by AusAID in designing and implementing initiatives in the future. Ideally, the group should discuss the key messages for wider dissemination about this initiative.
7. Draw together all the lessons considered important by key stakeholders and the key messages for dissemination. The initiative manager will document recommendations addressing some of the lessons learned. These recommendations should be specific, contextual, realistic and practical (rather than a generalised statement that is unlikely to be incorporated into future planning or design).
8. Arrange for QAI final moderation to review the final conclusions and recommendations reached and feedback should be incorporated into the QAI final prior to seeking endorsement by the relevant Counsellor/Director.
9. Once the recommendations are formulated and endorsed by the Director/Counsellor, upload the completed the QAI Final report onto AidWorks.

When should I prepare a QAI-Final?

Prepare a QAI Final at the end of an initiative's life. The QAI Final replaces the need to do the last annual QAI report. You are generally *not* required to prepare both reports in the final year of your initiative – just the QAI Final. For example, a monitorable initiative has been active since 1 July 2009 and its end date is 30 June 2013. In this case, the initiative manager is required to submit an annual QAI in February 2010, 2011, 2012 and in February 2013 a QAI-final is submitted. If the initiative ended after 31 August 2013, the initiative manager would be required to submit an *annual* QAI in February 2013 and submit the *QAI-final* in the following QAI round in February 2014.

Knowledge & Learning

Reflection on an initiative should be a group activity that occurs toward the end of the initiative (3 to 4 months prior to submission of the QAI final) and include key initiative workers, partners, beneficiaries and other stakeholders. Participants of the group should consider both positive and negative experiences – good ideas that improved effectiveness or undesirable outcomes that hampered success. Each criterion above should include a clear statement of what was learned and some context of how it was learned. Any reflections made need to be useful to others in terms of wider applicability and can make a difference to future initiatives, strategic directions, future partnerships and management of the current portfolio of initiatives in your sector or country program.

Description of the initiative – “What did we do?”

Provide a brief, clear description of the initiative, and any sub activities, assuming the reader has no prior knowledge. This includes clear indication of the approach taken, the initiative duration and any phases undertaken and the modality by which it is being delivered. Doing so will frame the assessment to follow and help a reader to contextualise the overall progress achieved by the end of the initiative, any lessons learned to inform future design work, as well as relative significance of any success claimed.

Objectives summary – “What were the objectives?” “Were there any changes?”

Describe the key objectives of this initiative and consider whether objectives specified in the design document are adequate measures of the initiative's intended achievements.

Consider if end-of-initiative outcomes were specific and clear to inform the initiative objectives.

Was an underlying theory of change used in designing the original initiative or in subsequent rephrasing of objectives?

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Are there any key issues arising related to outcomes and objectives that can be used to design new initiatives?

Recording changes to initiative design/phasing allows readers to understand the history of the initiative. Highlight only the significant changes and explain why the change was required.

Relevance – “Was this the right thing to do?”

Looking back, was this initiative the most appropriate contribution for Australia to be making in the particular context and time?

- Was the initiative relevant to the context and development needs of the beneficiaries?
- Did the initiative contribute to Australian (sector, country, thematic, corporate, CAPF) strategy objectives?
- Did the initiative contribute to partner government priorities and policies?
- Did Australia add value in this area? Did Australia provide a comparative advantage?
- Was the approach or modality being taken appropriate in order to achieve the initiative's objectives?
- Did the policy or operating context change after the design phase, and if so, how did the initiative adapt to remain relevant?

Effectiveness – “Did we make the difference that we expected at the end of this initiative?”

Were the initiative's objectives met and was a positive change achieved?

- Is there evidence that initiative outputs contributed to the desired or planned end of initiative outcomes?
- Is there evidence of behaviour changes amongst partners and beneficiaries consistent with what the initiative intended to achieve?
- Is there evidence that the initiative outputs contributed to the behaviour changes?
- What were the key factors that enabled or inhibited the achievement of objectives?
- Was there evidence of unanticipated outcomes associated with the initiative that positively or adversely impacted the intended outcomes?

Efficiency – “Did the initiative make appropriate use of Australia's and other partners' time and resources to achieve initiative objectives?”

- Did the initiative produce the outputs expected at the end of implementation, as outlined in the initiative's work-plan?
- Did the initiative represent value for money?
- Was the budget spent as expected or was it over or under spent?
- Were the inputs (human resources, funding and time) adequate to achieve the initiative's objectives?
- How well did the different parts of the management system work, including:
 - Governance and oversight arrangement
 - Strategic and operational annual planning
 - Financial management
 - Procurement by the implementing partner
 - Human resource management
 - Roles, responsibilities and communication lines between development partners
- Were implementation arrangements harmonised with other development partners to the appropriate extent?
- Did implementation arrangements align with and support partner government systems to the appropriate extent?

Monitoring and Evaluation – “Was a robust monitoring and evaluation system used to effectively measure implementation progress, and progress towards meeting objectives?”

- Was there a robust monitoring and evaluation system in place? Is it clear what was assessed (including using comparisons against baseline measurements where appropriate)?
- Was the monitoring and evaluation system used as planned?
- What type of design and data collection and analysis methodologies were employed?
- Was the theory of change used to establish an evidence-based approach to monitoring and evaluation?
- Did the monitoring and evaluation system deliver useful performance information for management and decision making?
- Did the monitoring and evaluation system provide evidence of effectiveness?
- Was the information used appropriate for accountability and/or learning and improving implementation and management?
- Was data disaggregated to measure differential effects across the total population?
- Was data gender-disaggregated to measure the impact of the initiative on men and women, boys and girls?
- Where we worked with other partners, were Australia's specific objectives identified, and did we monitor their achievement?
- Did the initiative's monitoring framework identify information required for sector or country performance frameworks?
- Did the initiative's monitoring framework provide data directly relevant to headline results reporting?
- Did monitoring and evaluation arrangements use or strengthen local monitoring and evaluation systems and/or capacity as appropriate?

Sustainability – “Will benefits last?”

To what extent will significant benefits endure now that Australia's contribution has ceased? Consider:

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- Was it clear what sustainable changes to ownership, capacity and resources occurred? Were these changes intended in the design of the initiative? Were the changes expected realistic given the timeframe?
- Were specific constraints to sustainability of the initiative identified? Did the initiative have strategies to address these constraints? What was the quality of the strategies and were they acted upon?
- What is the likelihood that the initiative will leave partners with resilience to cope with changing conditions and future uncertainties?
- Is this initiative producing environmentally sustainable outcomes? Is the initiative likely to be adversely affected by environmental changes? (Including complying with the Environment Protection and Biodiversity Conservation Act).

Gender equality – “How did approach Gender Equality and did we do it well?”

Did the initiative incorporate appropriate and effective strategies to advance gender equality and promote the role of women and girls?

- Did the initiative produce meaningful changes in the lives of women and girls?
- Do women and girls have equal access to the benefits from this initiative?
- How well did the initiative integrate gender equality into objectives and the consideration of risks and sustainability?
- Did initiative managers and implementers access gender expertise to improve gender sensitive implementation?
- How were gender equality considerations and impacts discussed at the policy level and with counterparts at the initiative level?
- Was the monitoring and evaluation framework used to assess and report gender equality outcomes and impact?

Social Inclusion, Safeguards and Policy Commitments – “What else is at stake?”

Discuss whether/how this initiative contributed to:

Social Inclusion: Did this initiative identify and appropriately treat people who are vulnerable or marginalised – including, but not limited to, people living with HIV & AIDS, people with a disability, ethnic and linguistic minorities, rural and remote communities and any other excluded groups?

Safeguards: Did this initiative sufficiently address Australia’s policy safeguards on child protection, displacement and resettlement, environment and disability?

Policy Commitments: Were the outputs and outcomes we saw on this initiative explicitly consistent with broader Agency policy (e.g. aid effectiveness principles, anti-corruption and disaster risk reduction, working in partner systems etc.)? Did this initiative provide policy dialogue with partners to encourage policy settings most appropriate to the development agenda? This section should provide meaningful information, across the country and thematic programs, of plans, monitoring and results which show adherence to and/or progress towards these aid policy commitments. Specific details of relevant outputs, outcomes or activities rather than generalities should be provided, and, where possible, track progress towards defined objectives in these areas. For instance:

- Does the program have an anti-corruption action plan, and/or commitment in the country strategy? How does this initiative support this? What internal anti-corruption strategies has this initiative adopted, and how are these progressing?

Risk management**“How was risk managed?”**

Did risk management processes for this initiative provide managers with information that supported effective implementation? Did the approach to risk management work, and if not, how could it have been improved?

An overall rating must be provided using a simple scale of Red/Amber/Green to flag the effectiveness of risk management for this initiative. Green (mature) indicates your initiative manager conducted risk discussions on at least a monthly basis with internal/external stakeholder/partners and updated the risk register quarterly (or as required). Amber (intermediate) indicates the initiative manager conducted ad-hoc risk discussions and updated the risk register occasionally. Red (basic) indicates there were limited or few risk discussions and the risk register was rarely updated (if at all).

This rating is different from a risk rating that you would assign to a specific risk in your risk register. This rating relates to the adequacy of the management of risk rather than the levels of risk that arose within this initiative.

“What were the key risks?”

Taking into account this QAI assessment and existing risk documentation at the end of the initiative (i.e. risk register), were the key risks requiring attention identified? Were effective strategies used to mitigate these risks? Consideration should be given to risks including partner, fiduciary, environmental and social impacts, child protection, corruption and fraud or political concerns related to the initiative. Were risks identified aligned to the initiative objectives as outlined above for this initiative? This section should not usually cover country-level risks unless they directly influenced the ability to achieve initiative outcomes.

The risk information provided in the QAI Final should be informed by the initiative’s current risk register (refer to AusAID’s Risk Management Framework and Policy for an outline on requirements found on the intranet [here](#) (see ‘Documents’ section)).

Key Messages – “What is the most significant information that we can communicate?”

This is the chance to provide a summary of the performance of this initiative. It should help make clear what *difference* the initiative made. It is good practice to seek stakeholder feedback to help inform the key messages. At the group meeting to consider knowledge and learning,

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try to obtain consensus on the key messages that Australia should be highlighting for wider dissemination about the achievements of this initiative.

- Be selective, highlighting key achievements which tell a story.
- This should be a snapshot of the initiative overall that can be used for reporting.

Guidance for Results Reporting

Headline Results – Please see the [Agency Results Framework Intranet Site](#) for further information on headline results.

Choosing to provide Headline Results – You can now record results at the initiative level in AidWorks through the QAI report. Once you record data for your initiative, each year your Program area can print a report from AidWorks on results entered at the initiative level to help calculate program-wide results.

At the initiative level, there are three options to choose in AidWorks when considering headline results. Remember you can flag and calculate multiple headline results for each initiative:

Flag and Calculate: Some programs are able to identify the headline results at the initiative level and calculate the result contribution. In this case choose 'Yes' to "Should headline results be recorded for this initiative?" on the Edit report – Quality at Implementation (QAI) screen. Then choose 'Yes' to "Have you calculated this result at the initiative level?" on the Edit headline result screen.

Flag Only (no calculation): Some programs may be unable to calculate headline results at initiative level but nonetheless know which headline results this initiative contributes toward. In this case, you can flag in AidWorks which results this initiative contributes toward but you do not have to calculate the headline result. In this case choose 'Yes' to "Should headline results be recorded for this initiative?" on the Edit report – Quality at Implementation (QAI) screen. Then choose 'No' to "Have you calculated this result at the initiative level?" on the Edit headline result screen. In this case you will only need to choose the headline result your initiative contributes toward and describe AusAID's contribution to a result.

Do not Flag or Calculate: If you don't know specifically which headline results relate to this initiative OR your initiative does not contribute to a headline result, then in AidWorks choose "No" to "Should headline results be recorded for this initiative?"

Data Reporting Period – The reporting period for entering results data at the initiative level should be the most recent data available since the previous QAI report.

Describe how AusAID delivered or contributed to the result

For all results, initiative managers should briefly describe how AusAID delivered or contributed to the result for this initiative. This should explain the type of aid, and give a sense of how direct or influential AusAID's contribution was to the result. Headline results contain different levels and types of results, some of which are more directly under AusAID's influence than others.

Where AusAID has solely funded the initiative, AusAID can 'claim' the whole result, and simply report how the result was delivered, and where the data comes from. For example, AusAID may directly deliver a result through an initiative fully funded by AusAID and claim the total result. Or AusAID may be a partner in a SWAp, and contribute to a shared result. In this case, it is worth noting whether AusAID is a major or relatively minor contributor, both in terms of financial contribution but also in terms of AusAID's degree of influence, and any particular work or engagement that is contributing to the result.

In most cases, the results are due to combined inputs and efforts of many players, including partner governments, other development partners and local actors. In these cases, headline results reporting at the initiative level should make an estimate of how much of the overall result is due to AusAID's contribution. Indicator-specific guidance can be provided by thematic groups. Technical notes for each indicator can be found at the [Headline Results Reporting](#) intranet page. In cases where the link between AusAID's contribution and the headline result is indirect, the presumed link between AusAID's involvement and the result should be articulated.

Describe how the result was calculated

In order to build consistency both across initiatives and over time in how results are reported, it is essential that the methods for calculating results are documented. Initiative managers should give here any information necessary for a general reader to understand how the final result figure was arrived at, and to enable the same method to be repeated in future years.

Where a pro-rata approach to estimating AusAID's contribution to a result is applied, it is essential to state:

- How the numerator was determined (i.e. what AusAID funding was included in calculating AusAID's share of the result); and
- How the denominator was determined (what funding sources were included in calculating the total funding pool)

Other issues that may need to be recorded include:

- What, if any assumptions were made to estimate beneficiary numbers
- A description of any modelling or estimations used to calculate a result.

Data sources and quality issues

Data sources should be verified and be the 'best available' data. Data sources for the headline results should, where possible, be nationally or internationally verified, and could include AusAID initiative records and implementing partner reports (and from partners directly where necessary), country sectoral or national statistical systems, and international data sets maintained by UN or other technical agencies. It is recognised that data quality in many of the places AusAID works may be poor, but programs should aim to use the 'best available' data, using country systems as far as possible.

Programs should state where the data comes from, and note their level of confidence in data quality (low, medium or high). Where relevant,

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programs should note issues they are aware of that affect the consistency of results reporting using that data year on year. (For example, if data is not collected regularly, or if definitions or methods of collection have changed, resulting in data that appears anomalous).

It may be useful to record the time period which the available data covers, and how key terms were defined in the data source (especially if they are different to definitions suggested by thematic guidance).

Data should be disaggregated by sex where relevant. If this is not possible, initiative managers should explain why.

Thematic groups should be available to advise on data issues specific to each indicator, in particular where international data is used, or where results may need to be modelled on the basis of national data.

Initiative Results

Description of Result

Initiative managers have the option to record 'initiative specific' results in the QAI report – which are all key results realised by the initiative outside of headline results. In the 'description of result' box, you can write a general description of the result. That is, what relevant development change occurred as a consequence of the initiative? Please refer to your initiative's M&E framework as a starting point for thinking about which results to report and record.

If the initiative contributed to a number of results, you may add more than one result. Managers should draw on the data gathered against key results indicators, to assess whether results have been achieved.

Indicator

The QAI template allows you to enter any relevant indicator used to track the result, and the value of that indicator. The place to write the indicator in AidWorks is 'free-text' so you can enter any kind of indicator from your initiative M&E framework that is relevant to the result being reported.

Currently, AidWorks is unable to input symbols or percentages into the quantity fields for indicators. For example, your indicator may state "Increased primary school net enrolment rate from 85% to 95%" and your initiative exceeded the target by delivering a 97% result. In this case, you can enter the value '97' in the quantity field and explain the meaning of your 'value' in the 'describe how the result was calculated' box.

At present, you can only enter one indicator for each result. It is suggested that you enter the most important indicator in the indicator field, and enter information about any other indicators in the 'description of result' field. Also, if your initiative indicator is not about people then please leave the disaggregated data fields blank. You can leave any or all fields blank within the initiative results – they are not a mandatory requirement to complete your QAI.

Describe how AusAID delivered or contributed to the result - see previous section under headline results

Describe how the result was calculated - see previous section under headline results

Data sources and quality issues - see previous section under headline results

s 22(1)(a)(ii)

DEED OF AMENDMENT

between

COMMONWEALTH OF AUSTRALIA

represented by

The Australian Agency for International Development (AusAID)

ABN 62 921 558 838

and

CADG INTERNATIONAL PTE. LTD

SINGAPORE COMPANY REGISTRATION NUMBER 200610712N

in relation to

CHORA MUNICIPAL INFRASTRUCTURE PROJECT

AUSAID AGREEMENT s 22(1)(a)(ii)

s 22(1)(a)(ii)

THIS DEED OF AMENDMENT is made this 30th day of MARCH 2012

BETWEEN:

The **COMMONWEALTH OF AUSTRALIA**, acting through the **AUSTRALIAN AGENCY FOR INTERNATIONAL DEVELOPMENT**, ABN 62 921 558 838 ("the Commonwealth")

AND

CADG INTERNATIONAL PTE. LTD., Singapore Company Registration Number 200610712N of 350 Orchard Road, #16-09/10, Shaw House, Singapore 238868 ("the Contractor").

RECITALS:

- A. On 19 January 2011 the Commonwealth and the Contractor entered into Contract 58022 for the provision of services described in the Contract.
- B. The parties have now agreed to amend the Contract end date, Scope of Services and Basis of Payment for the services provided by the Contractor as set out in this Deed.

OPERATIVE PROVISIONS:

- 1. In this Deed, unless the contrary intention appears, a reference to "the Contract" is to the Contract referred to in Recital A.
- 2. The Contract is amended as set out below:

CONTENTS Attachments	Page 3, insert Attachment C: "C. CADG Proposal 2012 - Levelling of Chora District Centre Roads", as attached.
Part B Clause 30.2	Delete existing Clause 30.2 and replace with new Clause 30.2 as follows: "30.2 The Contractor must commence the Services no later than 1 February 2011 and must complete the Services by 30 September 2012."
Schedule 1 Scope of Services	Delete existing Schedule 1 'Scope of Services' and replace with new Schedule 1 'Scope of Services Amendment 1', as attached.
Schedule 2 Basis of Payment	Delete existing Schedule 2 'Basis of Payment' and replace with new Schedule 2 'Basis of Payment Amendment 1', as attached.

- 3. The amendments set out in this Deed take effect on the date on which this Deed is signed by both parties.

s 22(1)(a)(ii)

4. In all other respects the parties confirm the Contract.

EXECUTED AS A DEED by the Commonwealth, by an authorised officer, and by the Contractor by its authorised officer(s).

SIGNED for and on behalf of the

COMMONWEALTH OF AUSTRALIA by s 22(1)(a)(ii)

s 22(1)(a)(ii)

Name and Position (Print)
FMA Act s.44 Delegate

Signature

.....

in the presence of -

s 22(1)(a)(ii)

s 22(1)(a)(ii)

Name of Witness (Print)

Signature of Witness

.....

.....

SIGNED for and on behalf of

CADG INTERNATIONAL PTE. LTD. by

s 22(1)(a)(ii)

s 47F(1)

Name and Position (Print)

Signature

.....

.....

By executing this Deed of Amendment the signatory warrants that the signatory is duly authorised to execute this Deed of Amendment on behalf of the Contractor.

in the presence of -

s 22(1)(a)(ii)

s 47F(1)

Name of witness (Print)

Signature of witness

.....

