



Mr. Karing

BRAC Bangladesh

Pilot Programme for *Integrated Development in Afghanistan* (May 2002-April 2003)



75 Mohakhali
Dhaka 1212, Bangladesh
Telephone # 9881265, 8824180, 8824051
Fax: 88-02-8826448
Email: bdp@bdmail.net

Table of Contents

Executive Summary	iii
Project Brief.....	1
Afghanistan: A War Devastated Country	2
.....	
BRAC: A Visionary	5
Organisation.....	
Microfinance Programme	5
.....	
Employment and Income Generation (EIG)	6
.....	
BRAC Education Programme	6
.....	
BRAC Health Programme	7
.....	
Support Programmes	7
.....	
Proposed Activities in Afghanistan	8
.....	
Proposed Education Programme in Afghanistan	8
.....	
Proposed Health Programme in	8
Afghanistan.....	
Proposed EIG Programme in	10
Afghanistan.....	
Management and Staffing	11
.....	
Monitoring and Evaluation	12
.....	
Finance.....	12
Annex	
1. Budget	

Executive Summary

As a region, Afghanistan has a long and rich cultural heritage. Lying at the crossroads of the Silk Route between Asia, Europe and the Middle East, foreign influence has played an important role in the formation of the mindset of the Afghan people. The turmoil surrounding the region continued for a long time. The twentieth century was characterized by political confusion and disturbance. As a result foreign intervention, hard-line political movements, and ethnic power struggle pervaded the country. As Afghanistan was moving into the twenty-first century, the political situation continued to deteriorate and after the very recent events a new government has been established with a mandate of bringing unity, stability, programme of reconstruction and promise of peace and development of the country.

The economy of Afghanistan is in a critical stage. Most income is earned from agriculture and informal trade and services. The health status of Afghans ranks among the worst in the world. War and conflict, food insecurity, limited access to safe water, poor sanitation, low educational attainment, poverty and an inadequate health system, have contributed to this situation. Like the health sector, Afghanistan's education indicators rank among the lowest in the world,

Considering the present situation of Afghanistan, BRAC has decided to give support to the Afghan people. BRAC (a Bangladeshi Private Development Organisation) is the largest NGO in the world and it has a proven record of rebuilding a war-ravaged country. BRAC has planned to undertake a one-year 'preparatory phase of its proposed programme for Afghanistan to support the poor people in the field of education, health and income generation. Later BRAC will also undertake a long term *"Afghanistan Integrated Programme"*.

Through income generation programme BRAC will give support to the poultry, livestock, nursery, agriculture extension and handicrafts sector. BRAC will provide two types of health support to the Afghan people: community based health care and facility based health care. Within this phase BRAC will open 10 schools for Afghan children with all teachers being the local staff trained by BRAC. The total budget for this project is US\$ 974,157.

Project Brief

Name	Afghanistan Integrated Development Programme
Location	Afghanistan
Implementing Organization	BRAC 75 Mohakhali Dhaka 1212, Bangladesh
Nature of activities	Providing health, education and income generating support to the war affected Afghan people
Target Population	War affected Afghan people
Duration	May 2002-April 2003
Total Project Budget	US\$ 974,157

Afghanistan: A War Devastated Country

Afghanistan is a country in central Asia with a population of 26.8 million. The population growth rate was estimated to be 3.48% in 2001. During the civil strife that lasted for two decades, the country has suffered from enormous poverty, crumbling infrastructure, widespread land mines causing disabilities and the prevalence of high level of morbidity and mortality that led to a poor health of its people in addition to poverty. Because of war, one-third of the population fled the country, to Pakistan and Iran. The majority of the population continues to suffer from insufficient food, clothing, housing, and medical care. Gross domestic product has fallen substantially over the past 20 years because of the loss of labor and capital and the disruption of trade and transport. Severe drought added to the nation's difficulties in 1998-2000 and brought the economy of Afghanistan in a critical stage. There were 2 million widows, many of whom have been forced onto the streets to beg. This picture becomes more complex with the ethnic mix of the nation: Pashtun 35%, Tajik 25%, Hazara 19%, minor ethnic groups (Aimaks, Turkmen, Baloch, and other) 12% and Uzbek 6%. And regarding many issues these ethnic groups have different viewpoints.

Wage rates in Afghanistan are as low as 30 cents a day in remote rural areas. Most income is earned from agriculture and informal trade and services. The drought of the last 3 years has added to vulnerability and food insecurity particularly in the north, central, and western regions of the country. These include:

- ❑ More than 5 million refugees (about 3 million in Iran and over 2 million in Pakistan, as well as an estimated 40,000 refugees in Uzbekistan, Tajikistan, and Turkmenistan). Not all refugees are vulnerable households—indeed, many have found employment—but most are certainly among the lowest income groups. UNHCR tentatively estimates an annual repatriation of 1 million refugees split evenly between Pakistan and Iran;
- ❑ Approximately 1 million internally displaced due to drought and conflict;
- ❑ Those who are landless, or have very small landholdings;
- ❑ Ex-combatants and unemployed youth;
- ❑ About 200,000 people disabled by mines;

The health status of Afghans ranks among the worst in the world. War and conflict, food insecurity, limited access to safe water, poor sanitation, low educational attainment, poverty and an inadequate health system, have contributed to this situation.

- ❑ Life expectancy at birth—44 years for males and 45 for females—is among the lowest in the world. Maternal and infant mortality rates are very high. A large proportion of illnesses and deaths are due to preventable communicable diseases, e.g., measles, cholera, tuberculosis, malaria, meningitis, hepatitis, typhoid, childhood respiratory infections, and diarrhea. This is aggravated by chronic malnutrition that affects about half of Afghan children as well as widespread micronutrient deficiency. Disabilities are prevalent, due mainly to war.
- ❑ Physical facilities have been destroyed, the human resource base has been devastated, and institutions have collapsed. Health infrastructure and human resources, public and private, are now grossly inadequate to support about 26.8 million people that are expected to grow to roughly 35 million in 10 years. There is a strong urban bias, with many facilities located in Kabul, while rural services are unevenly distributed. Only 30-40% of the population has access to some health service. About 75% of the Afghan women have no access to emergency obstetric care (EOC); only 11 of the 33 provinces have capacity to deliver EOC.

- ❑ There are about 17,500 public sector health staff in Afghanistan: 3,900 doctors or roughly 2 doctors for every 10,000; 2,500 midlevel staff; 5,000 nurses and technicians; and 6,100 community health workers and traditional birth attendants. The majority was on the public payroll and about 30-40% are being paid by NGOs. Staff is deployed unevenly relative to the population's geographical distribution; about 25% of all doctors are in Kabul serving 7% of the population (about 1 doctor per 1,700). In addition to inadequate numbers, the composition of staff does not match the need. Existing staff needs significant skill upgrading/refreshers training to deliver essential services package.
- ❑ While the challenge of rebuilding the health sector is monumental, there is room for optimism. Provision of a basic package of health services is a cost-effective means of addressing many of the health problems of the population. The reestablishment of an effective health system contributes toward social stability while encouraging the reintegration of women in the Afghan society.

Like the health sector, Afghanistan's education indicators rank among the lowest in the world. Yet there is universal yearning for education among the population, and a potential exists to attract teachers and administrators now outside the country to return.