.....



The Contract has been varied in accordance with Standard Conditions clause headed **Contract Amendment** of the Contract on the following dates relating to:

page 4 of 4

SCHEDULE 1 – SCOPE OF SERVICES - AMENDMENT 1

Chora Municipal Infrastructure Project

1. BACKGROUND

- 1.1 Chora is about 47 kilometres north-east of the Uruzgan provincial capital of Tarin Kowt. The Chora district has been marginalized for the last 30 years due to its relative insecurity and isolation. After decades of conflict, most of Chora's municipal infrastructure has fallen into disrepair with little attention given to basic maintenance and upkeep. The deteriorating stormwater drainage network is one particular area that has suffered from the over-burdened municipal budget. In some places, hazardous channels weave down the centre of the street. The resulting decay has further reduced the effectiveness of an already degraded municipal stormwater system. The Chora Municipality is requesting assistance to refurbish some of the most affected and vital stretches of storm ditches in Chora bazaar and its environs.

Objectives

- 1.2 The project will construct stormwater drains, gutters, walkways, culvert crossings, reconstruct roadways and conduct training. This work is vital in addressing the basic sanitation needs of the population, is essential to flood management efforts, will provide large-scale employment opportunities to a population that would otherwise be influenced by anti-government/coalition elements and help revitalise economic opportunities in the district.

2. SERVICES

- 2.1 The Contractor shall perform the following Services in accordance with the terms and conditions of this Contract:
- a. clean the roads, drains, and market in the district centre prior to construction using 100 unskilled workers;
 - b. repair damaged infrastructure (including the District Governor's Compound) using 100 unskilled and 10 skilled workers;
 - c. rehabilitate 3,000 meters of municipal storm channels using 200 unskilled and 10 skilled workers;
 - d. construct culvert/drainage crossings and storm water diversions above the district centre by employing 100 unskilled and 10 skilled workers;
 - e. construct 6,000 meters of concrete walkway areas using 300 unskilled and 14 skilled workers;
 - f. construct 6,000 meters of drains by employing 200 unskilled workers and 15 skilled workers;
 - g. ensure municipal leaders, neighbourhood elders and other stakeholders are consulted and agree with the targeted labour groups in advance of recruiting labour;
 - h. procure tools, cement and other consumable items needed for the implementation of the project as close to the local community as possible;
 - i. reconstruct 1,740 metres of gravel roadway in Chora town by engaging a workforce of 737 men generating 56,538 employment man-days; and

- j. train 100 men on road repair techniques including patching, compression, tamping and using a manual roller.

- 2.2 The Contractor must provide the Services to a standard which would be expected of a competent, experienced and professional contractor in like positions to that of the Contractor and in accordance with all applicable industry or professional standards or requirements.
- 2.3 Specific Activities and an Implementation Schedule are outlined in Attachment A – Project Proposal UR-001 – and CADG’s additional proposal dated 2012 at Attachment C – Levelling of Chora District Centre Roads.

3. REPORTING REQUIREMENTS

- 3.1 The Contractor must also provide the following reports by the date, in the format and the number of copies indicated:

	Description of Report	Format	Qty	Due Date
(a)	Regular Progress Reports providing details on progress against Implementation Schedule and an assessment of future works	Electronic and hardcopy submissions in Microsoft Office compatible software	2	30 March 2011 31 May 2011 31 August 2011 15 December 2011 31 March 2012 30 April 2012
(b)	A final Project Completion Report within two months of project completion highlighting general perceptions and lessons learnt from the Project.	Electronic and hardcopy submissions in Microsoft Office compatible software	2	30 September 2012

- 3.2 All reports must:

- (a) be provided in accordance with the specification under Standard Condition clause headed “Reports”;
- (b) be accurate and not misleading in any respect;
- (c) be prepared in accordance with directions provided by AusAID;
- (d) allow AusAID to properly assess progress under the Contract;
- (e) be provided in the format, number and on the media approved or requested by AusAID;
- (f) not incorporate either AusAID or the Contractor’s logo;
- (g) be provided at the time specified in this Schedule; and
- (h) incorporate sufficient information to allow AusAID to monitor and assess the success of the Services in achieving the objectives of AusAID’s policy framework.

SCHEDULE 2 – BASIS OF PAYMENT – AMENDMENT 1
Chora Municipal Infrastructure Project

1. TOTAL AMOUNT

- 1.1 The maximum amount payable by AusAID to the Contractor for the provision of the Services shall not exceed the sum of **USD6,779,931**.
- 1.2 AusAID shall not be liable for any costs or expenditure incurred by the Contractor in excess of this amount.

2. MILESTONES

- 2.1 The professional fees shall be paid progressively as follows, within thirty (30) days of the satisfactory achievement of the relevant milestone(s) based on the verifiable indicators, as set out in **Table 1** (Milestones) of this **Schedule 2**.

Table 1: Milestones

Schedule 1 Reference	Milestone No.	Milestone Description	Verifiable Indicators	Amount [USD]
Clause 2.1	1	Initial progress report by 30 March 2011	AusAID's acceptance in writing	s 47G(1)(a), s 47G(1)(b)
Clause 3.1 (a)	2	Second progress report by 31 May 2011	AusAID's acceptance in writing	
Clause 3.1 (a)	3	Third progress report by 31 August 2011	AusAID's acceptance in writing	
Clause 3.1 (a)	4	Fourth progress report by 15 December 2011	AusAID's acceptance in writing	
Clause 3.1 (a)	5	Fifth progress report by 31 March 2012	AusAID's acceptance in writing	
Clause 3.1 (a)	6	Sixth progress report by 30 April 2012	AusAID's acceptance in writing	
Clause 3.1 (b)	7	Final project completion report by 30 September 2012	AusAID's acceptance in writing	
			TOTAL	\$6,779,931.00

- 2.2 The Contractor may invoice AusAID at the completion of a milestone.

3. **CLAIMS FOR PAYMENT**

- 3.1 The Contractor's tax invoice must be submitted when due pursuant to this **Schedule 2** in a form identifiable with the Services and in accordance with **Standard Conditions** clause headed **Payment** in the Contract. Invoices must also contain the Payment Event number(s) notified by AusAID.
- 3.2 All claims for payment must be **made** to:
- Chief Finance Officer
Australian Agency for International Development
GPO Box 887
CANBERRA ACT 2601
- 3.3 Tax invoices should be sent to the above address. Alternatively AusAID shall accept electronic tax invoices. These can be sent to accountsprocessing@ausaid.gov.au
- 3.4 Invalid invoices shall be returned to contractors. Information on what constitutes a valid tax invoice can be found at <http://www.ato.gov.au/businesses/content.asp?doc=/content/50913.htm>

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Australian Government
AusAID

Minute to Exempt an Initiative from a Quality Process

To	s 22(1)(a)(ii) 28/11/13 Acting ADG Afghanistan Branch		Date	30 October 2013
Subject	Seeking exemption from undertaking an Independent Evaluation of the Chora Municipal Infrastructure Project			
Initiative number	INJ728	Total FMA Reg 9 Amount	\$6.5 million	
Through	s 22(1)(a)(ii) Director Economic Growth and Governance Section	s 22(1)(a)(ii) e/10		
Requested by	s 22(1)(a)(ii)			
Attachments	1. AusAID Quality Process Requirements and Exemptions Tool. 2. CADG Completion Report, <i>Chora Municipal Infrastructure Project</i>. 3. Chora Municipal Infrastructure Project Final QAI, March 2013 4. Independent Report (Executive Summary) on SPFU, June 2013			

Purpose

1. This minute seeks your approval to exempt the **Chora Municipal Infrastructure Project** from completing an **Independent Evaluation**.
2. AusAID's *Performance Management and Evaluation Policy (PMEP)* requires an independent evaluation or review at least once during the life of all monitored initiatives of s 47G(1)(a), s 47G(1)(b) or of strategic/political importance. The requirements for each aid modality are outlined in the *Quality Process Requirements and Exemptions Tool* (Attachment 1).

Background

3. With the Dutch withdrawal from Uruzgan in August 2010 and Australia's decision to lead the Provincial Reconstruction Team (PRT), AusAID assumed lead role for development in the PRT. The PRT needed to be timely, opportunistic and flexible in progressing activities.
4. In late 2010, Chora was a key district for Australia's and ISAF's security and development efforts in Uruzgan. The security situation in Chora was improving and there was strong ISAF pressure for the PRT to quickly deliver tangible results and so ensure security gains in the district were not lost. AusAID's contract with GIZ to deliver the Small Project Facility in Uruzgan (SPFU) was still developing with GIZ advising it did not have the reach nor the confidence to undertake any activities in Chora at that time – the district centre is 47 km from Tarin Kowt (TK), the provincial capital.
5. The PRT worked with the Central Asian Development Group (CADG) to develop a proposal to rehabilitate long-neglected municipal infrastructure in Chora. Work included basic repairs to the District Governor's compound, cleaning roads and drains, constructing footpaths, stormwater canals, culverts and drains, widening and rehabilitating gravel roads. CADG had delivered similar basic activities in Dehrawud (another Uruzgan district) and planned to build on its earlier efforts in Chora – both activities funded by USAID. The PRT argued the new CADG project would complement Dutch-funded activities including the bitumen road from TK to Chora and paving of Chora's marketplace and surrounding streets. The project was intentionally labour-intensive and sought to employ fighting-age men.
6. Following strong PRT support, AusAID approved funding in December 2010 to directly contract CADG from January 2011 to September 2012 for \$6.5 million. Due to a deteriorating security environment in Chora in mid-late 2012, the project concluded a few weeks earlier than planned with CADG withdrawing all staff in August 2012. CADG's completion report is at Attachment 2.

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Justification for Exemption

7. This project was essentially a quick impact project to construct stormwater drains, cutters, walkways and culvert crossings by s 33(a)(iii)
s 33(a)(iii)
8. The CADG compound and worksites in Chora town were within 500 metres of the ISAF Forward Operating Base (FOB) where the PRT had a permanent presence through AusAID development and stabilisation advisers. Daily meetings between CADG and AusAID FOB-based representatives, frequent construction site visits, including by TK-based AusAID representatives, regular meetings with stakeholders (district government officials and community elders) provided opportunities to closely monitor and report on the project.
9. There is little, if anything, that an independent evaluation of this activity would contribute to the three main purposes of independent evaluations as listed in PMEP's Guideline to *Manage an Evaluation*:
 - a. Management. The project has concluded and there is no opportunity to improve project management of this particular activity. No similar initiatives are planned in the future.
 - b. Accountability. The March 2013 Final QAI process assessed that the project was effective in achieving what it set out to achieve – improved municipal infrastructure through employment of fighting-aged men. > noted
 - c. Learning. AusAID demonstrated that it was able to quickly deliver a project in an insecure area of Uruzgan. While this and many other activities in Uruzgan have often been called 'stabilisation' activities, AusAID was well-aware before awarding the CADG contract, of a study by the Feinstein International Centre¹ that concluded:
International research has consistently concluded that there is little empirical evidence that aid projects have strategic level stabilisation or security benefits such as winning populations away from insurgents, legitimising the government, or reducing levels of conflict. Feinstein noted however, that in some areas, small-scale projects seemed to have short-term positive security effects at a tactical level.
10. Independent evaluation and stabilisation issues were discussed during the CADG QAI moderation meeting in early 2013. The final approved QAI (Attachment 3) noted:
No independent external evaluations have occurred and none are planned. An external assessor will not be able to visit Chora. It is unlikely any desk assessment would add to what has already been written on stabilisation activities in the Feinstein Report and other international papers following academic field research into the effectiveness of stabilisation activities. Exemption from completing an independent completion report will be sought from ADG Afghanistan Branch.
11. In February 2010, the Australian Government agreed AusAID's Operational Plan for Uruzgan Province would comprise two lines of operation: stabilisation and capacity building. The SPFU program mentioned earlier was the 'stabilisation' delivery mechanism. Relevant to the aim of this minute requesting an exemption, is a June 2013 SPFU independent progress report conducted by a consultant (over six months) who:
 - a. conducted a desk review, with phone and skype interviews with GIZ project personnel and AusAID staff in TK, and a small number of officials from the Uruzgan provincial administration;
 - b. could not visit Uruzgan nor conduct face-to-face interviews noting in the report that this limited the extent to which it was possible to triangulate information collected during the interviews, and
 - c. also noted that an important limitation of the review was that it was not possible to assess the impact of either activity on the intended beneficiaries and so not possible to assess the criterion of impact.
12. The consultant reported that SPFU ^{s 47G(1)(A), s 47G(1)(B)} (over three and a half years ending in December 2013) is a program to implement small community-level infrastructure intended to improve local perceptions of government's development efforts, particularly in areas considered to be insecure. It operates in a very different context from the vast majority of aid projects supported by the Australian government. It was agreed between AusAID and GIZ that the program would target non-permissive areas where traditional aid could not reach. Its overall aim is to facilitate implementation of longer term and more lasting development projects, but a short-term objective is 'winning hearts and minds' so that more sustainable aid activities can follow. As such, the program falls into a category of stabilisation activities that are

¹ <http://sites.tufts.edu/feinstein/files/2012/01/WinningHearts-Final.pdf>

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commonly employed in insecure environments as part of a broader strategy to foster government legitimacy and promote stability.

13. The report noted further that SPFU is a difficult activity to evaluate against standard development criteria, because it does not fit the definition of a traditional development project. Rather than specifically addressing public administration capacity building or causes of poverty (as traditional development activities do), it is a stabilisation activity, with the political objective of supporting legitimate government and targeting sources of instability that undermine its legitimacy. The report's Executive Summary is at Attachment 4. noted

14. A similar desk review of the Chora Municipal Infrastructure Project would most likely report the same limitations and SPFU conclusions, gather no new data, be unable to report against the three main PMEP evaluation purposes or add further to AusAID's knowledge about the impact and effectiveness of stabilisation activities. Engaging a consultant for approximately ^{s 47(1)(a), s 47(1)(b)} to produce this expected output is not considered effective use of public monies. noted

15. After reviewing the draft minute, PEPD (Performance Policy and Systems) advised:

... the minute builds a solid case that an exemption is justified for this initiative. You clearly outline that effective monitoring was in place during the initiative; that it will be difficult to conduct a quality evaluation because of security issues; and that an evaluation will not add value above what is already known from other reports (eg, the Feinstein report). As a result, in the minute, I'm happy for you to indicate our section's support for the exemption. If you are interested in strengthening the minute, you could note that in addition to funds it takes significant time and effort for AusAID staff to manage an evaluation. Most evaluations run over a 6-9 month period and I'd estimate this includes around 6 weeks of an initiative manager's time. This time might be better spent on other work. noted.

Quality Processes undertaken/to be undertaken

16. No other quality processes are planned in relation to this project.

Consultations

17. Director Performance Policy and Systems PEPD ^{s 22(1)(a)(ii)} and Director Performance and Quality SWAD both support the exemption.

Recommendation

18. It is recommended that you approve exempting the **Chora Municipal Infrastructure Project** from an independent evaluation.

^{s 22(1)(a)(ii)}

30, 10, 13

Date

AusAID

Approval

1. Exemption from Independent Evaluation:
^{s 22(1)(a)(ii)}

APPROVED / NOT APPROVED

28, 11, 13

^{s 22(1)(a)(ii)}

Acting Director General Afghanistan Branch
AusAID

Date

March 30th 2011

**CADG
INTERNATIONAL PTE LTD**

To:

Australian Agency for International Development

ABN: 62 921 558 838

Attn: **s 22(1)(a)(ii)**

GPO Box 887

Canberra ACT 2601

CADG International Pte Ltd

350, Orchard Road, #16-09/10,

Shaw House, Singapore 238868.

Tel: (65) 6887 2234

Attn: **s 47F(1)**Email: **s 47F(1)**@central-asia.net**TAX INVOICE No:** 2011-UR001-CHORA-01Reference/agreement no/contract no: **58022**

Currency: USD

Fees - PE number: PEK3858

Fee (GST Excl)

GST

Total (GST Incl)

Milestone No. 1

s 47G(1)(a), s 47G(1)(b)

Total Fees: (GST incl)

Please pay into the following Bank AccountAccount Name: **s 47G(1)(a), s 47G(1)(b)**

Bank Name:

Bank BSB

Account Number:

15 May 2011


**CADG
INTERNATIONAL PTE LTD**

To:

Australian Agency for International Development

ABN: 62 921 558 838

Attn: **s 22(1)(a)(ii)**

GPO Box 887

Canberra ACT 2601

CADG International Pte Ltd350, Orchard Road, #16-09/10,
Shaw House, Singapore 238868.

Tel: (65) 6887 2234

Attn: **s 47F(1)**Email: **s 47F(1)** @central-asia.net**TAX INVOICE No:** 2011-UR001-CHORA-02Reference/agreement no/contract no: **58022**Currency: **USD****Fees - PE number:** PEK3860**Fee (GST Excl)****GST****Total (GST Incl)**

Milestone No. 2

s 47G(1)(a), s 47G(1)(b)

Total Fees: (GST incl)

Please pay into the following Bank AccountAccount Name: **s 47G(1)(a), s 47G(1)(b)**

Bank Name:

Bank BSB

Account Number:

29 August 2011



To:

Australian Agency for International Development

ABN: 62 921 558 838

Attn: s 22(1)(a)(ii)

GPO Box 887

Canberra ACT 2601

CADG International Pte Ltd

350, Orchard Road, #16-09/10,

Shaw House, Singapore 238868.

Tel: (65) 6887 2234

Attn: s 47F(1)

Email: s 47F(1) @central-asia.net

TAX INVOICE No: 2011-UR001-CHORA-03

Reference/agreement no/contract no: **58022**

Currency: USD

Fees - PE number(provided by agreement manager):

Fee (GST Excl)

GST

Total (GST Incl)

s 47G(1)(a), s 47G(1)(b)

Milestone No. 3

Total Fees: (GST incl)

—
—

Please pay into the following Bank Account

Account Name: s 47G(1)(a), s 47G(1)(b)

Bank Name:

Bank BSB

Account Number:

24 April 2012



To:
Chief Finance Officer
Australian Agency for International Development
 GPO Box 887
 CANBERRA ACT 2601

CADG International Pte Ltd
 350, Orchard Road, #16-09/10,
 Shaw House, Singapore 238868.
 Tel: (65) 6887 2234
 Attn: **s 47F(1)**
 Email: **s 47F(1)** [@central-asia.net](mailto:s 47F(1)@central-asia.net)

TAX INVOICE No: 2012-UR001-CHORA-05

Reference/agreement no/contract no: **58022**

Currency: USD

Fees - Payment Event Number: PEM1523	Fee (GST Excl) GST	Total (GST Incl)
	s 47G(1)(a), s 47G(1)(b)	

Milestone No. 5

Total Fees: (GST incl)

Please pay into the following Bank Account

Account Name: **s 47G(1)(a), s 47G(1)(b)**

Bank Name:

Bank BSB

Account Number:

21 May 2012



To:

Chief Finance Officer
Australian Agency for International Development
 GPO Box 887
 CANBERRA ACT 2601

CADG International Pte Ltd
 350, Orchard Road, #16-09/10,
 Shaw House, Singapore 238868.
 Tel: (65) 6887 2234
 Attn: **s 47F(1)**
 Email: **s 47F(1)** [@central-asia.net](mailto:s 47F(1)@central-asia.net)

TAX INVOICE No: 2012-UR001-CHORA-06

Reference/agreement no/contract no: **58022**

Currency: **USD**

Fees - Payment Event Number: PEM1524	Fee (GST Excl)	GST	Total (GST Incl)
Milestone No. 6	s 47G(1)(a), s 47G(1)(b)		
Total Fees: (GST incl)	—	—	

Please pay into the following Bank Account

Account Name: **s 47G(1)(a), s 47G(1)(b)**

Bank Name:

Bank BSB

Account Number:

30 September 2012


**CADG
INTERNATIONAL PTE LTD**

To:

Chief Finance Officer
Australian Agency for International Development
 GPO Box 887
 CANBERRA ACT 2601

CADG International Pte Ltd

 350, Orchard Road, #16-09/10,
 Shaw House, Singapore 238868.