- ❑ The gross enrolment ratio in primary education is abysmally low at about 38% and 3% for boys and girls respectively, with a corresponding boy-girl ratio of around 9:1. Net enrolment rates appear to be significantly lower in the light of the large number of over-aged children in schools. The completion rate for primary education is estimated to be about 49% for boys and 35% for girls, with an average dropout rate of 57% for grades 1-5. The average pupil-teacher ratio in primary education is about 42:1. This seemingly low ratio reflects the exclusion of most of the girls from formal primary education and the severe enrolment constraints in recent years.
- ❑ Participation in secondary education is extremely low, seriously limiting the capacity of the system to produce skilled professionals and informed leadership. Afghanistan's tertiary education institutions are hardly functioning. Afghans will need a complement of highly trained people, including teachers, managers, doctors, engineers, and other professionals to rebuild the country.
- ❑ The existing severe shortage of teachers will be exacerbated by the expected influx of new students as schools reopen. An estimated 21,000 teachers staff government and NGO-run primary education schools, only 12% of whom are females. Most female teachers work outside of government schools in schools supported by NGOs and home-based schools. The urban-rural distribution of teachers is uneven and favors the urban areas. Only about half of all primary education teachers have completed grade 12, the official minimum qualification. Preservice teachers training is now largely defunct while some in-service teachers training has been provided, primarily by NGOs and other agencies. The previous systems for professional mobility, in the teaching and non-teaching cadres, have broken down. The large number of Afghan primary school teachers in refugee communities in Pakistan and Iran will be a crucial resource for rebuilding the education system.
- ❑ Kabul University was, in the 1960s and 1970s one of the strongest universities in the region. It later became one of the focal points of the destruction efforts. Most of the faculty have left the country. Buildings and basic infrastructure of Kabul University along with the regional colleges need to be completely rebuilt.

To give a more clear picture of Afghanistan's current situation a comparative picture of Afghanistan, Pakistan and Bangladesh are given below:

	Pakistan	Afghanistan	Bangladesh
Demographic Indicators			
Population (July 2001 est.)	144,616,639 (July 2001 est.)	26,813,057 (July 2001 est.)	131,269,860 (July 2001 est.)
Total Area	Total 803,940 sq. km Land 778,720 sq. km Water 25,220 sq. km	Total: 647,500 sq km Land: 647,500 sq km Water: 0 sq km	Total 144,000 sq. km Land 133,910 sq. km Water 10,090 sq. km
Population Density	186 per sq. km	49 per sq. km	981 per sq. km
Annual Population Growth Rate (2001 est.)	2.11% (2001 est.)	3.5% (includes the continued return of refugees from Iran)	1.59%
Literacy Rate (15+ years)	Total: 43% Male: 55% Female: 29% (1998)	total population: 31.5% male: 47.2% female: 15% (1999 est.)	Total: 56% (2000 est.) Male: 63% literate Female: 49% literate
Unemployment Rate	6% (1999/2000 est.)	NA	35% adding 2 million yearly
Rural/Urban	NA	82% Rural 18% Urban	76% Rural 24% urban
% below poverty line	40% (2000 est.)	NA%	36% (2000 est.)
Key Economic Indicators			
Size of GDP (in USD PPP)	\$282 billion (2000 est.)	\$21 billion (2000 est.)	\$203 billion (2000 est.)
GDP per capita (in USD PPP)	\$2,000 (2000 est.)	\$800 (2000 est.)	\$1,570 (2000 est.)
Structure of GDP	25% industry 25% agriculture 50% services (1999 est.)	28.5% industry 53.0% agriculture 18.5% services	18% industry 30% agriculture 52% service
Growth rate	4.8% (2000 est.)	NA	5.3%
Export/Import	Import \$9.6 billion Export \$8.6 billion BOT (\$1.0 billion)	Import \$150 million (1996 est.) Export \$80 million (exc. opium) BOT (\$70 million)	Import \$8.1 billion Export \$5.9 billion BOT (\$2.2 billion)

Considering the situation of overall Afghanistan, BRAC has decided to give support to the Afghan people on the area of health, education, and employment and income generation sector. BRAC believes that it will be able to help Afghan people and government to rebuild their country by the knowledge of its own experience.

BRAC has undertaken a project name as "Afghanistan Integrated Development Programme." This is one-year preparatory phase. And this proposal has been designed for the preparatory phase of the programme.

BRAC: A Visionary Organisation

BRAC (formally known as Bangladesh Rural Advancement Committee) was established in February 1972 as a relief organisation by its Founder and Chairperson Mr. Fazle Hasan Abed after Bangladesh Liberation War of 1971 when 10 million refugees were returning from India to the newly independent but devastated country. The refugees needed immediate relief and rehabilitation. In the spirit of the liberation struggle BRAC started relief activities with donors contribution and helped them build houses and boats and other means of livelihood for fishermen and others. As most of them needed medical attention, BRAC also started health care along with relief. Relief however, was not a permanent solution as it creates dependency and inaction. BRAC learned from the people that there is a need to empower the poor directly, so that they can take charge of their own development. Thus BRAC gradually expanded its activities and evolved into a large and multifaceted development organisation with the twin objectives of Alleviation of Poverty and Empowerment of Poor.

Looking at poverty as a complex syndrome, BRAC adopted a holistic approach and thus its core programmes include income generation through microcredit, basic health care for the poor, and education for poor children. Targeting the landless poor of the country BRAC developed its vision: 'A just, enlightened, healthy and democratic Bangladesh free from hunger, poverty, environmental degradation and all forms of exploitation.'

Learning from its field experience, BRAC pioneered its 'targeted development approach' focusing on the community's poorest, those who were landless, possessed no assets and sold manual labour to survive. BRAC's Development Programme addresses the socio-economic development of underprivileged rural poor through access to credit, capacity development, savings mobilization, institution building and awareness raising. The Education Programme provides for the unique needs of children of poor families while the Health and Nutrition Programme addresses the health and nutritional status particularly of women and children at the national and community levels. In order to effectively undertake these initiatives on a national scale, BRAC has developed a network of support programmes including the Research and Evaluation Division, the Training Division, and Monitoring Department.

The major programme of BRAC are:

- ☐ Microfinance Programme
- ☐ Employment and Income Generation Programme
- ☐ BRAC Education Programme
- ☐ BRAC Health Programme

Microfinance Programme

The goal of BRAC's microfinance programme is to provide banking and other services to the poor, which are specifically designed to meet their particular needs. The objectives of the microfinance programme are:

- To make credit available to poor, especially in rural areas
- To provide credit at a reasonable price
- To involve the poor in income generating activities through providing credit provision
- To promote economic development of the country by increasing the income level of the rural poor.
- To operate self-sustaining credit activities.

BRAC currently provides credit and savings facilities to around 4.4 million households targeting those with less than half an acre of land, who have been organized through Village Organisations (VO).

**Microfinance Programme at a glance
(December 2001 status)**

No. of Village Organization	110,365
V.O members	4.33 million
Disbursement	US \$ 1.5 billion
Disbursement in 2001 ¹	US\$ 248 million
Members Savings	US\$ 75 million

Employment and Income Generation Programme

BRAC encourages group members to earn by engaging in different income and employment generating activities. The sectors that are of special interest to BRAC members are poultry and livestock, fisheries, sericulture, agriculture extension, and social forestry. Most of these activities can be done at or near their homes. Poultry, livestock and fisheries are activities that are traditionally done by the rural community. The role of BRAC is to improve the performance of these activities by introducing new technologies and breeds. Sericulture has been introduced because there is a lot of potential in the rural areas for generating income from mulberry plantation and silkworm rearing. Vegetable farming is also an attractive activity because of high returns and the nutritive value of vegetables. Social forestry and nursery promote afforestation and use of fallow land.

In addition to credit BRAC provides skill development training to the VO members, supply them with essential inputs. The specialists provide technical support. All the income-generating programmes have co-ordination with government agencies (at local and national level). For many of the income generating outputs marketing links have been established by BRAC. The income generating activities also have piloted new enterprises through the Rural Enterprise Project (REP).

BRAC Education Programme

With a view to improving the education scenario, BRAC introduced the education programme in 1985 with 22 schools. BRAC Education Programme (BEP) complements the Universal Primary Education Programme of the government by providing education to the poorest children of the country who had never been to schools or are dropouts. Over the years the programme has expanded with a number of activities like Non-formal primary education (NFPE), with same standard as formal education. Basic Education for Older Children (BEOC) schools, Urban schools, Hard to Reach schools, schools for Garment Workers, Community schools, and Libraries, Education Support Programme (ESP), Material Development Unit (MDU), and BRAC Primary School.

BRAC has designed and executed a successful non-formal primary education model that is cost¹ effective, with 1.1million children in 34,000 schools while over 2 million have already graduated and joined the mainstream in high schools. The salient features of this education programme are: support materials relevant to the lives of children, participatory and child-friendly teaching methods, school hours are flexible, and one class room with one female teacher from the same locality with 30-33 students. The two main target groups are children of the age group 7-10, and adolescents respectively, who are either

¹ US \$19 per child per year

dropouts or had not been to any school. These groups are comprised of the rural poor, and urban poor/slum dwellers.