Tel: (65) 6887 2234

Attn. **s 47F(1)**Email: **s 47F(1)** [@central-asia.net](mailto:s 47F(1)@central-asia.net)
TAX INVOICE No: 2012-UR001-CHORA-07

Reference/agreement no/contract no: 58022

Currency: USD

Fees - Payment Event Number: PEK4019

Fee (GST Excl) GST
Total (GST Incl)
s 47G(1)(a), s 47G(1)(b)

Milestone No. 7

Total Fees: (GST incl)

 —
 —

Please pay into the following Bank Account
Account Name: **s 47G(1)(a), s 47G(1)(b)**
Bank Name:
Bank BSB
Account Number:

CONTRACT

BETWEEN

COMMONWEALTH OF AUSTRALIA

represented by the Australian Agency for International Development
(AusAID)

ABN 62 921 558 838

and

CADG INTERNATIONAL PTE. LTD.

SINGAPORE COMPANY REGISTRATION NUMBER 200610712N

FOR

Chora Municipal Infrastructure Project

AusAID AGREEMENT NO. ^{s 22(1)(a)(ii)}

s 22(1)(a)(ii)

CONTRACT made / 9th day of January 2011

BETWEEN:

COMMONWEALTH OF AUSTRALIA represented by the Australian Agency for International Development ("AusAID") ABN 62 921 558 838

AND

CADG INTERNATIONAL PTE. LTD., Singapore Company Registration Number 200610712N of 350 Orchard Road, #16-09/10, Shaw House, Singapore 238868 (the "**Contractor**").

RECITALS:

- A. AusAID requires the provision of certain Services for the purposes of **Chora Municipal Infrastructure Project** (the "**Project**").
- B. The Contractor has expertise in the provision of the Services and has offered to provide the Services to AusAID subject to the terms and conditions specified in this Contract.

OPERATIVE:

AusAID and the Contractor promise to carry out and complete their respective obligations in accordance with the attached Parts A and B and the Schedules.

SIGNED for and on behalf of the **COMMONWEALTH OF AUSTRALIA** represented by the Australian Agency for International Development by:

	in the presence of:	
s 22(1)(a)(ii)		s 22(1)(a)(ii)
Signature of FMA Act s44 Delegate		Signature of witness
s 22(1)(a)(ii)		s 22(1)(a)(ii)
DDG AWAMEH Division		Name of witness

SIGNED for and on behalf of CADGINTERNATIONAL PTE. LTD. by:	
s 47F(1)	s 22(1)(a)(ii)
Name and Position (Print) <u>Chief Financial Officer</u>	(Signature)

By executing this Contract the signatory warrants that the signatory is duly authorised to execute this Contract on behalf of the Contractor.

in the presence of:	s 22(1)(a)(ii)
s 47F(1)	
Name of witness (Print) <u>Chief Strategic Development officer</u>	(Signature of witness)

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s 22(1)(a)(ii)

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ATTACHMENTS:

A. CADG PROJECT PROPOSAL UR-001

B. AUTHORITY FOR EFT DIRECT CREDIT PAYMENT - INTERNATIONAL

PART A – STANDARD CONTRACT CONDITIONS

1. INTERPRETATION

1.1 Definitions

In this Contract, unless the context otherwise requires:

"APS Code of Conduct" refers to the code of conduct of the Australian Public Service (for details visit the Internet website address: www.apsc.gov.au).

"APS Values" refers to the values of the Australian Public Service (for details visit the Internet website address: www.apsc.gov.au).

"Auditor-General" has the meaning set out in the *Auditor-General Act 1997*.

"AusAID Confidential Information" means information that:

- (a) is designated by AusAID as confidential; or
- (b) the Contractor knows or ought to know is confidential;
- (c) is comprised in or relating to the Contract Material, the Data, any Intellectual Property of AusAID or third parties where the third party Intellectual Property is made available by or on behalf of AusAID, or the internal management and structure of the Department of Foreign Affairs and Trade, AusAID or the Commonwealth of Australia;
- (d) is Personal Information under the *Privacy Act 1988* (Cth),

but does not include this Contract or information which:

- (e) is or becomes public knowledge other than by breach of this Contract or any other confidentiality obligation; or
- (f) has been independently developed or acquired by the Contractor, as established by written evidence.

"Business Day" means a day on which AusAID is open for business.

"Commonwealth" means Commonwealth of Australia or AusAID, as appropriate.

"Contract" means this agreement including all Parts, the Schedules and any annexes.

"Contract Conditions" means the provisions contained in Part A **"Standard Conditions"** and Part B **"Project Specific Conditions"** of the Contract excluding the Schedules and any annexes.

"Contract Material" means all material created or required to be developed or created as part of, or for the purpose of performing, the Services, including documents, equipment, information and data stored by any means.

s 22(1)(a)(ii)

"Contractor Personnel" means personnel either employed or engaged by the Contractor on a sub-contract basis or agents of the Contractor engaged in the provision of the Services.

"Control" has the meaning given to that term in the *Corporations Act* 2001.

"Cost" or "Costs" means any actual costs or expenses.

"Data" includes any information provided to the Contractor under this Contract from any source, or collected or created by the Contractor in connection with the Services, whether in magnetic, electronic, hardcopy or any other form.

"document" includes:

- (a) any paper or other material on which there is writing or printing or on which there are marks, figures, symbols or perforations having a meaning for persons qualified to interpret them; and
- (b) a disc, tape or other article, or any material, from which sounds, images, writings or messages are capable of being reproduced with or without the aid of any other article or device.

"Fees" means the fees for the Services, as the fees are set out in **Schedule 2**, including Reimbursable Costs.

"Force Majeure Event" means any of the following where they are beyond the reasonable control of the Contractor or AusAID and where they make it impossible to perform the Contract obligation:

- (a) acts of God, lightning strikes, earthquakes, floods, storms, explosions, fires and any natural disaster;
- (b) acts of war (whether declared or not), invasion, acts of foreign enemies, mobilisation, requisition, or embargo;
- (c) acts of public enemies, terrorism, riots, civil commotion, malicious damage, sabotage, rebellion, insurrection, revolution, or military usurped power, or civil war; and
- (d) contamination by radio-activity from any nuclear fuel, or from any nuclear waste from the combustion of nuclear fuel, radio-active toxic explosion, or other hazardous properties of any explosive nuclear assembly or nuclear component of such assembly.

"GST" means the goods and services tax imposed by *A New Tax System (Goods and Services Tax) Act 1999* (Cth).

"Intellectual Property" means all copyright and all rights in relation to inventions (including patent rights), trade marks, designs and confidential information, and any other rights resulting from intellectual activity in the industrial, scientific, literary, and artistic fields recognised in domestic law anywhere in the world.

"Loss" or "Losses" means any loss, damage, liability, cost or expense including legal expenses on a solicitor and own client basis.

"**MOU**" or "**Treaty**" (if any) means the Memorandum of Understanding or Treaty including any related "**Subsidiary Arrangement**" entered into between AusAID and the government of the Partner Country which deals with a number of governmental arrangements relevant to this Contract.

"**NAA**" means National Archives of Australia.

"**Partner Country**" means the country (other than Australia) in which the Services are to be delivered in whole or in part.

"**Party**" means AusAID or the Contractor.

"**Payment Milestone**" means a milestone identified in Schedule 2 for which the Contractor is entitled to receive a payment in accordance with the Contract.

"**Personal Information**" means information or an opinion (including information or an opinion forming part of a database), whether true or not and whether recorded in a material form or not, about an individual whose identity is apparent, or can reasonably be ascertained, from the information or opinion, as set out in section 6 of the *Privacy Act 1988* (Cth).

"**Prior Material**" means all material developed by the Contractor or a third party independently from the Services whether before or after commencement of any Services.

"**Privacy Commissioner**" means the person so named in section 19 of the *Privacy Act 1988* (Cth).

"**Project Specific Conditions**" means Contract Conditions in Part B of this Contract.

"**Reimbursable Costs**" means any costs incurred by the Contractor for which AusAID shall reimburse the Contractor as specified in **Schedule 2**.

"**Relevant List**" means any similar list to the World Bank List maintained by any other donor of development funding.

"**Services**" means the services described in **Schedule 1** together with any supplies or materials incidental to the services.

"**Specified Acts**" means classes or types of acts or omissions performed by or on behalf of AusAID which would infringe an author's right of attribution, or integrity, of authorship but does not include those which would infringe an author's right not to have authorship falsely attributed.

"**Standard Conditions**" means Contract Conditions in Part A of this Contract.

"**Supplies**" means goods provided to the Partner Country by the Contractor during the course of the Project as required by this Contract.

"**Tax**" means any income tax, capital gains tax, recoupment tax, land tax, sales tax, payroll tax, fringe benefits tax, group tax, profit tax, interest tax, property tax, undistributed profits tax, withholding tax, goods and services tax, consumption tax, value added tax, municipal rates, stamp duties and other fees, levies and impositions, assessed or charged, or assessable or chargeable by or payable to any governmental taxation or excise authority and includes

s 22(1)(a)(ii)

any additional tax, interest, penalty, charge, fee or other amount imposed or made on or in relation to a failure to file a relevant return or to pay the relevant tax.

"World Bank List" means a list of organisations maintained by the World Bank in its "Listing of Ineligible Firms" or "Listings of Firms, Letters of Reprimand" posted at: <http://web.worldbank.org/external/default/main?theSitePK=84266&contentMDK=64069844&menuPK=116730&pagePK=64148989&piPK=64148984>

1.2 General

In this Contract, including the recitals, unless the context otherwise requires:

- (a) the contractual obligations of the Parties must be interpreted and performed in accordance with the Contract as a whole;
- (b) Contract clause headings, except for this clause are for convenience only and shall not be taken into consideration in the interpretation or construction of the Contract;
- (c) a reference to any legislation or legislative provision includes any statutory modification or re-enactment of, or legislative provision substituted for, and any statutory instrument issued under, that legislation or legislative provision;
- (d) a word denoting the singular number includes the plural number and vice versa;
- (e) a word denoting an individual or person includes a corporation, firm, authority, body politic, government or governmental authority and vice versa;
- (f) a word denoting a gender includes all genders;
- (g) a reference to a recital, clause, Schedule or annexure is to a recital, clause, Schedule or annexure of or to this Contract;
- (h) where used in the Contract the words "including" or "includes" will be read as "including, without limitation" or "includes, without limitation" (as the case may be);
- (i) a reference to any contract or document is to that contract or document (and, where applicable, any of its provisions) as amended, novated, supplemented or replaced from time to time;
- (j) "shall" and "must" denote an equivalent positive obligation; and
- (k) a reference to any Party to this Contract, or any other document or arrangement, includes that Party's executors, administrators, substitutes, successors and permitted assigns.

1.3 Counterparts of the Contract

This Contract may be executed in any number of counterparts and by the different Parties on different counterparts, each of which constitutes an original Contract. In the event of any discrepancy between the Parties' versions of the Contract, the Contract held by AusAID as the original will prevail.

1.4 Contract prevails

If there is any inconsistency (whether expressly referred to or to be implied from the Contract or otherwise) between the Contract Conditions and the provisions in the Schedules, the Schedules are to be read subject to the Contract Conditions and the Contract Conditions prevail to the extent of the inconsistency.

1.5 Inconsistency

If there is any inconsistency (whether expressly or to be implied from the Contract or otherwise) between the Project Specific Conditions and the Standard Conditions, the Project Specific Conditions are to be read subject to the Standard Conditions and the Standard Conditions prevail to the extent of the inconsistency, unless explicitly amended in the Project Specific Conditions.

2. PROVISION OF SERVICES

2.1 In providing the Services, the Contractor must:

- (a) perform the Services at minimum to a standard which would be expected of a competent, experienced and professional contractor in like position to that of the Contractor under this Contract;
- (b) accept and implement AusAID's reasonable directions in relation to the management of the Project;
- (c) conduct itself in a manner consistent with the *Public Service Act 1999*, and in accordance with *APS Values* and the *APS Code of Conduct*;
- (d) subject to any flexibility permitted in the Contract, ensure all timing obligations included in the Contract are fully met;
- (e) perform the Services in a manner which, as far as possible, establishes and maintains a harmonious, cooperative and effective working relationship with stakeholders and any personnel from the Partner Country involved in the Project;
- (f) not share information known as a result of their work on, or relationship to, the Project in a way that a reasonable person could foresee may be detrimental to the relationship between the Australian and Partner Governments;
- (g) provide adequate support resources to secure the aims and objectives of the Project; and
- (h) seek to improve the quality, effectiveness and efficiency of the Services at every opportunity.

2.2 Without limiting its other obligations and liabilities under this Contract, the Contractor must remedy at its cost any failure to comply with its obligations to perform the Services in accordance with this Contract as soon as practicable after becoming aware of the failure.

2.3 The Contractor shall not by virtue of this Contract be, or for any purpose be deemed to be, and must not represent itself as being, an employee, partner or agent of AusAID.

3. NON-EXCLUSIVITY

- 3.1 The Contractor may not be the exclusive provider of services to AusAID similar to those provided under this Contract.
- 3.2 The Contractor must cooperate with any other service provider appointed by AusAID to ensure the integrated and efficient carrying on of the Project and must provide such reasonable assistance to other service providers as AusAID may reasonably request.

4. CONTRACT AMENDMENT

- 4.1 The Contractor must not do anything that amounts to a variation of this Contract in whole or in part otherwise than in accordance with this clause.
- 4.2 Changes to the Contract shall not be legally binding upon either party unless agreed in writing and signed by both Parties in the form of a “Deed of Amendment”.
- 4.3 AusAID or the Contractor may propose an amendment to the manner of providing the Services or changes to the Project, at any time for the purpose of improving the delivery of the Services or, the efficiency, cost-effectiveness and development impact of the Services.
- 4.4 The Contractor must prepare an “Amendment Proposal” for any change sought by AusAID, or the Contractor, at no extra cost to AusAID, and this must be submitted to AusAID in a timely manner.
- 4.5 The Amendment Proposal must include specific identification of the proposed change, cost implications, a general plan for the implementation of the change and a projected time schedule.
- 4.6 AusAID may, at its sole discretion, accept or reject the Amendment Proposal submitted by the Contractor.

5. EXTENSION OF TIME

- 5.1 Subject to **Clause 5.5 below** neither AusAID nor the Contractor shall be in breach of the Contract to the extent that performance of their Contract obligations is prevented by any of the following causes (“**Relevant Causes**”) that arise during the term of the Contract:
 - (a) a Force Majeure Event;
 - (b) a significant change in circumstances beyond the control of the Contractor;
 - (c) an Australia-wide or Partner Country-wide industrial dispute; or
 - (d) a change in the laws of Australia or the Partner Country that directly impacts on the provision of the Services.
- 5.2 Where in the Contractor’s reasonable opinion there is likely to be a delay in the Contractor’s discharging an obligation under the Contract because of a Relevant Cause the Contractor must:

- (a) immediately notify AusAID in writing when the Contractor considers any event or circumstance may cause a delay and the estimated period of delay or likely period of delay;
 - (b) give details of the likely effect on the Project and any Contractual implications;
 - (c) take all reasonable steps to mitigate the effects of any delay and make written recommendations of additional strategies to avoid or mitigate the effects of the event;
 - (d) request in writing an extension of time which the Contractor considers reasonable in all the circumstances in the form of an Amendment Proposal in accordance with **Clause 4.5 above**; and
 - (e) use its best endeavours to continue to perform its obligations under the Contract.
- 5.3 AusAID must give consideration to the Contractor's recommendations and request for an extension of time and as soon as practicable after receiving the request notify the Contractor in writing whether it has determined that a Relevant Cause has occurred and whether all or part of the request has been granted. AusAID's approval of a request may be granted subject to conditions.
- 5.4 If AusAID approves a request, AusAID will prepare a Deed of Amendment approving the request and any conditions imposed by AusAID, for signature by both Parties
- 5.5 Where AusAID has determined that a Relevant Cause has occurred, and the Contractor's inability to perform its obligations due to a Relevant Cause exceeds 45 Business Days, AusAID may:
- (a) notify the Contractor that the Contract is suspended for a specified period of time; or
 - (b) delete part of the Services; or
 - (c) immediately or thereafter terminate the Contract in whole or in part by providing notice in writing to the Contractor.
- 5.6 A notice of suspension, deletion or termination of the Contract under **Clause 5.5 above** takes effect on the date that the notification is received by the Contractor.
- 5.7 In the event of suspension, deletion or termination of Services or the Contract under **Clause 5.5 above** the Contractor may claim, Fees for Services performed as payable under **Schedule 2**, prior to the date of suspension, deletion or termination, on a pro rata basis and Costs that are reasonably and properly incurred by the Contractor in connection with the Contract to the extent to which those Costs are unavoidable as a direct consequence of the suspension, deletion or termination of the Contract in accordance with this clause. Any Cost must be substantiated to AusAID and must not include loss of profits or any other form of expectation loss.
6. **ACCOUNTS AND RECORDS**
- 6.1 The Contractor must at all times maintain full, true, separate and up-to-date accounts and records in relation to the Fees, Supplies and the Services, including those involving foreign exchange transactions.

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- 6.2 Accounts and records must be provided for inspection by AusAID immediately upon the request of AusAID.
- 6.3 The accounts and records must be held for the term of this Contract and for a period of seven (7) years from the date of expiry or termination of this Contract.
- 6.4 The Contractor must maintain up-to-date records of the names of all sub-contractors engaged by the Contractor to perform any part of the Services. If requested by AusAID, the Contractor must, within five (5) working days, provide to AusAID a copy of the records of sub-contractors' names, in the format specified by AusAID. Sub-contracts must include the right of AusAID to disclose the name of the sub-contractor, in accordance with **Clause 15** (AusAID Use of Contract Information) **below**.

7. **REPORTS**

- 7.1 The Contractor must ensure that all reports required in accordance with **Schedule 1**, provide the information required and conform with the quality and format requirements specified.
- 7.2 The Contractor is responsible for any extra costs occasioned by any clarifications, discrepancies, errors or omissions in reports provided to AusAID or other information supplied in writing by the Contractor, provided such discrepancies, errors or omissions are not due to inaccurate information supplied in writing to the Contractor by AusAID.
- 7.3 AusAID may reject and withhold payment of Fees for any report which does not conform to the requirements of the Contract until the Contractor rectifies the report.

8. **ACCESS TO THE CONTRACTOR'S PREMISES, DATA AND RECORDS**

- 8.1 The Contractor must grant AusAID and/or its nominees (including the Auditor-General or the Privacy Commissioner or their delegates), access to the Contractor's premises, the Data, records, accounts and other financial material or material relevant to the Services, however and wherever stored, in the Contractor's or its sub-contractors' custody, possession or control, for inspection and copying.
- 8.2 Such access must be available to AusAID and its nominees:
 - (a) during the hours of 9 am and 5 pm on a Business Day;
 - (b) except in the case of a breach of this Contract, subject to reasonable prior notice; and
 - (c) at no additional charge to AusAID.
- 8.3 In the case of documents or records stored on a medium other than in writing, the Contractor must make available on request such reasonable facilities as may be necessary to enable a legible reproduction to be created at no additional cost to AusAID.
- 8.4 This clause applies for the term of this Contract and for a period of seven (7) years from the date of its expiration or termination.

9. **PAYMENT**

- 9.1 AusAID must make payment of the Fees within 30 days of:

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- (a) AusAID's acceptance in writing of the satisfactory completion of the Services or relevant Payment Milestone as specified in **Schedule 2**; and
 - (b) receipt of a correctly rendered invoice.
- 9.2 It is AusAID corporate practice to inform Contractors as soon as reasonably possible, and in any case within 30 days of receipt of notice of the completion of an identified output or provision of a report whether or not that output or report is accepted.
- 9.3 The Fees are fixed for the term of the Contract unless varied in accordance with the Contract.
- 9.4 No invoice for any period is to be submitted before the provision of any reports required by the Contract for the relevant period.
- 9.5 Subject to the Contract AusAID shall pay Reimbursable Costs within 30 days of receipt of a correctly-rendered invoice.
- 9.6 An invoice is correctly rendered if:
 - (a) the invoice details all Services provided against the Fees and records the amount payable in respect of each category of Services described in the Contract;
 - (b) the invoice is based upon the calculation of Fees referred to in **Schedule 2**; and
 - (c) an authorised representative of the Contractor has certified that the invoice:
 - (i) has been correctly calculated;
 - (ii) that the Services included in it have been performed in accordance with this Contract; and
 - (iii) in the case of Reimbursable Costs that these costs have been paid.
- 9.7 If an invoice is found to have been rendered incorrectly, any underpayment or overpayment shall be recoverable by or from the Contractor, as the case may be and, without limiting recourse to other available remedies may be offset against any amount subsequently due from AusAID to the Contractor.
- 9.8 A payment by AusAID is not an admission of liability. In the event that AusAID makes a payment for the completion of a Payment Milestone or the procurement of Supplies or inputs that AusAID subsequently learns have not been completed to the quality or performance specifications required or provided as required, the payment shall be deemed an overpayment and recoverable from the Contractor. Without limiting recourse to other available remedies the overpayment may be offset against any amount subsequently due to the Contractor.
- 9.9 AusAID need not pay an amount that is disputed in good faith by AusAID until the dispute is resolved.
- 9.10 AusAID need not pay any amount due to the Contractor until the Contractor delivers to AusAID a written statement which satisfies the requirements of section 127 of the *Industrial Relations Act 1996* (NSW) or the requirements of similar State or Territory legislation, in

relation to the payment of employees or sub-contractors of the Contractor who were engaged in the performance of the Contract.

- 9.11 Except as otherwise specified in this Contract, the Fees are inclusive of all costs, expenses, disbursements, levies and taxes and the actual costs and expenses incurred by the Contractor in providing the Services.
- 9.12 If the Contractor does not have an Australian Business Number (ABN), AusAID, in accordance with the relevant provisions of the Pay as You Go (PAYG) legislation, shall be required to withhold a prescribed proportion of the amount payable to the Contractor under the Contract, unless the exceptions under Division 12 of the PAYG legislation apply.
- 9.13 AusAID will make all amounts payable to the Contractor under this Contract into a bank account nominated by the Contractor. The Contractor must provide AusAID with the necessary details as soon as possible following execution of this Contract. Requests to change bank account must be provided to AusAID with 45 days notice.

10. **GOODS AND SERVICES TAX**

- 10.1 Except as provided by this clause, all taxes, duties and charges imposed or levied in Australia in connection with the performance of this Contract shall be borne by the Contractor or its sub-contractor(s), as the case requires.
- 10.2 The amount shown against each item in **Schedule 2** is the 'value' of the 'periodic supplies' to be made under this Contract, as these terms are used in the *A New Tax System Act 1999* (Cth).
- 10.3 The amount payable under the Contract for each supply listed in **Schedule 2** is the value of that supply plus any GST payable by the Contractor under the GST legislation. Payment by AusAID to the Contractor of the GST shall be subject to the Contractor providing AusAID with a valid Tax Invoice issued in accordance with the relevant provisions of the GST legislation and regulations.
- 10.4 The total amount of GST payable by the Contractor, and for which the Contractor seeks payment from AusAID, in respect of any supply shall be shown as a separate item on the Tax Invoice.
- 10.5 AusAID shall not pay to the Contractor any amount referable to GST, except as provided in this clause.

11. **REDUCTION IN FEES FOR NON-PERFORMANCE**

- 11.1 If the Contractor fails to supply the Services in accordance with the Contract, the Fees shall be reduced to cover the reduced level of Services rendered to AusAID or loss or damage suffered by AusAID (as appropriate) because of that failure as is reasonably assessed by AusAID.

12. **INTELLECTUAL PROPERTY RIGHTS**

- 12.1 Subject to **Clause 12.2**, the title to all Intellectual Property rights in or in relation to Contract Material shall vest upon its creation in AusAID. If required by AusAID, the Contractor must bring into existence, sign, execute or otherwise deal with any document which may be necessary to enable the vesting of such title or rights in AusAID.

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- 12.2 **Clause 12.1** does not affect the ownership of Intellectual Property in any Prior Material incorporated into the Contract Material, but the Contractor grants to AusAID a permanent, irrevocable, royalty-free worldwide, non-exclusive licence to use, reproduce, adapt and otherwise exploit such Prior Material in conjunction with the Contract Material. The licence granted under this **Clause 12.2** includes the right of AusAID to sub-licence any of its employees, agents or contractors to use, reproduce, adapt and otherwise exploit the Prior Material incorporated into the Contract Material for the purposes of performing functions, responsibilities, activities or services for, or on behalf of, AusAID.
- 12.3 The Contractor warrants that any use of Contract Material by AusAID or others will not infringe any moral rights of authors with regards to the rights of attribution and integrity of authorship or the right against false attribution.
- 12.4 The Contractor must ensure that the Contract Material is used, copied, supplied or reproduced only for the purposes of this Contract.
13. **CONFIDENTIALITY**
- 13.1 Subject to this clause, the Contractor must not, without the prior written approval of AusAID, make public or disclose to any person any AusAID Confidential Information. In giving written approval, AusAID may impose such terms and conditions as in AusAID's opinion are appropriate.
- 13.2 The Contractor must ensure that any Contract Personnel who will have access to AusAID Confidential Information complete a written undertaking in the form set out at **Schedule 3**, relating to the non-disclosure of that information and forward those completed undertakings to AusAID in accordance with the Clause headed "Notices" in Part B.
- 13.3 This clause shall survive expiration or termination of this Contract.
14. **PRIVACY**
- 14.1 This clause applies only where the Contractor deals with Personal Information when, and for the purpose of, providing the Services.
- 14.2 In this clause, the terms 'agency', 'Information Privacy Principles' (IPPs), and 'National Privacy Principles' (NPPs) have the same meaning as they have in section 6 of the *Privacy Act 1988*.
- 14.3 The Contractor acknowledges that it is a 'contracted service provider' within the meaning of section 6 of the *Privacy Act 1988* (the Privacy Act), and agrees in respect of the provision of the Services:
- (a) to use or disclose Personal Information obtained during the course of providing the Services, only for the purposes of this Contract;
 - (b) not to do any act or engage in any practice that would breach an Information Privacy Principle (IPP) contained in section 14 of the Privacy Act, which if done or engaged in by an agency, would be a breach of that IPP;
 - (c) to carry out and discharge the obligations contained in the IPPs as if it were an agency under that Act;

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- (d) to notify individuals whose Personal Information the Contractor holds, that complaints about acts or practices of the Contractor may be investigated by the Privacy Commissioner who has power to award compensation against the Contractor in appropriate circumstances;
 - (e) not to use or disclose Personal Information or engage in an act or practice that would breach section 16F of the Privacy Act (direct marketing), a NPP (particularly NPPs 7 to 10) where that section or NPP is applicable to the Contractor, unless:
 - (i) in the case of section 16F – the use or disclosure is necessary, directly or indirectly, to discharge an obligation under this Contract; or
 - (ii) in the case of a NPP – where the activity or practice is engaged in for the purpose of discharging, directly or indirectly, an obligation under this Contract, and the activity or practice which is authorized by this Contract is inconsistent with the NPP;
 - (f) to disclose in writing to any person who asks, the content of the provisions of this Contract (if any) that are inconsistent with a NPP binding a party to this Contract;
 - (g) to immediately notify AusAID if the Contractor becomes aware of a breach or possible breach of any of the obligations contained in, or referred to in, this clause, whether by the Contractor or any subcontractor;
 - (h) not to transfer such information outside Australia, except to the Partner Country, or to allow parties outside Australia or the Partner Country to have access to it, without the prior approval of AusAID; and
 - (i) to ensure that any employee of the Contractor who is required to deal with Personal Information for the purposes of this Contract is made aware of the obligations of the Contractor set out in this clause.
- 14.4 The Contractor agrees to ensure that any subcontract entered into for the purpose of fulfilling its obligations under this Contract contains provisions to ensure that the subcontractor has the same awareness and obligations as the Contractor has under this clause, including the requirement in relation to subcontracts.
- 14.5 The Contractor agrees to indemnify AusAID in respect of any loss, liability or expense suffered or incurred by AusAID which arises directly or indirectly from a breach of any of the obligations of the Contractor under this clause, or a subcontractor under the subcontract provisions referred to in **Clause 14.4**.
- 14.6 This clause shall survive expiration or termination of this Contract.
- 15. AusAID USE OF CONTRACT INFORMATION**
- 15.1 AusAID may disclose matters relating to the Contract, including the Contract, and the details of sub-contractors specified in **Clause 6.4 (Accounts and Records)** above, except where such information may breach the *Privacy Act 1988*, to Commonwealth governmental departments and agencies, Commonwealth Ministers and Parliamentary Secretaries, and to the Commonwealth Parliament, including responding to requests for information from Parliamentary committees or inquiries.

15.2 This clause shall survive termination or expiration of the Contract.

16. PUBLICITY

16.1 The Contractor must not make any press, media or other announcements or releases relating to this Contract and the Services without the prior approval of AusAID Public Affairs Group as to the form, content and manner of the announcement or release.

16.2 The Contractor is encouraged to identify and implement appropriate opportunities for publicising the Project.

16.3 The Contractor must acknowledge the Australian Government contribution in publicity of any form relating to the Project. The Contractor must only use the Australian Government/AusAID logo (in-line version) to denote association with Australia, the Australian Government or AusAID in any publicity or other project related materials. The Contractor must comply with the "AusAID Logo Guidelines for Managing Contractors" at all times, including when advertising for sub-contractors or personnel. The Guidelines are available from the AusAID Business website.

17. TERMINATION FOR CONTRACTOR DEFAULT

17.1 In addition to any other rights or remedies it has at law or in equity or under this Contract, AusAID may, immediately terminate this Contract, with effect from the date in the notice, if the Contractor:

- (a) commits a breach of this Contract and:
 - (i) that breach is not capable of remedy;
 - (ii) fails to remedy that breach within twenty-one (21) Business Days (or such further time as AusAID may, in its absolute discretion, specify), after receiving a notice from AusAID requiring the Contractor to remedy the breach; or
 - (iii) does not commence to remedy that breach, within a reasonable time (having regard to the nature of the breach) after being given notice by AusAID requiring the Contractor to remedy the breach;
- (b) becomes, or in AusAID's reasonable opinion is likely to become, bankrupt, insolvent or otherwise financially unable to fulfil its obligations under this Contract;
- (c) becomes subject to one of the forms of external administration provided for in Chapter 5 of the *Corporations Act 2001*;
- (d) is wound up by resolution or an order of the court;
- (e) ceases to carry on business;
- (f) makes an assignment of its estate for the benefit of creditors or enters into any arrangement or composition with its creditors or has a receiver and manager appointed on behalf of debenture holders or creditors;

- (g) suffers any execution against its assets having, or which in AusAID's reasonable opinion is likely to have, an adverse effect on its ability to perform this Contract;
- (h) ceases to hold any licence, qualification, approval, authority or consent required for the Contractor to comply with its obligations under this Contract (except to the extent that this is outside the Contractor's reasonable control);
- (i) assigns its rights otherwise than in accordance with the requirements of this Contract;
- (j) suffers a change in Control which in AusAID's reasonable opinion may adversely affect the Contractor's ability to perform the Services under this Contract; or
- (k) is, during the term of this Contract, listed on a World Bank List or Relevant List.

17.2 If this Contract is terminated under this **Clause 17**:

- (a) subject to this Contract, the parties are relieved from future performance of this Contract, without prejudice to any right of action that has accrued at the date of termination;
- (b) subject to this Contract, all licences and authorisations granted to the Contractor by AusAID under this Contract terminate immediately despite anything to the contrary contained in the relevant licence or authorisation;
- (c) the AusAID Confidential Information, Supplies and any other property supplied or given to the Contractor by AusAID pursuant to this Contract must be immediately returned to AusAID;
- (d) AusAID is not obliged to make any further payments (including the payment of Fees) to the Contractor. However, AusAID may, in its absolute discretion, consider making a payment to the Contractor in such amount and upon such terms as AusAID determines is appropriate in the circumstances; and
- (e) the Contractor will indemnify and hold AusAID harmless against any Losses, costs and expenses arising out of or in connection with the termination or any breach of this Contract by the Contractor (including those arising from affected subcontracts).

18. **TERMINATION FOR CONVENIENCE**

18.1 In addition to any other rights or remedies it has at law or in equity or under this Contract, AusAID may, by notice in writing to the Contractor, terminate or reduce the scope of this Contract from the time specified in the notice (and without the need to give further notice) and, in that event, AusAID may give to the Contractor such directions as it thinks fit in relation to subsequent performance of this Contract.

18.2 Where notice is given under **Clause 18.1** the Contractor must:

- (a) comply with all directions given by AusAID;
- (b) cease or reduce (as applicable) the performance of work under the Contract; and
- (c) immediately do everything possible to mitigate its Losses, and all other loss, costs (including the costs of its compliance with any directions) and expenses in connection

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with the termination (including those arising from affected subcontracts) arising in consequence of termination of this Contract under this **Clause 18**.

18.3 In the event of termination or reduction in scope under this **Clause 18**, subject to **Clause 18.4**, AusAID will only be liable to the Contractor for:

- (a) Fees, as payable under **Schedule 2**, for Services performed prior to the termination, on a pro rata basis; and
- (b) Costs that are:
 - (i) directly attributable to the termination or reduction in scope of this Contract; and
 - (ii) in AusAID's opinion, reasonably and properly incurred by the Contractor in connection with the Contract,

to the extent that such Costs are substantiated to AusAID.

18.4 AusAID is not liable for any loss of profits or any other form of expectation loss arising out of, or in connection with, the termination or reduction in scope of this Contract under this **Clause 18**.

19. **INDEMNITY**

19.1 The Contractor must at all times indemnify AusAID, its employees, agents and contractors (except the Contractor) ("**those indemnified**") from and against any Loss or liability whatsoever suffered by those indemnified or arising from any claim, suit, demand, action or proceeding by any person against any of those indemnified where such Loss or liability was caused or contributed to in any way by any wilfully wrongful, unlawful or negligent act or omission of the Contractor, or any Contractor Personnel in connection with this Contract.

19.2 The Contractor agrees that AusAID may enforce the indemnity in favour of the persons specified in **Clause 19.1 above** for the benefit of each of such persons in the name of AusAID or of such persons.

19.3 The indemnity in this clause is reduced to the extent that the Loss or Liability is directly caused by AusAID, its employees or contractors (except the Contractor), as substantiated by the Contractor.

19.4 The Contractor is responsible for all risks associated with the Data, the Supplies and any AusAID property while in the possession or control of the Contractor.

19.5 This indemnity shall survive termination or expiration of this Contract.

20. **INSURANCE**

20.1 The Contractor must arrange and maintain for the duration of the Contract:

- (a) adequate medical and dental insurance for Contractor Personnel who are engaged to operate outside their country of permanent residence; and

- (b) adequate insurance for medical evacuation and evacuation resulting from an insured event for all Contractor Personnel.
- 20.2 The Contractor must, within 14 days after a request by AusAID, provide for any insurance policy: a certificate of currency, a list of exclusions; and the amount of excess payable.
- 20.3 Neither the effecting of insurance nor any failure to effect such insurance shall in any way limit, reduce or otherwise affect any of the obligations, responsibilities and liabilities of the Contractor under the other provisions of this Contract or at law.
- 20.4 In the event of an insurance claim any deductible/excess payable shall be the responsibility of the Contractor.
- 21. CONFLICT OF INTEREST**
- 21.1 The Contractor warrants that, at the date of signing this Contract, no conflict of interest exists or is likely to arise in the performance of its obligations under this Contract.
- 21.2 The Contractor must use best endeavours to ensure that a situation does not arise which may result in a conflict of interest. Where a conflict of interest, or a potential conflict of interest, arises in the performance of the Contractor's obligations under this Contract, the Contractor must notify AusAID immediately, and may request permission from AusAID to undertake the work despite that conflict of interest.
- 22. FRAUD**
- 22.1 For the purpose of this clause, 'fraudulent activity' or 'fraud' means: Dishonestly obtaining a benefit by deception or other means.
- 22.2 The Contractor and its subcontractors must not engage in any fraudulent activity. The Contractor is responsible for preventing and detecting fraud.
- 22.3 The Contractor must report in writing within 5 working days to AusAID any detected, suspected, or attempted fraudulent activity involving the Services. AusAID may direct the Contractor to investigate the alleged fraud and the Contractor must undertake an investigation at the Contractor's cost and in accordance with any directions or standards required by AusAID.
- 22.4 The obligations of the Contractor to investigate fraud in accordance with **Clause 22.3** shall survive the termination or expiration of this Contract.
- 23. EMPLOYEE ENTITLEMENTS**
- 23.1 The Contractor warrants that, at the date of signing this Contract, neither the Contractor nor any of its agents or contractors has an unsettled judicial decision against it relating to employee entitlements.
- 24. COMPLIANCE WITH LAWS, GUIDELINES AND POLICIES**
- 24.1 The Contractor must at all times have regard to and comply with, and use its best endeavours to ensure that all Contractor Personnel comply with, the laws in Australia, the Partner Country and applicable laws of other countries.