BRAC School model is being adapted in Eastern and Southern African countries since 1995 and some organizations in South Asia, Western Africa and Central America are restructuring their primary education system based on BRAC experience.

BRAC Health Programme

BRAC's entry into the health sector began as early as in 1972 with the setting up of health care centres in remote areas where it was engaged in resettling the displaced families after the Liberation War. The activities included health care, nutrition, family planning, maternal and childcare and provision of health insurance. In 1977, with the further broadening of the spectrum of BRAC's activities health care became its integral component. BRAC decided to train village health volunteers from among the target group to provide basic preventive and curative health services. BRAC's health programme aims to achieve a sustained impact by reducing maternal, infant and child mortality and fertility and improving the nutritional status of children, adolescents and women.

In 1980, BRAC pioneered its nationwide Oral Therapy Extension Programme (OTEP) and by the end of 1990, BRAC workers reached some 13 million rural households, teaching at least one woman in each household on how to make oral saline solutions. In 1986, BRAC undertook a more comprehensive Child Survival Programme, working with the government's Expanded Programme on Immunisation (EPI). BRAC also developed a workable model of sustainable comprehensive Primary Health Care that was managed by the community and complemented the government's health and family planning services.

The Primary Health Care (PHC) programme, which was started in 1986, was renamed the Essential Health Care (EHC) Programme in 1995. Since then, the programme has gradually become a major component of its development activities. The primary objective of this programme is to provide an essential package of health services, mainly through Volunteers, in all the areas where BRAC has established Village Organisations (VO) of the poor.

BRAC has also established facility-based "BRAC Health Centres" in 1996 and a Limb and Brace Centre in 2000. Considering the growing needs of the urban poor, BRAC has extended its development programmes including health to urban areas in 1998.

Support Programmes

Research and Evaluation Division (RED) was established in 1975 as an independent unit within BRAC to provide research support to BRAC's development programmes. Over time RED has grown to become the largest NGO based research organization in Bangladesh. The findings of BRAC research help to achieve the programme objectives by improving and/or modifying the programme strategies and identifying new programmatic issues. Others also find BRAC research useful for academic purposes and policy issues both at home and abroad.

Fulfilment of BRAC's mission requires a group of competent professionals committed to the goals and values of BRAC. Since the inception of BRAC, training has been considered as one of the most important strategies to build the capacity of the organisations. At present there are twelve training centres and two BRAC centres for Development Management (BCDMs) in the country that operate year round training courses for BRAC staff and programme participants.

Proposed Activities in Afghanistan

In Afghanistan BRAC is going to implement its employment and income generation, health and education programme. This will be initially a one-year preparatory phase.

- ❑ Establishment of 20 schools
- ❑ Two Health Centres and one Limb Centre will be established
- ❑ Employment and Income Generating (EIG) Programme for 4000 people
- ❑ Training of four hundred borrowers on various income generation activities

Proposed Education Programme

BRAC will follow the Afghan curricula and prepare its methodology according to the needs of the target group. Apart from providing basic literacy and numeric skills the support materials will encompass balanced diet, hygiene, necessity of vaccination and other healthcare, and appreciation of existing ethnic diversity inside the country. To provide a relevant education to all these various ethnic groups one has to take into account their various languages and cultural diversity. For this reason, BRAC first has to learn about the cultural diversity of Afghanistan. To do that a team of material developers will study the education of Afghanistan in the light of the languages of the ethnic groups. At first 20 schools will be established to complete the feasibility test before launching a large education programme. This way, a relevant education framework can be designed for the programme.

A tentative work plan can be summarised as follows:

- ❑ A team comprising of 3 field personnel and 3 Head Office personnel will go as an advanced team for studying the curriculum and for formulating a possible design for the project, recruit local staff as material developers and field staff.
- ❑ Design training modules for teachers and staff.
- ❑ Start the project in one province with 20 schools. Start student selection, community mobilization, teachers training, local purchase for schools to begin at local level.
- ❑ Interact closely with staff in order to finalise school design.
- ❑ Expand schools in working areas based on experiences gained.