- 24.2 A list, as amended from time to time, of Australian laws that may apply to the delivery of developmental aid to foreign countries can be found on the AusAID website:
<http://www.ausaid.gov.au/business/contracting.cfm>
- This list is not exhaustive and is provided for information only. The provision of this list does not relieve the Contractor from complying with the obligations contained in **Clause 24.1**.
- 24.3 The Contractor and all Contractor Personnel must at all times have regard to and operate in accordance with relevant guidelines, as amended from time to time, and listed on the AusAID website: <http://www.ausaid.gov.au/business/contracting.cfm>
- 24.4 The Contractor must notify AusAID of any material breach by the Contractor or Contractor Personnel of a law or guideline referred to in this **Clause 24**.
- 24.5 On becoming aware of a material breach by the Contractor or Contractor Personnel of a law or guideline, whether or not such a breach is notified to AusAID by the Contractor, AusAID may, in addition to any other rights available to AusAID, terminate this Contract under **Clause 17**.
- 24.6 The Contractor must in carrying out its obligations under this Contract comply with those laws in relation to organisations and individuals associated with terrorism, including 'terrorist organisations' as defined in Division 102 of the Criminal Code Act 1995 (Cth) and listed in regulations made under that Act and regulations made under the Charter of the UN Act 1945 (Cth). The Contractor must ensure that funds provided under this Contract do not provide direct or indirect support or resources to organisations and individuals associated with terrorism. If, during the course of this Contract, the Contractor discovers any link whatsoever with any organisation or individual associated with terrorism it must inform AusAID immediately.
- 24.7 The Contractor and all Contractor Personnel must when providing any Services and procuring the Supplies have regard to and operate in accordance with Australian policies on developmental aid to foreign countries including:
- (a) The Policy Gender Equality in Australia's Aid Program – Why and How (March 2007);
 - (b) The strategy 'Development for All: Towards a Disability-Inclusive Australian Aid Program 2009-2014', and in particular the strategy's six guiding principles, located at http://www.ausaid.gov.au/publications/pdf/FINAL%20AusAID_Disability%20for%20All.pdf;
 - (c) Family Planning and the Aid Program: Guiding Principles (August 2009), accessible on AusAID's website (<http://www.ausaid.gov.au/keyaid/health.cfm>);
 - (d) Environment. AusAID is bound by the Commonwealth's Environment Protection and Biodiversity Conservation Act 1999, which applies to all aid activities. The Contractor must:
 - (i) ensure that environmental requirements specified in the Scope of Services are implemented, monitored and reported;

- (ii) comply with AusAID's Environmental Management System outlined in the *Environmental Management Guide for Australia's Aid Program*, including:
 - (A) assess and manage all actual or potential environmental impacts, both direct and indirect, to avoid or mitigate negative impacts and promote positive impacts;
 - (B) report regularly on any such impacts as required by the Scope of Services; and
 - (C) comply with all relevant environmental laws and regulations of the Partner Country.
- (e) The *Environmental Management Guide for Australia's Aid Program* can be found at: <http://www.aisaid.gov.au/keyaid/envt.cfm>.

25. INVESTIGATION BY THE OMBUDSMAN

- 25.1 In carrying out the Services, the Contractor, and an employee or subcontractor of the Contractor, may be a "Commonwealth service provider" under section 3BA of the Ombudsman Act 1976.
- 25.2 The Contractor must use its best endeavours, and must ensure that employees and subcontractors of the Contractor use their best endeavours, in undertaking the Services, not to engage in conduct that:
 - (a) would, if the Contractor or an employee or subcontractor were an officer of AusAID, amount to a breach of duty or to misconduct; or
 - (b) should be brought to the attention of the principal officer of AusAID.
- 25.3 If the Commonwealth Ombudsman commences an investigation of conduct of the Contractor, as a Commonwealth service provider, the Contractor, at the cost of the Contractor, must cooperate with the investigator including:
 - (a) providing all documentation required by the investigator,
 - (b) making Contractor Personnel available to assist the investigator and
 - (c) allowing the investigator, at any reasonable time of the day, to enter a place occupied by the Contractor and carry on the investigation at that place.
- 25.4 If the Ombudsman brings evidence to the notice of AusAID concerning the conduct of the Contractor, or of an employee or subcontractor of the Contractor, the Contractor must, at the cost of the Contractor, take whatever remedial action is required by AusAID or by the Ombudsman to rectify the situation.
- 25.5 The Contractor must ensure that any subcontract entered into for the purpose of fulfilling its obligations under this Contract contains provisions to ensure that the subcontractor has the same awareness and obligations as the Contractor has under this clause, including this requirement in relation to subcontracts.

s 22(1)(a)(ii)

25.6 The Contractor agrees to indemnify AusAID in respect of any loss, liability or expense suffered or incurred by AusAID, due to conduct of the Contractor or of an employee or subcontractor, which arise directly or indirectly, as a result of an investigation carried out by the Ombudsman.

25.7 This clause shall survive expiration or termination of this Contract.

26. RESOLUTION OF DISPUTES

26.1 The Parties undertake to use all reasonable efforts in good faith to resolve any disputes which arise between them in connection with this Contract. Subject to **Clause 9.9** and unless otherwise agreed by the Parties, the Parties shall at all times during the dispute proceed to fulfil their obligations under this Agreement.

27. NOTICES

27.1 A notice required or permitted to be given by one Party to another under this Contract must be in writing and is treated as having been duly given and received:

- (a) when delivered (if left at that Party's address);
- (b) on the third Business Day after posting (if sent by pre-paid mail); or
- (c) on the Business Day of transmission (if given by facsimile and sent to the facsimile receiver number of that Party and no intimation having been received that the notice had not been received, whether that intimation comes from that Party or from the operation of facsimile machinery or otherwise).

28. CONTRACTOR PERFORMANCE ASSESSMENT

28.1 The Contractor agrees that AusAID may issue a contractor performance assessment in relation to the Contract. The contractor performance assessment shall be substantially in accordance with the assessment sheet attached at **Schedule 4**. The Contractor shall sign and return the completed contractor performance assessment together with any response the Contractor wishes to include.

29. MISCELLANEOUS

29.1 Waiver

The failure, delay, relaxation or indulgence on the part of any Party in exercising any power or right conferred upon that Party by this Contract does not operate as a waiver of that power or right, nor does any single exercise of any power or right preclude any other or further exercise of it or the exercise of any other power or right under this Contract.

29.2 Liability of Party

If any Party to this Contract consists of more than one person then the liability of those persons in all respects under this Contract is a joint liability of all those persons and a separate liability of each of those persons.

29.3 Entire agreement

This Contract constitutes the sole and entire agreement between the Parties and a warranty, representation, guarantee or other term or condition of any nature not contained or recorded in this Contract is of no force or effect.

29.4 Severance

If any provision of this Contract is invalid and not enforceable in accordance with its terms, other provisions that are self-sustaining and capable of separate enforcement with regard to the invalid provision, are and continue to be valid and enforceable in accordance with their terms.

29.5 Assignment

No Party may assign or transfer any of its rights or obligations under this Contract without the prior consent in writing of the other Party.

29.6 Governing Law and Jurisdiction

This Contract is governed by, and is to be construed in accordance with, the law of the Australian Capital Territory and the Parties submit to the exclusive jurisdiction of the courts of the Australian Capital Territory and any court hearing appeals from those courts.

29.7 Contra Proferentum

No rule of construction shall apply in the interpretation of this Contract to the disadvantage of one Party on the basis that such Party put forward or drafted this Contract or drafted any provision of this Contract.

29.8 False and Misleading Information

The Contractor acknowledges that it is aware that, in relation to section 137.1 of the *Commonwealth Criminal Code*, giving false or misleading information is a serious offence.

29.9 Anti-Corruption

The Contractor warrants that the Contractor shall not make or cause to be made, nor shall the Contractor receive or seek to receive, any offer, gift or payment, consideration or benefit of any kind, which would or could be construed as an illegal or corrupt act, either directly or indirectly to any party, as an inducement or reward in relation to the execution of this Contract. In addition, the Contractor shall not bribe public officials and shall ensure that all Contractor Personnel comply with this provision. Any breach of this clause shall be grounds for immediate termination of this Contract under Standard Conditions **Clause 17** by notice from AusAID.

s 22(1)(a)(ii)

PART B – PROJECT SPECIFIC CONTRACT CONDITIONS

In addition to the Standard Conditions detailed in Part A the following Project Specific Contract Conditions apply.

30. TERM OF THE CONTRACT

- 30.1 The term of this Contract commences upon execution by both parties being the date indicated at the front of this Contract and continues until all obligations under this Contract have been fulfilled or earlier notice of termination under this Contract.
- 30.2 The Contractor must commence the Services no later than 1 February 2011 and must complete the Services by 31 March 2012.
- 30.3 The Contractor must complete the Services in accordance with **Schedule 1**.

31. NOTICES

- 31.1 For the purposes of the Standard Conditions Clause headed **Notices**, the address of a Party is the address set out below or another address of which that Party may from time to time give notice in writing to each other Party:

AusAID

s 22(1)(a)(ii)

To:

Postal Address: Afghanistan (Uruzgan) Section, Pakistan and Afghanistan Branch
 Australian Agency for International Development
 GPO Box 887
 CANBERRA ACT 2601 AUSTRALIA
 Street Address: 255 London Cct
 CANBERRA ACT 2601 AUSTRALIA

Facsimile:

s 22(1)(a)(ii)

Contractor

To: CADG International Pte. Ltd.

Attention: s 47F(1)

Postal Address: 350 Orchard Road, #16-09/10, Shaw House, Singapore 238868

Street Address: 350 Orchard Road, #16-09/10, Shaw House, Singapore 238868

Facsimile:

s 22(1)(a)(ii)

32. PROCUREMENT SERVICES

32.1 For the purposes of this clause the following definitions apply:

- (a) **"Project Administration and Equipment"** means goods and services, such as office furniture, computers, vehicles, communications, utilities and office rent required by the Contractor for the day-to-day administration of the Project.
- (b) **"Project Supplies"** means goods provided to the Partner Country by the Contractor during the course of the Project as required by this Contract.
- (c) **"Supplies"** means Project Supplies and Project Administration and Equipment purchased by the Contractor for use in this Project.

32.2 In procuring all Supplies, the Contractor must:

- (a) determine what Supplies are required for proper implementation of the Services and advise AusAID;
- (b) keep AusAID informed of ongoing requirements for Supplies in connection with the Project;
- (c) implement procedures so that the procurement is undertaken in a manner that is consistent with the Commonwealth Procurement Guidelines, in particular, observing the core principle of achieving value for money and the supporting principles;
- (d) maintain complete and accurate records documenting the procedures followed in procuring, and the particulars of Supplies; and
- (e) use its best endeavours to ensure Supplies are maintained including taking appropriate steps to ensure that manufacturers warranties of Supplies are secured and warranty conditions followed.

32.3 The Contractor shall bear the loss or damage in respect of Supplies until handover of Supplies to AusAID or the Government of the Partner Country as required by the Contract.

32.4 The Contractor must use its best endeavours to ensure all Supplies are free from defects in design, material, manufacture or workmanship. The Contractor must replace defective Supplies under warranty provisions or at its own cost.

32.5 The Contractor shall establish and maintain a Register of Assets which shall record any non-consumable Supplies, which at a minimum contains the following information: reference identification number (which may be for example, a serial number, engine number or chassis number); description of the asset; date of procurement; cost; location; current status; and disposal or handover details.

32.6 The Register of Assets and associated documentation such as import documents, invoices and warranties shall be subject to audit by or on behalf of AusAID at any time and from time to time.

32.7 The Contractor must use the Supplies for purposes permitted under this Contract only and must ensure that the Supplies at all times remain free from any lien, mortgage, charge or third party right or interest.

33. MEETINGS

- 33.1 The Project team must attend meetings in Chora and Tarin Kowt at times determined by AusAID, to review or discuss the Contract including the following matters:
- (a) the general progress of the Project;
 - (b) matters arising from the Contractors reports to AusAID;
 - (c) any issues arising as a result of communication by either Party with stakeholders;
 - (d) any amendments proposed to the Project including in relation to timing, whether or not any such amendments have been agreed to by AusAID;
 - (e) Contract performance matters;
 - (f) the accuracy of invoices; and
 - (g) such other matters in relation to which either Party provides 7 days' notice in writing to the other Party.
- 33.2 The Contractor acknowledges and agrees that the costs of any meetings under this clause are included in the Fees. AusAID may determine the length of the meetings required, but AusAID expects that such meetings shall be for a maximum of 8 hours (excluding meal breaks).

34. CONTRACTOR PERSONNEL

- 34.1 The Contractor must ensure that Contractor Personnel are aware of, and must use its best endeavours to ensure Contractor Personnel comply with, the requirements of the Contract.
- 34.2 The Contractor must use their best endeavours to ensure that all Contractor Personnel conduct themselves in a manner consistent with the *Public Service Act 1999*, and in accordance with *APS Values* and the *APS Code of Conduct*.
- 34.3 The Contractor must use its best endeavours to ensure that all Contractor Personnel are of good fame and character.
- 34.4 The Contractor must use its best endeavours to ensure that all Contractor Personnel and their accompanying family members while in-country:
- (a) are aware of local laws, culture and customs in the Partner Country; and
 - (b) act in a fit and proper manner at all times
- 34.5 The Contractor must use its best endeavours to ensure that no Contractor Personnel or their accompanying family members:
- (a) become involved in the political affairs of the Partner Country (unless citizens of the Partner Country);
 - (b) interfere in the religious affairs of the Partner Country (unless citizens of the Partner Country); or

(c) share information known as a result of their work on, or relationship to, the Project, in a way that a reasonable person could foresee may be detrimental to the relationship between the Australian and Partner Governments.

- 34.6 The Contractor must not employ a currently serving Commonwealth employee in any capacity in connection with the Services without the prior written approval of AusAID.
- 34.7 AusAID may give notice to the Contractor requiring the Contractor to remove any Contractor Personnel from work in respect of the Services. The Contractor must promptly arrange for the removal of such Contractor Personnel from work in respect of the Services and their replacement (if required) with Contractor Personnel acceptable to AusAID.
- 34.8 The Contractor must advise AusAID promptly in writing of any change in the circumstances of any Contractor Personnel that, in the Contractor's reasonable opinion, is likely to affect AusAID's assessment of the person under the Contract.
- 34.9 AusAID may give notice to the Contractor requiring the Contractor to temporarily suspend from duty, or transfer to other duties, any Contractor Personnel who are under criminal or internal investigation in relation to child abuse or accessing or possessing child pornography. The Contractor must comply promptly with any such notice.
- 34.10 The Contractor must use its best endeavours to ensure that persons nominated as Specified Personnel are properly qualified for the tasks they are to perform.
- 34.11 The Contractor must use its best endeavours to secure the availability of Specified Personnel for the term of the Contract.

35. INSURANCES

- 35.1 In addition to the requirements of Standard Conditions **Clause 20**, the Contractor must arrange and maintain professional indemnity insurance. The Contractor's professional indemnity policy must respond to claims arising under the *Trade Practices Act (Cth)* 1974, in regard to this Contract. The insurance may be obtained on an annual basis if necessary, but is to be maintained for not less than three (3) years after the performance of the Services under this Contract.

36. WORKING IN-COUNTRY

- 36.1 The Contractor is responsible for the security of all Contractor Personnel and for taking-out and maintaining all appropriate insurances.
- 36.2 The Contractor must use its best endeavours to ensure that all Contractor Personnel working in the Partner Country:
- (a) are certified as fit and healthy by a legally qualified medical practitioner to work in the Partner Country, and have received the necessary medical advice, including that on vaccinations and other preventive medical assistance allowing them to undertake work in-country in a safe manner; and
 - (b) are adequately briefed and understand the environment and culture of the Partner Country.

- 36.3 The Contractor must use its best endeavours to ensure that no Contractor Personnel or their accompanying family members:
- (a) become involved in the political affairs of the Partner Country (unless citizens of the Partner Country);
 - (b) interfere in the religious affairs of the Partner Country (unless citizens of the Partner Country); or
 - (c) share information known as a result of their work on, or relationship to, the Project in a way that a reasonable person could foresee may be detrimental to the relationship between the Australian and Partner Governments.

- 36.4 AusAID may require Contractor Personnel to attend a meeting at the Australian Diplomatic Mission in or having responsibility for the Partner Country before the commencement of implementation.

37. FAIR WORK PRINCIPLES

- 37.1 The Contractor must comply, and as far as practicable must ensure its subcontractors comply, with all relevant requirements of the Fair Work Principles as set out in the Fair Work Principles User Guide (available at www.deewr.gov.au/fairworkprinciples), including by:
- (a) complying with all applicable workplace relations, occupational health and safety, and workers' compensation laws;
 - (b) informing AusAID of any adverse court or tribunal decision for a breach of workplace relations law, occupational health and safety laws, or workers' compensation laws made against it during the term of this Contract and any remedial action it has taken, or proposes to take, as a result of the decision;
 - (c) providing AusAID any information AusAID reasonably requires to confirm that the Contractor (and any subcontractor) is complying with the Fair Work Principles; and
 - (d) participate in all compliance activities associated with its legal obligations, including those arising under the Fair Work Principles. Compliance activities may include responding to requests for information and/or audits undertaken by the Commonwealth, its nominees and/or relevant regulators.
- 37.2 Compliance with the Fair Work Principles shall not relieve the Contractor from its responsibility to comply with its other obligations under this Contract.
- 37.3 If the Contractor does not comply with the Fair Work Principles, without prejudice to any rights that would otherwise accrue to the Commonwealth, the Commonwealth shall be entitled to publish details of the Contractor's failure to comply (including the Contractor's name) and to otherwise provide those details to other Commonwealth agencies.
- 37.4 As far as practicable, the Contractor must:
- (a) not use a subcontractor in relation to this Contract where the subcontractor would be precluded from contracting directly with the Commonwealth under the requirements of the Fair Work Principles; and

s 22(1)(a)(ii)

- (b) ensure that all subcontracts impose obligations on subcontractors equivalent to the obligations under this clause headed **Fair Work Principles**.

37.5 In addition to any other rights or remedies it has at law or in equity under this Contract, AusAID may, by notice in writing to the Contractor, terminate this Contract, with effect from the date in the notice, if the Contractor is in breach of this clause headed **Fair Work Principles**.

38. **CHILD PROTECTION**

38.1 The Contractor must comply with AusAID's Child Protection Compliance Standards, which are specified in Attachment 1 of AusAID's *Child Protection Policy* (<http://www.aisaid.gov.au/publications/pubs.cfm?Type=PubPolicyDocuments>). AusAID may audit the Contractor's compliance with AusAID's *Child protection policy* and child protection compliance standards. The Contractor must participate cooperatively in any reviews conducted by AusAID.

38.2 If the Child Protection Officer finds that the Contractor has failed to comply with AusAID's Child Protection Compliance Standards, the Contractor must promptly, and at the cost of the Contractor, take such actions as are required to ensure compliance with the Compliance Standards.

SCHEDULE 1 – SCOPE OF SERVICES

Chora Municipal Infrastructure Project

1. BACKGROUND

- 1.1 Chora is about 47 kilometres north-east of the Uruzgan provincial capital of Tarin Kowt. The Chora district has been marginalized for the last 30 years due to its relative insecurity and isolation. After decades of conflict, most of Chora's municipal infrastructure has fallen into disrepair with little attention given to basic maintenance and upkeep. The deteriorating stormwater drainage network is one particular area that has suffered from the over-burdened municipal budget. In some places, hazardous channels weave down the centre of the street. The resulting decay has further reduced the effectiveness of an already degraded municipal stormwater system. The Chora Municipality is requesting assistance to refurbish some of the most affected and vital stretches of storm ditches in Chora bazaar and its environs.

Objectives

- 1.2 The project will construct stormwater drains, gutters, walkways and culvert crossings. This work is vital in addressing the basic sanitation needs of the population, is essential to flood management efforts, s 33(a)(iii) will help revitalise economic opportunities in the district.

2. SERVICES

- 2.1 The Contractor shall perform the following Services in accordance with the terms and conditions of this Contract:
- a. clean the roads, drains, and market in the district centre prior to construction using 100 unskilled workers;
 - b. repair damaged infrastructure (including the District Governor's Compound) using 100 unskilled and 10 skilled workers;
 - c. rehabilitate 3,000 meters of municipal storm channels using 200 unskilled and 10 skilled workers;
 - d. construct culvert/drainage crossings and storm water diversions above the district centre by employing 100 unskilled and 10 skilled workers;
 - e. construct 6,000 meters of concrete walkway areas using 300 unskilled and 14 skilled workers;
 - f. construct 6,000 meters of drains by employing 200 unskilled workers and 15 skilled workers;
 - g. ensure municipal leaders, neighbourhood elders and other stakeholders are consulted and agree with the targeted labour groups in advance of recruiting labour; and
 - h. procure tools, cement and other consumable items needed for the implementation of the project as close to the local community as possible.

- 2.2 The Contractor must provide the Services to a standard which would be expected of a competent, experienced and professional contractor in like positions to that of the Contractor and in accordance with all applicable industry or professional standards or requirements.
- 2.3 Work Specifications, Implementation Schedule and Infrastructure Details are outlined in Attachment A – Project Proposal UR-001.

3. REPORTING REQUIREMENTS

- 3.1 The Contractor must also provide the following reports by the date, in the format and the number of copies indicated:

	Description of Report	Format	Qty	Due Date
(a)	Regular Progress Reports providing details on progress against Implementation Schedule and an assessment of future works	Electronic and hardcopy submissions in Microsoft Office compatible software	2	30 March 2011 31 May 2011 31 August 2011 15 December 2011
(b)	A final Project Completion Report within two months of project completion highlighting general perceptions and lessons learnt from the Project.	Electronic and hardcopy submissions in Microsoft Office compatible software	2	30 May 2012

- 3.2 All reports must:
- (a) be provided in accordance with the specification under Standard Condition clause headed "Reports";
 - (b) be accurate and not misleading in any respect;
 - (c) be prepared in accordance with directions provided by AusAID;
 - (d) allow AusAID to properly assess progress under the Contract;
 - (e) be provided in the format, number and on the media approved or requested by AusAID;
 - (f) not incorporate either AusAID or the Contractor's logo;
 - (g) be provided at the time specified in this Schedule; and
 - (h) incorporate sufficient information to allow AusAID to monitor and assess the success of the Services in achieving the objectives of AusAID's policy framework.

SCHEDULE 2 – BASIS OF PAYMENT
Chora Municipal Infrastructure Project

1. TOTAL AMOUNT

- 1.1 The maximum amount payable by AusAID to the Contractor for the provision of the Services shall not exceed the sum of **USD5,707,924**.
- 1.2 AusAID shall not be liable for any costs or expenditure incurred by the Contractor in excess of this amount.

2. MILESTONES

- 2.1 The professional fees shall be paid progressively as follows, within thirty (30) days of the satisfactory achievement of the relevant milestone(s) based on the verifiable indicators, as set out in **Table 1** (Milestones) of this **Schedule 2**.

Table 1: Milestones

Schedule 1 Reference	Milestone No.	Milestone Description	Verifiable Indicators	Amount [USD]
Clause 2.1	1	Initial progress report by 30 March 2011	AusAID's acceptance in writing	s 47G(1)(a), s 47G(1)(b)
Clause 3.1 (a)	2	Second progress report by 31 May 2011	AusAID's acceptance in writing	
Clause 3.1 (a)	3	Third progress report by 31 August 2011	AusAID's acceptance in writing	
Clause 3.1 (a)	4	Fourth progress report by 15 December 2011	AusAID's acceptance in writing	
Clause 3.1 (b)	5	Final project completion report by 30 May 2012	AusAID's acceptance in writing	
			TOTAL	\$5,707,924

- 2.2 The Contractor may invoice AusAID at the completion of a milestone.

s 22(1)(a)(ii)

3. **CLAIMS FOR PAYMENT**

- 3.1 The Contractor's tax invoice must be submitted when due pursuant to this **Schedule 2** in a form identifiable with the Services and in accordance with **Standard Conditions** clause headed **Payment** in the Contract. Invoices must also contain the Payment Event number(s) notified by AusAID.
- 3.2 All claims for payment must be **made** to:
- Chief Finance Officer
Australian Agency for International Development
GPO Box 887
CANBERRA ACT 2601
- 3.3 Tax invoices should be sent to the above address. Alternatively AusAID shall accept electronic tax invoices. These can be sent to accountsprocessing@ausaid.gov.au
- 3.4 Invalid invoices shall be returned to contractors. Information on what constitutes a valid tax invoice can be found at <http://www.ato.gov.au/businesses/content.asp?doc=/content/50913.htm>

SCHEDULE 3 - DEED OF CONFIDENTIALITY

THIS DEED POLL is made on the 10th day of January [2018]

in favour of **COMMONWEALTH OF AUSTRALIA** represented by the Australian Agency for International Development ("**AusAID**").

BY CADG INTERNATIONAL PTE. LTD., Singapore Company Registration Number 200610712N of 350 Orchard Road, #16-09/10, Shaw House, Singapore 238868 (the "**Recipient**").

RECITALS

- A. AusAID and CADG International Pte Ltd. (the "**Contractor**") have entered into a Contract for the purpose of a project in the Partner Country.
- B. The Recipient has been engaged by the Contractor to work under this Contract.
- C. The Recipient will, in carrying out that work, be given access to Confidential Information.
- D. AusAID requires the Recipient to enter into this Deed in relation to use of Confidential Information.

THE RECIPIENT DECLARES AS FOLLOWS:**1. INTERPRETATION**

In this Deed:

"**Confidential Information**" means information that:

- (a) is designated by AusAID as confidential; or
 - (b) the Recipient knows or ought to know is confidential,
and includes to the extent that it is confidential:
 - (c) information comprised in or relating to any Intellectual Property of AusAID or third parties where the third party Intellectual Property is made available by or on behalf of AusAID;
 - (d) information relating to the internal management and structure of the Department of Foreign Affairs and Trade, AusAID or the Commonwealth of Australia;
 - (e) the Data; and
 - (f) personal information under the *Privacy Act 1988*;
- but does not include information which:

s 22(1)(a)(ii)

- (g) is or becomes public knowledge other than by breach of this Deed or other obligation of confidentiality; or
- (h) has been independently developed or acquired by the Recipient as established by written evidence.

"Data" includes any information provided to the Contractor under this Contract from any source, or collected or created by the Contractor in connection with the Services, whether in magnetic, electronic, hardcopy or any other form.

2. NON DISCLOSURE

- 2.1 The Recipient must not copy, reproduce or disclose any of the Confidential Information without the prior written consent of AusAID, which consent AusAID may grant or withhold in its absolute discretion.

3. RESTRICTION ON USE

- 3.1 The Recipient must use the Confidential Information only for the purpose of the Services.

4. DELIVERY UP OF DOCUMENTS

- 4.1 AusAID may, at any time and without notice, demand, either orally or in writing, the delivery to AusAID of all documents in the possession or control of the Recipient which contain the Confidential Information.

5. SURVIVAL OF OBLIGATIONS

- 5.1 The obligations in this Deed are perpetual.

EXECUTED as a deed poll.

s 22(1)(a)(ii)

SIGNED, by the Recipient in the presence of: s 22(1)(a)(ii))
) Signature of s 22(1)(a)(ii)

s 22(1)(a)(ii)

.....
 Signature of witness

.....
 Name of witness

Activity:	
Contractor:	Country:
Activity Manager:	Contract #:
Contract Period:	Date of Assessment:
Nature of Assignment:	

Assessment Criteria	Performance Rating*					
Organisation's Management & Administrative Support	N/A	1	2	3	4	5
Adequacy of preparations and logistical support for assignment (including overseas)						
Timeliness & accuracy of invoicing etc and compliance with relevant contract terms						
Performance of Personnel	N/A	1	2	3	4	5
Understanding of the requirements of ToR or Scope of Services						
Awareness & Response concerning Assignment Risks, Issues and Problems						
Effectiveness of Communications with Counterparts, AusAID & Other Stakeholders						
Responsiveness to AusAID Requests and Instructions						
Activity Outcomes	N/A	1	2	3	4	5
Quality of Contract Milestones and Deliverables (incl reports, assessments & advice)						
Assignment Completed Within Time and Budget						

[illegible]

<i>Response Attached</i>	<i>Yes / No</i>
--------------------------	-----------------

*** A copy of this assessment will be provided to our Agreements, Safeguards and Partner Performance Section (ASPP) for placement on your performance file. The information may be used by AusAID as part of any future contractor selection process including consideration by Tender Assessment Panels convened by AusAID to evaluate tender proposals. Should you wish to respond to any of the issues raised, a copy of your response should be attached to this assessment and sent to AusAID within 28 days. This response will also be provided to ASPP for placement on your performance file. ***

SCHEDULE 5 – CHILD PROTECTION CODE OF CONDUCT

I, *[insert name]*, agree that while implementing AusAID-funded aid activities, I will:

- treat children with respect regardless of race, colour, sex, language, religion, political or other opinion, national, ethnic or social origin, property, disability, birth or other status
- not use language or behaviour towards children that is inappropriate, harassing, abusive, sexually provocative, demeaning or culturally inappropriate
- not engage children in any form of sexual activity or acts, including paying for sexual services or acts
- wherever possible, ensure that another adult is present when working in the proximity of children
- not invite unaccompanied children into my home, unless they are at immediate risk of injury or in physical danger
- not sleep close to unsupervised children unless absolutely necessary, in which case I must obtain my supervisor's permission, and ensure that another adult is present if possible
- use any computers, mobile phones, or video and digital cameras appropriately, and never to exploit or harass children or to access child pornography through any medium (see also 'Use of children's images for work related purposes')
- refrain from physical punishment or discipline of children (excluding my own children)
- refrain from hiring children for domestic or other labour which is inappropriate given their age or developmental stage, which interferes with their time available for education and recreational activities, or which places them at significant risk of injury
- comply with all relevant Australian and local legislation, including labour laws in relation to child labour
- immediately report concerns or allegations of child abuse in accordance with appropriate procedures.

Use of children's images for work related purposes

When photographing or filming a child for work related purposes, I must:

- before photographing or filming a child, assess and endeavour to comply with local traditions or restrictions for reproducing personal images
- before photographing or filming a child, obtain consent from the child or a parent or guardian of the child. As part of this I must explain how the photograph or film will be used
- ensure photographs, films, videos and DVDs present children in a dignified and respectful manner and not in a vulnerable or submissive manner. Children should be adequately clothed and not in poses that could be seen as sexually suggestive
- ensure images are honest representations of the context and the facts
- ensure file labels do not reveal identifying information about a child when sending images electronically.

I understand that the onus is on me to use common sense and avoid actions or behaviours that could be construed as child abuse when implementing AusAID-funded activities.

Signed: _____

Date: _____



Outlook

Fw: Agreement 58022 - CADG International Pte Ltd - Contractor Performance Assessment [SEC=OFFICIAL]

From s 22(1)(a)(ii) @dfat.gov.au>
Date Mon 2026-07-20 3:36 PM
To s 22(1)(a)(ii) @dfat.gov.au>

7 attachments (128 KB)

image001.jpg; image002.jpg; image003.jpg; image004.jpg; image005.jpg; image006.jpg; CADG Contractor Performance Assessment 20130926.doc;

OFFICIAL

From: s 22(1)(a)(ii)
Sent: Tuesday, October 15, 2013 4:03 PM
To: Contractor Performance
Cc: DSU.SWAD
Subject: Fw: Agreement 58022 - CADG International Pte Ltd - Contractor Performance Assessment [SEC=UNCLASSIFIED]

Dear colleagues

Attached is a signed performance assessment report for CADG International.

Regards, Derek

-

s 22(1)(a)(ii)

Program Manager | Afghanistan Branch | AusAID

Ph +s 22(1)(a)(ii)

GPO Box 887 Canberra ACT 2601

www.ausaid.gov.au

The Australian Government is committed to the implementation of the [Millennium Development Goals](#)



OFFICIAL

Illustrative Budget Proposal
Urozgan Project Proposal
Addressing Short-Term Stabilization and Long Term Development Objectives through Cash for Work Activities in Chora District
Proposed Period: 12 months

	No. of units	LOE	Units	Actual Rate USD	Total Cost USD
A: Labour Costs - Salaries and Wages					
1) Long-term and Short-term Ex-pat Professionals and Consultants					
Project Manager	1 persons	100%	260 days		
Deputy program Manager	1 persons	100%	260 days		
Security Manager	1 persons	100%	260 days		
Finance Officers	1 persons	100%	260 days		
M&E and Reporting Manager	1 persons	100%	260 days		
Subtotal, Long-term and Short-term Expatriates and Consultants					
2) Long-term Local Professionals					
CFW Program Managers	4 persons	100%	1,040 days		
Executive Assistant / Interpreter (for international staff Managers)	5 persons	100%	1,300 days		
Security Officer	2 persons	100%	520 days		
M&E Supervisor	1 persons	100%	260 days		
Local Admin Manager	1 persons	100%	260 days		
Cashier	1 persons	100%	260 days		
Data Entry Assistant	1 persons	100%	260 days		
Logistics Officer	1 persons	100%	260 days		
Local Engineer	1 persons	100%	260 days		
Foreman	40 persons	100%	10,400 days		
Drivers	4 persons	100%	1,040 days		
General workers and Security Guards	10 persons	100%	2,600 days		
Subtotal, Long-term Local Professionals					
Total, Salaries and Wages					
B: Allowances					
1. Danger Pay					
Project Manager			35%		
Deputy program Manager			35%		
Security Manager			35%		
Finance Officers			35%		
M&E and Reporting Manager			35%		
Total, Allowances					
C: Travel and Transportation					
1) International Travel - (To/From Post)					
Project Manager			1 trip		
Deputy program Manager			1 trip		
Security Manager			1 trip		
Finance Officers			1 trip		
M&E and Reporting Manager			1 trip		
2) Rest and Recuperate Travel - (R&R trip)					
Project Manager			3 round trip		
Deputy program Manager			3 round trip		
Security Manager			3 round trip		
Finance Officers			3 round trip		

s 47G(1)(a), s 47G(1)(b)

A) Trips Within Afghanistan				s 47G(1)(a), s 47G(1)(b)	
Taxi fares and airfares (use of helicopter, commercial aircrafts, includes trips to Kabul)				12 months	
Total, Travel and Transportation					
D: Program Costs - Work Days					
Unskilled workers	1,000 persons	100%	260 days		
Skilled workers - Carpenter	6 persons	100%	130 days		
Skilled workers - Steelworker	12 persons	100%	130 days		
Skilled workers - Mason	50 persons	100%	260 days		
Total, Program Costs - Work Days					
E: Program Costs - Consumables					
Materials			Lump Sum		
Tools			Lump Sum		
Rental Of Heavy Equipments, supplies including transport, etc			Lump Sum		
Total, Program Costs - Consumables					
E: Other Direct Costs					
Rental of guest house + offices	1 unit		12 months		
Office Supplies (including fuel for office generators, printing and stationery, ma	1 unit		12 months		
Postage and Courier	1 unit		12 months		
Bank Charges and Money Changer Charges	1 unit		12 months		
Other accommodation costs (Utilities, beddings, general supplies, Drinking wa	1 unit		12 months		
Communications (Telecommunications & Internet)	1 unit		12 months		
Radio Announcement Costs	1 unit		12 months		
Rental Of Vehicles	3 unit		12 months		
Fuel & Maintenance Of Vehicles	1 unit		12 months		
Passport and Visa Costs	1 unit		12 months		
Security Costs	1 unit		12 months		
Total, Other Direct Costs					
F: Expensed Equipment and Vehicles					
Computer Equipment					
Desktop computers, laptops and software			10 unit		
Printers			5 unit		
UPS For Computers			10 unit		
Office Equipment/Furniture					
Satellite phones			5 unit		
GPS Systems			3 unit		
Cell phones			50 unit		
Cameras			5 unit		
Copy Machine			1 unit		
Internet Installation			1 unit		
Furniture & Fixings			1 unit		
Miscellaneous office equipment			1 unit		
Project Vehicles					
Motorbikes			15 unit		
Total, Expensed Equipment and Vehicles					
SUBTOTAL OF COSTS BEFORE OG&A (INDIRECT COSTS)					
Operating, General and Administrative Costs (OG&A)					
GRAND TOTAL OF ACTIVITIES				\$6,707,824	

2012

Levelling of Chora District Centre Roads

s 47F(1)



Executive Summary

(1)

This proposal outlines the technical approach CADG International Pte Ltd (CADG) will utilize to implement the **Levelling of Chora District Centre Roads Project**, which will ensure that vulnerable communities like Chora benefit from economic and social stability in the wake of existing geopolitical and security challenges. CADG will facilitate community stability through the implementation of labour-intensive projects to enable community development, improve infrastructure, protect existing AusAID local investment, and improve relations between the people and other key stakeholders in the area.

(2)

The activities outlined in this proposal will be carried out in partnership with the Australian Agency for International Development (AusAID), with close communication and frequent meetings with the District Shuras, District Governor, community elders, village councils, key community leaders, the Government of the Islamic Republic of Afghanistan (GIROA), International Security Assistance Force (ISAF) and other key stakeholders to identify and implement activities for populations at risk of acute food insecurity and other vulnerabilities. CADG has established strong relationships with the communities under this program, and the collective approach continues to ensure that program activities enhance security and meet local needs. The continuing collaboration of AusAID and CADG will enable both organizations to meet immediate stabilization goals and support post-kinetic environments by providing short-term economic activities.

Problem Statement

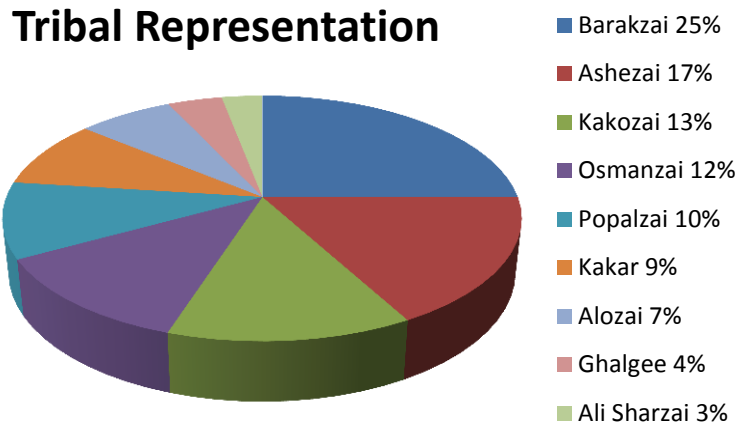
(3)

The roads of Chora have deteriorated and become uneven and hazardous—in some places entire sections of the roads are missing. The poor state of the roads makes ineffective the millions of dollars already spent by AusAID over the past year for proper water management systems (drains, culverts, storm water canals, etc.). These conditions negatively affect travel and the ability to move goods to market, which further hinders economic development and the improvement of livelihoods.



(4)

In addition, the Chora Valley is prone to anti-government influences, which are complicated further by the diversity of the people in the region. The population percentages of various tribes that exist in Chora include:



(5)

All of these tribes tend to gravitate into the four primary groups—Barakzai, Ashezai, Kakoza and Osmanzai, with the others serving somewhat as sub-tribes. But having this many in one rather isolated geographic location, and having them represented proportionally in a labour-intensive project, should be highlighted in a problem statement because simply ignoring the issue would prove extremely problematic.

Key Goals and Objectives

(6)

The goal of this project is to promote temporary labour-intensive opportunities to vulnerable populations in an effort to reduce the effect that poverty and economic vulnerability have in fomenting insurgency.

Objective #1- Improve Municipality Infrastructure

(7)

CADG will excavate the following roads down to 75mm below the level of their associated drains, compact the subgrade layer using a pneumatic roller and manual methods before gravelling (using a crown and 5% crossfalls in the subgrade layer), and then fill/compact with gravel extracted from local sources, as follows:

- Pump Street – 600M
- School Street – 300M
- Popalzai Street – 250M
- Ashezai Street – 250M
- South Tower Street – 150M
- Malakhail Street – 190M

In an effort to ensure adequate compaction, a trial section of roadway at the beginning of the project will be used to test for proper compaction and drainage, and any needed adjustments will be made.

(8)

Total meterage for this objective is 1740M. A compacted gravel layer not less than 75mm in thickness will consist of a crown and 5% crossfalls to the top of the drains in order to improve water runoff and sustainability. This will allow the possibility of future paving by the Chora Municipality, but in the meantime it will complement the existing drainage works by improving the water flow run-off. Peripheral benefits to this objective include improved passage for goods and people, improved access to markets, increased durability of the roads, and generating civic pride.

Objective #2 – Provide Short-Term Employment for At-Risk Men

(9)

In order to achieve Objective #1, CADG will employ local Labourers, Foremen and Supervisors to perform the work as follows:

April/May/June 400 Labourers/15 Foremen/6 Supervisors
Total workforce = (400+15+6 workers) x 78 days = 32,838 man days

July/Aug/Sep 300 Labourers/12 Foremen/4 Supervisors
Total workforce = (300+12+4 workers) x 75 days = 23,700 man days

Total Man Days = 56,538 Man Days
Total Project Workforce = 737 x 6 = 4422 Beneficiaries

(10)

Not only does this objective provide a daily wage for the poorest members of the Chora District (and subsequent boost to the local economy), but it also offers employment for fighting-aged males in the thick of the fighting season. Furthermore, the tapered design of the project allows a smooth transition from a high number of jobs in the current program, to a complete cessation of jobs after August 2012.

Objective #3 – Provide Skills Transfer and Infrastructure Sustainability

(11)

Training will be offered to 100 local men in the general repair and maintenance of the roads being levelled. Each of these men is considered at-risk of joining the insurgency. There will be 4 classes, and each will consist of 25 men who will receive instruction on road repair, patching, compression techniques, tamping, and using a manual roller. Each class will be 4 days in length and 8 hours in duration. One Supervisor, two Foremen, and at least one of the expat managers will directly oversee the training along with a local engineer.

(12)

Dates for the classes are as follows:

Block One Saturday, August 11th
Sunday, August 12th

Monday, August 13th
Tuesday, August 14th

Block Two Wednesday, August 15th
Thursday, August 16th
Saturday, August 18th
Sunday, August 19th

Block Three Monday, August 20th
Tuesday, August 21st
Wednesday, August 22nd
Thursday, August 23rd

Block Four Saturday, August 25th
Sunday, August 26th
Monday, August 27th
Tuesday, August 28th

(13)

Training will be conducted at the end of the project period so that all workers have at least some general knowledge of road levelling, and so that individuals with the proper skills and attitude are chosen. Also, delaying the training until after the midpoint of the project allows the expat managers to identify areas in which training is most needed. Classroom and practical materials, examinations, evaluations, and pre- and post-training surveys will be made available to Chora AusAID personnel prior to July 15th.

(14)

Adding this training objective to the project will enable the prospect of future temporary employment for the sustainment of Chora District roads. CADG will work with the local AusAID representatives to link the technical training to AusAID's District Government Mentoring Program. Providing this link ensures that government planning incorporates road sustainment and that the trained men are linked to that planning, and to the raising of revenue to cover the costs of road maintenance. A list of all trained individuals will be provided to community and government leaders, and certificates of accomplishment will be awarded to training graduates. At the end of the project, the local government leaders will be given the manual roller and assorted hand tools.

Project Methodology

(15)

This project will result in a much-needed cash infusion for the most vulnerable individuals in the district, during one of the most volatile periods of the year—spring and summer. The project will bring further renovations to the damaged infrastructure, with all of the manual labour focused on the roads in the main Chora District Centre. CADG has already implemented drain and sidewalk labour-intensive projects throughout Chora with AusAID funding. This project allows CADG to maximize that investment while keeping engaged the local working force. Moreover, the efforts over the 6-month duration are in direct alignment with the Provincial Development Plan, as well as AusAID's priority of improving infrastructure. CADG will work with AusAID representatives to make sure the Provincial Governor in Tarin Kowt, Omar Sherzad, is aware of the project.

(16)

To ensure increased and equal inclusion of tribal workers, CADG has gained the backing of influential local leaders in Chora, such as:

s 33(a)(iii)

(17)

These individuals will help CADG in making sure the benefits of the project reach all tribal groups, and we will follow the 4-step selection plan as we have always done in Chora:

CADG provides the District Governor with the total number of men required for the month.

Using the ratio agreed upon by the tribal leaders, the District Governor determines how many from each tribe are required.

The District Governor contacts the four major tribal leaders, gives them the required number, and the tribal leaders provide CADG a list of worker names.

Tribal leaders accompany their workers to CADG registration, while the District Governor oversees the process.

(18)

For this project's registration process, CADG will offer a Shura briefing to the four major tribal leaders reminding them of the requirements for nominating individuals for road work. The goal of the briefing is to ensure that tribal leaders do not nominate children, and that they remain ethical in their decision-making processes in regards to recommending workers.

(19)

The following general activities are expected to take place throughout the 6-month project duration:

- Ongoing meetings with on-site AusAID personnel for project updates
- Ongoing meetings with community stakeholders and government officials
- Daily site assessments to accurately measure needs and provide general oversight
- Identify project beneficiaries and register workers for labour-intensive activities
- Mobilize equipment and supplies to carry out project works
- Assist with developing the capacity of local leaders to maintain streets in the future
- Conduct project handover to local authorities
- Provide monthly and project's end report to AusAID

(20)

The methodology to achieve Objective #1 is to select the workers through registration, proportionally selected by tribe and with consultation of the local Shura and government, and then split them into Labour groups. Each group is supervised by a Foreman, and the Foremen are overseen by the Supervisors. The entire workforce and project is supervised by the expat Project Manager and local engineer. Each day, a local Monitoring & Evaluation (M&E) Manager is dispatched to the work site(s), takes attendance, and provides proof of work progression through dated, GPS-coded photographs and general reports. Data collected from the M&E Manager is used by the Project Manager for Daily Situation Reports (DSRs) that are submitted to the Project Director in Singapore. The DSRs are used by the Project Director and Project Manager to compile monthly reports for AusAID and CADG's senior management (an example of a DSR can be found in Annex A). Unlike many other organizations in Afghanistan, CADG does not subcontract any of its work. Expat managers are placed on site to manage and pay local workers. Using low-profile security protocols and hiring trusted local security officers and guards, expat managers frequently venture to the work sites to ensure that tasks are progressing and are of excellent quality.

(21)

In this project and under this particular objective, a mechanical grader and hand tools will be used to excavate each road down to 75mm below the surface of the associated drains. A pneumatic roller and manual methods will be used to form the subgrade layer into a crown, with 5% crossfalls on each side. Gravel from local sources will be added, and again compacted on top with a pneumatic roller and manual methods. The road will be crowned, with 5% crossfalls on each side to the edges of the associated drains. The resultant crowned roads will not only improve drainage and make proper use of the drains, culverts and storm water canals, but it will also improve the means of transportation through Chora Village for the locals. Furthermore, should the Chora Municipality or another funder decide to do additional work to the roads in the future, CADG will have provided an adequate base so that this part of the work will not have to be repeated. In order to ensure a proper compaction of the gravel, a trial section will be completed at the beginning of the project and tested for drainage. Any improvements or issues will be dealt with immediately and applied to the remainder of the project.



(22)

In terms of construction design, it should be noted that the top diagram above, indicating the 75mm depth of the road levelling, is not adherent to any road construction design standards within Afghanistan. CADG is not constructing roads in this project—it is levelling existing roads and preparing the surface in such a way that should the Chora Municipality decide to pave these roads in the future, it will be able to do so quite easily and with the proper base already in place. No wire mesh is being used in this project as an underlying supporting structure. For a detailed map of roads to be levelled in Chora, refer to Annex B.

(23)

The methodology to achieve Objective #2 is one in which several funding organizations, including USAID, have sought to emulate throughout Afghanistan. CADG has been successfully paying local populations and moving considerable amounts of money through the country for several years. Attempts at theft or fraud are quickly discovered through a series of checks and balances inherent throughout the system, and through a detailed procurement matrix (see Annex C). In Chora, registered workers are given a specific identity number card that is associated with their photograph, name, and father's name. The card is used for identification purposes at the work site, and at the CADG Chora Compound during paydays. The local CADG staff prepares the bi-weekly payday by confirming attendance sheets with the Supervisors and Foremen, calculating pay, and arranging for the actual payout of compensation in small groups that are kept outside of the compound until they are called. Small groups of Labourers are associated with their Foremen, so that the Foremen know and become familiar with them. If a Labourer attempts to falsely identify himself or his hours worked, both the Labourer and the Foreman are penalized. If the problem continues, the issue is taken up to the Supervisor level. This hierarchical structure of responsibility is explained to everyone up front, and it is strictly enforced. CADG has as part of its official company policy a *zero* tolerance for fraud, theft or corruption, and the company even has a hotline and anonymous email through which anyone (expat or local) may report suspected incidents of the same (see Annex D).

(24)

Occasionally the issue of comparative salaries arises when a CADG project begins. Most local or district-level government offices, quite simply, do not pay their citizens as well as even the lowest per-day wage for a labour-intensive project such as this. Educators, businessmen, professionals, etc. all partake in labour-intensive work because it pays well and, more importantly, the work is consistent over time. While this may have a short-lived negative effect on the local workforce, and while CADG tries to abate this dilemma by offering employment only for short durations of time, the greater economic good is felt almost immediately as new money circulates in the bazaar and the overall economy gets the boost it needs. Prior to selecting a daily pay rate, however, CADG does extensive research on the location and region to make sure that our daily rates are not dramatically out of synch with local salaries. It is often a fine line between being an attractive alternative to joining the insurgency and addressing the inadequacies of local pay scales. In the end, CADG finds that being competitive with the insurgency is the best decision, and goes along with the very purpose for which we partake in labour-intensive projects.

(25)

The methodology to achieve Objective #3 will include identifying potential training recipients throughout the first half of the project. Those individuals who show the proper aptitude and attitude, and who understand the importance of maintaining the investment of

drains and roads, will be given preference. Foremen and Supervisors are assumed to already have these characteristics, and will be included in training from the beginning. Training will consist of both classroom and practical exercises and testing. The curriculum will be somewhat developed as work progresses so that important issues are addressed, but the main curricular framework will consist of the following:

Day One	Pre-training survey and examination Classroom training on proper grading of roads Gravel road construction Testing
Day Two	Classroom training on road repair techniques Working as a team Testing
Day Three	On-site training of proper techniques for repairing and patching Practical testing
Day Four	On-site training of proper techniques for manual roller Patching techniques Practical testing Post-training survey and examination

AusAID representatives are encouraged to attend or even participate in the training.

(26)

The project is slated to run six (6) months, from April 2012 through September 2012, based on conversations with and approvals from s 47F(1) The consultative process for determining the location and scope of the project is the result of daily meetings between s 47F(1) CADG Project Manager. Furthermore, decisions made regarding the project are taken to the community and government leaders for collaboration, discussion, and ultimate final approval. As stated, this project is an amendment to the existing contract through which a local irrigation structure was developed, but now needs road improvement in order to function properly. The project's timeline is included as Annex E.

Evaluation & QA/QC

(27)

Quality assurance and quality control for road levelling will be the responsibility of the expat managers and local engineer on this project, and will mostly involve assurances that gravel is compacted, crowned, and achieving a 5% crossfall on each side of the drains. As mentioned above, monthly reporting (information of which is gathered through internal Daily Situation Reports) will indicate progress toward objectives, and will include a variety of daily photographs that will show proof of work completed. Furthermore, attendance sheets for Labourers, Foremen and Supervisors will indicate that man hours and subsequent beneficiary requirements are being met. The training objective will be evaluated based on testing and pre- and post-survey of attendees.

Child Protection

(28)

CADG takes the issue of child protection seriously and makes every effort to ensure that no child is present at a work site. When our current Project Manager first arrived in Chora last June, one of his first orders of business was to call a meeting of all staff and supervisors and explain to them the importance of banning workers under 18 years of age from the work sites. He then had each sign a document stating they understood the policy and would abide by it. Those documents are kept on file in his office. Punishment for violating this policy is immediate termination from CADG employment. This has been strictly enforced since that time, and we have not had any issues. CADG will, however, at the start of this additional work, conduct the same type of meeting and remind all staff and supervisors of the policy, once again having them sign a document that they understand the policy and the consequences of non-compliance. In addition, and as noted above, the four primary tribal leaders will be briefed at a Shura on child protection practices and policies. It should be noted that CADG does hire some orphans in an effort to support them, and there are two teenage boys working within the CADG Chora compound. They are under constant expat supervision, and their jobs include general cleaning and assistance around the compound. Orphans are never used at the work sites—*no one* under the age of 18 years old is used at the work sites.

Women's Issues

(29)

Uruzgan Province generally, and Chora District specifically, are Pashtun strongholds. The individuals living and working in these areas follow strict Pashtun customs and Sharia Law when it comes to women. The idea of women working on this project was explored, but the District is just too conservative and the male opinion just too entrenched to make this a reality.

Disabled Workers

(30)

CADG makes every effort to hire disabled workers according to their skills and abilities, for work either on the compound or at the work sites. It is anticipated that the opportunities for this particular road project will be minimal at best.

Sustainability

(31)

The sustainability of the current contract, as well as of this amendment, is of critical importance to CADG. Our quality of work, along with the mission-driven sensibilities of our donor agencies, creates scenarios in which sustainable projects can alter the course of entire communities. The CADG-AusAID partnership in Chora is no different. Major infrastructure components have been built to channel and control the massive amount of water coming into the District from the high mountains and feeding the river below. Chora has the potential to be one of the most fertile and productive valleys of the entire province, if not the entire country. Real progress is being made towards that end by the placement of these irrigation systems.

(32)

The next step for Chora is being taken by this amendment—the levelling of roads along the drains so that people actually move themselves and their goods for sale into the various market spaces. Compacted gravel roads need much more maintenance and plans for sustainability than do stone and concrete irrigation works. For that reason, a training element has been suggested within this proposal, along with the handover of vital equipment for future use. CADG will emphasize through the training the important links between water management, road maintenance, and the viability of markets that serve to sustain the village and its economic health.

Conflict Resolution

(33)

Internal conflict resolution is handled according to CADG personnel policies and procedures, and we have a fully active Human Resource Department in Singapore that provides direction for personnel-related issues. Furthermore, CADG operates three different in-country finance and compliance departments to provide assurance to our clients that we take our transparency and zero tolerance for fraud, theft or corruption quite seriously:

- Dual finance offices for checks and balances
 - We have a Finance Officer who actively participates in the AusAID finances in-country, yet everything he produces is sent to Singapore where it is given additional scrutiny before being booked into actual accounting software.
 - Singapore Finance also serves as a helpful resource to Finance Officers in the field.
 - The Project Director for this project (who was previously the Finance Manager for all USAID-related projects in Afghanistan) approves all expenditures in Chora, no matter what the amount, subsequent to the Project Manager's approval. His assistant in Singapore monitors the AusAID Chora budget on a daily basis.
- In-Country Auditing Department
 - A team of expats and local nationals travel around Afghanistan and do audits of CADG compounds to check for compliance with internal controls and, if necessary, to offer re-training.
- In-Country Governance Department
 - Yet another team of expats and local nationals who handle any cases of fraud, theft or corruption, and ensures that CADG entities (working on either non-profit or for-profit projects) are in compliance with the scope of their respective contracts.
 - For the most part, the mere existence of this unit renders fraud a non-issue. When it does occur, we work with the funding agency to provide all facts and to agree upon procedures that make recurrences rare.

(34)

External conflict resolution is handled in the same type of open and all-inclusive environment. CADG understands that we are operating in a foreign country, so whenever there are conflicts we immediately involve the ANP, NDS, or Shura members, depending on the circumstances. We remain active in any investigations, and sometimes acknowledge that bringing in outside entities would be less fruitful than just handling incidents between CADG and, in this case, AusAID. Before assuming their posts, CADG Project Managers are trained

to listen to all sides of a dispute, to seek additional information as much as possible, and to withhold judgement or the appearance of judgement until all facts are obtained. Decisions made from investigations are arrived at in the context of what best reflects the mission of the funding agency, and that of CADG. If terminations are made as a result of a conflict, then CADG does so within the parameters of the funding agency guidelines, and with dignity and respect toward the individual.

Suggested Tranche Payments and Reporting

(35)

CADG requests the first tranche of funding be s 47G(1)(a), s 47G(1)(b), paid no later than April 30, 2012. Suggested reporting will be monthly, indicating progress toward objectives, photographs, man hours, beneficiaries, and other incidental information. Reports will be due to AusAID no later than the last business day of each month if this scenario is acceptable.

(36)

CADG requests the second tranche of funding be s 47G(1)(a), s 47G(1)(b), to be paid no later than May 31, 2012.

(37)

CADG suggests an extension of the final report due to AusAID from its current contract date of May 31, 2012, to no later than October 30, 2012, after which the final tranche of USD s 47G(1)(a), s 47G(1)(b) would be paid.

Budget Narrative

(38)

The budget is based on a continuation of the Chora compound and all associated expenses. While payment to the local labour force typically takes up a good deal of the budget (as it should), at AusAID's request we have accommodated as many workers as the budget will allow, and we have tapered off worker participation toward the end of the project. Because the project ends on September 30th, CADG will *not* be making Eid bonus payments to the local professional staff, as is customary when a project runs into the fall or winter months. This will be considered a major issue by local professional staff if it is not communicated up front by the CADG Project Manager. He will inform each of these staff members at the time their contracts are renewed for this 6-month period.

(39)

The current contract is a fixed price contract, and CADG has given assurances that all benchmarks will be met in their entirety.

Summary

(40)

CADG appreciates the opportunity to once again work with AusAID to improve the lives of the people of Chora, Uruzgan Province. Working in one of the most fertile valleys of Afghanistan, and being able to capture water for the benefit of health, economy and agriculture is a rewarding venture. Most enjoyable for CADG in working with AusAID has been having individuals on-site who are professional, flexible, and knowledgeable about local

leaders and customs. This strong partnership will grow over the next 6 months, and hopefully beyond.

(41)

The budget for this amendment is attached as Annex F.

CONTRACT
IN CONFIDENCE



Australian Government
AusAID

CONTRACT No.
s 22(1)(a)(ii)

FILE

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AusAID - Canberra Office

CONTRACT FILES

Owner Location RMU - Records Management Unit
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Previous Part

OVERSEAS AID MANAGEMENT - Contracting Out - CADDG INTERNATIONAL PTE LTD. Chora Municipal Infrastructure Project

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26/8/2011 at 9:25 AM

Creator

s 22(1)(a)(ii)

TRIM Barcode

s 22(1)(a)(ii)

Illustrative Budget Proposal
Urozgan Project Proposal
Addressing Short-Term Stabilization and Long Term Development Objectives through Cash for Work Activities in Chora District
Proposed Period: 12 months

	No. of units	LOE	Units	Actual Rate	Total Cost
				USD	USD
A. Labour Costs - Salaries and Wages					
1) Long-term and Short-term Ex-pat Professionals and Consultants					
Project Manager	1 persons	100%	260 days		
Deputy program Manager	1 persons	100%	260 days		
Security Manager	1 persons	100%	260 days		
Finance Officers	1 persons	100%	260 days		
M&E and Reporting Manager	1 persons	100%	260 days		
Subtotal, Long-term and Short-term Expatriates and Consultants					
2) Long-term Local Professionals					
CFW Program Managers	4 persons	100%	1,040 days		
Executive Assistant / Interpreter (for international staff Managers)	5 persons	100%	1,300 days		
Security Officer	2 persons	100%	520 days		
M&E Supervisor	1 persons	100%	260 days		
Local Admin Manager	1 persons	100%	260 days		
Cashier	1 persons	100%	260 days		
Data Entry Assistant	1 persons	100%	260 days		
Logistics Officer	1 persons	100%	260 days		
Local Engineer	1 persons	100%	260 days		
Foreman	40 persons	100%	10,400 days		
Drivers	4 persons	100%	1,040 days		
General workers and Security Guards	10 persons	100%	2,600 days		
Subtotal, Long-term Local Professionals					
Total, Salaries and Wages					
B. Allowances					
1. Danger Pay					
Project Manager			35%		
Deputy program Manager			35%		
Security Manager			35%		
Finance Officers			35%		
M&E and Reporting Manager			35%		
Total, Allowances					
C. Travel and Transportation					
1) International Travel - (To/From Post)					
Project Manager			1 trip		
Deputy program Manager			1 trip		
Security Manager			1 trip		
Finance Officers			1 trip		
M&E and Reporting Manager			1 trip		
2) Rest and Recuperate Travel - (R&R trip)					
Project Manager			3 round trip		
Deputy program Manager			3 round trip		
Security Manager			3 round trip		
Finance Officers			3 round trip		

s 47G(1)(a), s 47G(1)(b)

s 47G(1)(a), s 47G(1)(b)

4) Trips Within Afghanistan			
Taxi fares and airfares (use of helicopter, commercial aircrafts, includes trips to Kabul)			12 months
Total, Travel and Transportation			
D. Program Costs - Work Days			
Unskilled workers	1,000 persons	100%	260 days
Skilled workers - Carpenter	6 persons	100%	130 days
Skilled workers - Steelworker	12 persons	100%	130 days
Skilled workers - Mason	50 persons	100%	260 days
Total, Program Costs - Work Days			
E. Program Costs - Consumables			
Materials			Lump Sum
Tools			Lump Sum
Rental Of Heavy Equipments, supplies including transport, etc			Lump Sum
Total, Program Costs - Consumables			
E. Other Direct Costs			
Rental of guest house + offices	1 unit		12 months
Office Supplies (including fuel for office generators, printing and stationery, ma	1 unit		12 months
Postage and Courier	1 unit		12 months
Bank Charges and Money Changer Charges	1 unit		12 months
Other accommodation costs (Utilities, beddings, general supplies, Drinking wa	1 unit		12 months
Communications (Telecommunications & Internet)	1 unit		12 months
Radio Announcement Costs	1 unit		12 months
Rental Of Vehicles	3 unit		12 months
Fuel & Maintenance Of Vehicles	1 unit		12 months
Passport and Visa Costs	1 unit		12 months
Security Costs	1 unit		12 months
Total, Other Direct Costs			
F. Expensed Equipment and Vehicles			
Computer Equipment			
Desktop computers, laptops and software			10 unit
Printers			5 unit
UPS For Computers			10 unit
Office Equipment/Furniture			
Satellite phones			5 unit
GPS Systems			3 unit
Cell phones			50 unit
Cameras			5 unit
Copy Machine			1 unit
Internet Installation			1 unit
Furniture & Fittings			1 unit
Miscellaneous office equipment			1 unit
Project Vehicles			
Motorbikes			15 unit
Total, Expensed Equipment and Vehicles			
SUBTOTAL OF COSTS BEFORE OG&A (INDIRECT COSTS)			
Operating, General and Administrative Costs (OG&A)			
GRAND TOTAL OF ACTIVITIES			\$5,707,924



Australian Government

AusAID

AUTHORITY FOR EFT DIRECT CREDIT PAYMENT – INTERNATIONAL

Please complete the following questions:

Agreement manager to complete:

Administered or Departmental? ADMINISTERED

If Departmental does the payee classify as a "small business"? (yes/no) **NOT APPLICABLE**

If yes, please ensure a copy of the "Statement Pertaining to Small Business Status" is attached to this form and forwarded to finance.

If yes, does interest apply to overdue payments? (yes/no)

NOT APPLICABLE

Please refer back to "Procurement 30 Day Payment Policy for Small Business".

AusAID Employee? (yes/no) **NO** If yes, is the employee based o/seas? **NOT APPLICABLE**

Please specify type of payment (e.g. O-based salary, superannuation payment, professional fees, etc.)

Professional fees

Contract/Agreement Number: (Please refer to Note C) **58022**

Is this an update to your account? (yes/no) **NO**

*(Note: if this is an update to your account please ensure that you provide your old account number at * below)*

CUSTOMER DETAILS

Business Name:

ABN *(Australian Businesses must provided their ABN unless ABN exemption applies)*

Does your Business have an ABN exemption? (yes/no)

(If yes, please attach "Statement by a

Supplier" form)

Individual Name *(if not Business)*

Street Address:

Postal Address:

Contact Person:

Telephone Number:

Fax No.

e-mail address:

Please ensure **all** relevant fields below are completed to avoid delays in processing of payments.

FINANCIAL INSTITUTION DETAILS

I, _____, in my capacity as _____

hereby authorise the Agency to direct payments for goods and/or services to the following account:

Account Number or IBAN:

ATTACHMENT B

(Please provide an IBAN for accounts held in GBP or EURO currencies)

Currency Account Held In:

Account Name:

Bank Name:

Bank Branch, Address and Country:

Swift Code/GBP Sort Code/USD ABA Code (maximum 11 characters): **(refer to Note A)**

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INTERMEDIARY/CORRESPONDENT BANK DETAILS (for payments made in currency other than local) **(refer to Notes B & C)**

Correspondent Bank:

Bank, Branch, Address and Country:

Swift Code (maximum 11 characters):

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***Old Account Number (if applicable):** _____

Signature of Authorised Representative: _____

Date: _____

NOTE A: Payments to the United Kingdom in GBP require sort code
Payments to the United States in USD require an ABA number
All other payments require a swift code

NOTE B: For accounts held in currencies other than that of the beneficiary bank, the intermediary or correspondent bank details must be provided *eg for a USD account held in Indonesia a US intermediary or correspondent bank must be provided.*

NOTE C: For contract agreements we will **only** accept the following: (a) The beneficiary bank account can be held in AUD or the same foreign currency as the agreement and invoice; or (b) The bank account can be held in any currency if the agreement and invoices are in AUD.

WHEN COMPLETED, PLEASE FAX TO: (02) 62064036 or email to accounts.processing@ausaid.gov.au
POST TO: COLLECTOR OF PUBLIC MONIES, AUSAID, GPO Box 887, CANBERRA, ACT, 2601

Conditions of this agreement:

1. The Customer is responsible for a) the accuracy of the above details b) advising the Agency in writing of any changes relating to the above particulars. Upon receipt of such notification the Agency shall process all payments in accordance with the details provided.
2. The Customer warrants that the bank account details provided are not false and comply with all applicable laws.
3. The Agency has the right to accept the authority of the Authorised Representative as conclusive evidence of that person's authority to execute this agreement on behalf of the Customer. The Agency is under no obligation to verify that authority of the Authorised Representative or the bank account details.
4. The Agency will use all reasonable measures to maintain confidentiality; both the Authorised Representative and the Customer acknowledge that it may not be practical for the Agency to keep these account details confidential in the circumstances. These details will be available to the Agency staff in carrying out their normal duties in paying invoices.
5. Payment will be deemed to have been made when the Agency has instructed its bank to credit the Account. The Agency will not be responsible for any delays in payment or errors due to factors outside the reasonable control of the Agency, including but not limited to delays or errors in the banking system.

ATTACHMENT B

6. The Customer acknowledges that the Agency, by accepting the authority, does not promise to remit payments by EFT to the Customer but may do so if it should choose to do so.
7. The Authorised Representative warrants in his/her own right that a) he/she has the authority to bond the Customer to the conditions of this payment b) the banking details provided are accurate c) by signing this form, the Customer is aware of its responsibilities under this agreement.
8. The Authorised Representative indemnifies the Agency in relation to any loss or damage (including consequent loss) which the Agency may suffer due to any breach of the Customer's warranties at clauses 1 and 2 respectively.

INJ728- Chora Municipal Infrastructure Project

QAI Moderation Comments

Description

1. Narrative is succinct and captures key points.

Objectives

1. Objectives are reasonably defined but could be further improved by separating our higher order development objectives and showing the relationship of the other objectives (outputs) to these.

Relevance

1. The assessment against this criterion really only demonstrates relevance to Australian government policies. Relevance in relation to Afghan and sub-national government priorities and local identified development needs are not addressed.
2. Consistent with the above comment evidence to support a rating of 5 has not been provided.

Effectiveness

1. The assessment notes that a range of infrastructure has been successfully completed
2. The assessment also provides detail of employment generated and indicates this is largely on target
3. The assessment notes that evidence of lasting behaviour change or sustained improvements in capacity are not evident or too difficult to assess, this suggests that a rating of 5 is perhaps too generous.

Efficiency

1. Value for money has not been addressed
2. The assessment notes that expenditure is under budget although implementation is generally on schedule
3. The assessment might imply that AusAID has had to manage the initiative closely with follow up required in multiple occasions to obtain basic financial information. Does this suggest that it has required a disproportionate level of AusAID management resources?
4. Although overall the efficiency seems to be reasonable, evidence to support a high rating of 5 is not offered.
5. Management response suggests there is nothing that can be done to improve efficiency which seems unlikely

Monitoring and Evaluation

1. Field monitoring and verification is occurring but this appears to be largely ad hoc and opportunistic
2. There is no reference to a monitoring and evaluation framework and it is unclear if any kind of evaluation has been planned

3. With the exception of photos it is not clear what data is regularly collected and reported upon
4. Assessment makes multiple references to ad hoc visits by AusAID staff which should arguably be considered separately to initiative level M&E.
5. A rating of 5 is not supported by the evidence.
6. Consideration should be given to editing the management response to reflect the comments made above.

Sustainability

1. Assessment recognises that sustainability is difficult in this context
2. It is not clear whether sustainability considerations in the design and construction of infrastructure have been addressed
3. The management response could perhaps be re-written such that AusAID commits to engaging in relevant policy dialogue with sub-national authorities around R&M financing

Gender Equality

1. The assessment notes that no women have participated in the initiative. The management response also indicates that a low rating would be appropriate.
2. Suggest a gender rating of 1 would be more appropriate

Cross cutting issues and commitments

1. Suggest wording of assessment needs to be reviewed as one interpretation of the current narrative could be that this initiative is operating contrary to policy.

INJ728- Chora Municipal Infrastructure Project

QAI Moderation Comments

Description

1. Narrative is succinct and captures key points.

Objectives

1. Objectives are reasonably defined but could be further improved by separating our higher order development objectives and showing the relationship of the other objectives (outputs) to these.
2. CADG project 'lacks substance' but it is delivering the set out objectives on the ground – reported by AusAID and Afghanistan Government who have visited the project. It is acting as a project that makes a visible difference.
3. In the Chora context of tribal tensions and ongoing insecurity. The project acts as a way to get in to the region and be seen to be doing something.

Relevance

1. The assessment against this criterion really only demonstrates relevance to Australian government policies. Relevance in relation to Afghan and sub-national government priorities, and the Afghanistan national strategy.
2. Local identified development needs are not addressed.
3. Key focus for stabilisation projects. Extension of programs and potential up scaling in longer term development initiatives. This project will be used as a 'spring board' to engage in Chora in a longer term development activities.
4. Note in management response that while the initiative may be used to create further development opportunities the initiative itself will cease to exist in 12 months.
5. Academic literacy rates impact on effectiveness and relevance objectives.

Effectiveness

1. The assessment notes that a range of infrastructure has been successfully completed
2. The assessment also provides detail of employment generated and indicates this is largely on target
3. The assessment notes that evidence of lasting behaviour change or sustained improvements in capacity are not evident or too difficult to assess
4. Outcomes vs. outputs in the effectiveness- the focus wherever possible should be on outcomes
5. The objectives are simple and direct and they rating should come off this.
6. Difficulty of measuring outcomes over times. Ongoing M&E will be important to measure over time.

Agreed rating of 5

Efficiency

1. Value for money has not been addressed
2. The assessment notes that expenditure is under budget although implementation is generally on schedule
3. The assessment might imply that AusAID has had to manage the initiative closely with follow up required in multiple occasions to obtain basic financial information. Does this suggest that it has required a disproportionate level of AusAID management resources?
4. Although overall the efficiency seems to be reasonable, evidence to support a high rating of 5 is not offered.
5. Management response suggests there is nothing that can be done to improve efficiency which seems unlikely. Address in the management response where to do from here
6. Difficult tribal relations, attempt to politicise the project (jobs going to one particular tribe). Use data of percentage of labour per tribe
7. Financial – fixed price contract, note in the management response whether stabilisation activities are (or are not) best worked through this type of contracting

Rating: 4 agreed

Monitoring and Evaluation

1. Field monitoring and verification is occurring but this appears to be largely ad hoc and opportunistic, note is there is regular reporting as well as ongoing dialogue
2. There is no reference to a monitoring and evaluation framework and it is unclear if any kind of evaluation has been planned, link in with the broader M&E framework for Uruzgan province
3. Note that as the project is simplistic and has no longer term development objectives and therefore simplistic reporting is sufficient
4. Consideration should be given to editing the management response to reflect the comments made above.

Rating of 5 agreed on

Sustainability

1. Assessment recognises that sustainability is difficult in this context
2. It is not clear whether sustainability considerations in the design and construction of infrastructure have been addressed
3. The management response could perhaps be re-written such that AusAID commits to engaging in relevant policy dialogue with sub-national authorities around R&M financing
4. Small scale infrastructure might last for a while but should refer in the assessment section to the sustainability of stabilisation object of the project
5. Weak capacity at district level means any infrastructure maintenance will always be questionable – skilled labour shortage. **Most problematic issue** is trying to work with government on capacity building at a district level. Note in management response that there is potential to engage community engagement to maintain infrastructure, how will community engagement work in Chora? community consultation should be considered. Note too that this was always known to be a future problem.

Agreed rating of 3 – to reflect concerns

Gender Equality

1. The assessment notes that no women have participated in the initiative. The management response also indicates that a low rating would be appropriate.
2. Always knew it would be a problem. In the Chora context it is very difficult to achieve anything at all.
3. Note what is/isn't culturally in appropriate. Be realistic about how women could fit in to this project. Gender involvement may have adverse effects for the women of Chora and for the future of working in the district.
4. Cash for work had no real ability to involve gender equality.

Agreed rating of 2

Cross cutting issues and commitments

1. Suggest wording of assessment needs to be reviewed as one interpretation of the current narrative could be that this initiative is operating contrary to policy.
2. Fragile and conflict states - context and environment.
3. Politicisation and attempted disrepute of project by various tribal leaders

Risk

1. Communication of registration – last two paragraphs need rewording.

Results:

1. The program is what it is. Put this more strongly up the front. A simplistic project which didn't have long term development objectives.

s 22(1)(a)(ii)

DEED OF AMENDMENT

between

COMMONWEALTH OF AUSTRALIA

represented by

The Australian Agency for International Development (AusAID)

ABN 62 921 558 838

and

CADG INTERNATIONAL PTE. LTD

SINGAPORE COMPANY REGISTRATION NUMBER 200610712N

in relation to

CHORA MUNICIPAL INFRASTRUCTURE PROJECT

AUSAID AGREEMENT

s 22(1)(a)(ii)

s 22(1)(a)(ii)

THIS DEED OF AMENDMENT is made this day of 20

BETWEEN:

The **COMMONWEALTH OF AUSTRALIA**, acting through the **AUSTRALIAN AGENCY FOR INTERNATIONAL DEVELOPMENT**, ABN 62 921 558 838 ("the Commonwealth")

AND

CADG INTERNATIONAL PTE. LTD., Singapore Company Registration Number 200610712N of 350 Orchard Road, #16-09/10, Shaw House, Singapore 238868 ("the Contractor").

RECITALS:

- A. On 19 January 2011 the Commonwealth and the Contractor entered into Contract 58022 for the provision of services described in the Contract.
- B. The parties have now agreed to amend the Contract end date, Scope of Services and Basis of Payment for the services provided by the Contractor as set out in this Deed.

OPERATIVE PROVISIONS:

- 1. In this Deed, unless the contrary intention appears, a reference to "the Contract" is to the Contract referred to in Recital A.
- 2. The Contract is amended as set out below:

CONTENTS Attachments	Page 3, insert Attachment C: "C. CADG Proposal 2012 - Levelling of Chora District Centre Roads", as attached.
Part B Clause 30.2	Delete existing Clause 30.2 and replace with new Clause 30.2 as follows: "30.2 The Contractor must commence the Services no later than 1 February 2011 and must complete the Services by 30 September 2012."
Schedule 1 Scope of Services	Delete existing Schedule 1 'Scope of Services' and replace with new Schedule 1 'Scope of Services Amendment 1', as attached.
Schedule 2 Basis of Payment	Delete existing Schedule 2 'Basis of Payment' and replace with new Schedule 2 'Basis of Payment Amendment 1', as attached.

- 3. The amendments set out in this Deed take effect on the date on which this Deed is signed by both parties.

s 22(1)(a)(ii)

4. In all other respects the parties confirm the Contract.

EXECUTED AS A DEED by the Commonwealth, by an authorised officer, and by the Contractor by its authorised officer(s).

SIGNED for and on behalf of the
COMMONWEALTH OF AUSTRALIA by

.....
Name and Position (Print)
FMA Act s.44 Delegate

.....
Signature

in the presence of -

.....
Name of Witness
(Print)

.....
Signature of Witness

SIGNED for and on behalf of
CADG INTERNATIONAL PTE. LTD. by

s 22(1)(a)(ii)

s 47F(1)

Name and Position
(Print)

CFO.....

Signature

By executing this Deed of Amendment the signatory warrants that the signatory is duly authorised to execute this Deed of Amendment on behalf of the Contractor.

in the presence of -

s 22(1)(a)(ii)

s 47F(1)

Name of witness
(Print)

.....
Signature of witness

s 22(1)(a)(ii)

AMENDMENT SUMMARY SHEET

The Contract has been varied in accordance with Standard Conditions clause headed **Contract Amendment** of the Contract on the following dates relating to:

[illegible]