Proposed Health Programme

BRAC will provide its health care services in two ways. Firstly, through "community based care" and secondly, through "facility based care" in collaboration with the public sector and other agencies. Community based care workers will provide basic health care services by strengthening government services and providing complementary services at community level. Facility based care centres (Health Centre, Limb and Brace Centre) will provide services to the patients referred by the community based health care workers i.e. local field workers, volunteers (male/female) and staff of other agencies.

Community Based Health Care

- ❑ BRAC will carry a door to door baseline survey among community members and then identify the target people through discussion with local/ethnic leaders.
- ❑ The aim of this survey will be to determine the present health status of rural communities. Indicators to be used will include: ratio of using latrines, tube-wells/piped water, hygiene practice, household garbage disposal, contraceptives, immunisation, pregnancy care, number of couples eligible for use of family planning methods, common diseases, tuberculosis treatment and number of children and pregnant women requiring immunisation, disability and its care.
- ❑ The next step will be to select Volunteers from the rural community to implement programme activities. The major task will be to disseminate preventive and common curative health measures. The persons to be selected as Volunteers will receive a 12-day intensive training on basic health care.
- ❑ After the training, the female volunteers will be supplied with medicine, hygienic soap, contraceptives, delivery kits, saline, iodised salt, and sanitary napkins. The value of these goods will be about US\$ 20. This money will act as a revolving fund for each Volunteer. When they run out of supplies they will contact the BRAC office to get new supplies. The Volunteers will have a profit margin, which will be between 20% to 30% of the money received from the sale of these items.
- ❑ At the community level, there will be 50 Volunteers under the BRAC Area Office. Every Volunteer will be responsible for about 150-200 households.

Facility Based Care

a) BRAC Health Centres

- ❑ to provide a package of comprehensive health, family planning, nutrition and reproductive care services to the rural people especially the poor;
- ❑ to establish and maintain an effective referral mechanism, system and linkage with the government, NGOs and other private sectors.

Health care services provided by the health centres will be in accordance with the WHO guidelines of rational use of drugs and essential drug policy. The health centres will be equipped with out-patient and laboratory facilities, essential drugs and behaviour changed communication (BCC) materials/equipment. Poor people will receive services free of cost, while well-off people will be charged for services. A drug fund worth US\$ 1,500 will be kept in the centre which will be used for drugs and other medical assistance for the poor.

b) BRAC Limb and Brace Centre:

Considering the emerging problem of the physically disabled population in a war-ravaged situation, BRAC will establish a Limb and Brace Centre to provide rehabilitative facilities for the disabled people of Afghanistan. It will provide artificial braces to those having hand and leg deformities and limbs to those who have lost their legs. It includes immediate services (i.e. production and fitting of artificial limbs, trainings, information, education and counselling of patients and their families; trial and observation of fitting limbs and brace) and long-term services such as physiotherapy.

Employment and Income Generation (EIG) Programme

In Afghanistan BRAC will form Village Organisations (VO) as a means to implement its financial services to its members. BRAC will conduct a door-to-door survey to identify the target population of the area. After selection, the members (one from one household) will receive an orientation course at the time of VO formation and each VO will be sub-divided into small groups comprising five members with a leader. The VOs will have a management committee consisting of a chairperson, a secretary, a cashier and leaders of the small groups, all elected by the members from amongst themselves. A VO will start functioning once it has 20 members'. The VO will develop a well-disciplined institution for the capacity building of the poor for sustainable development. Through this VO the poor people will be able to participate in the national development process.

The VO meetings will be held every week in which they will begin to save with BRAC and by the 8th week they can request for working capital for employment and income generating activities. Individual members and the VO will be responsible for repayment of the borrowed money.

Terms and conditions of working capital

- ☐ Member will receive US \$60 as revolving fund
- ☐ Member will repay the loan on weekly basis
- ☐ No collateral will be needed for getting loan
- ☐ Loans will be given on individual activities

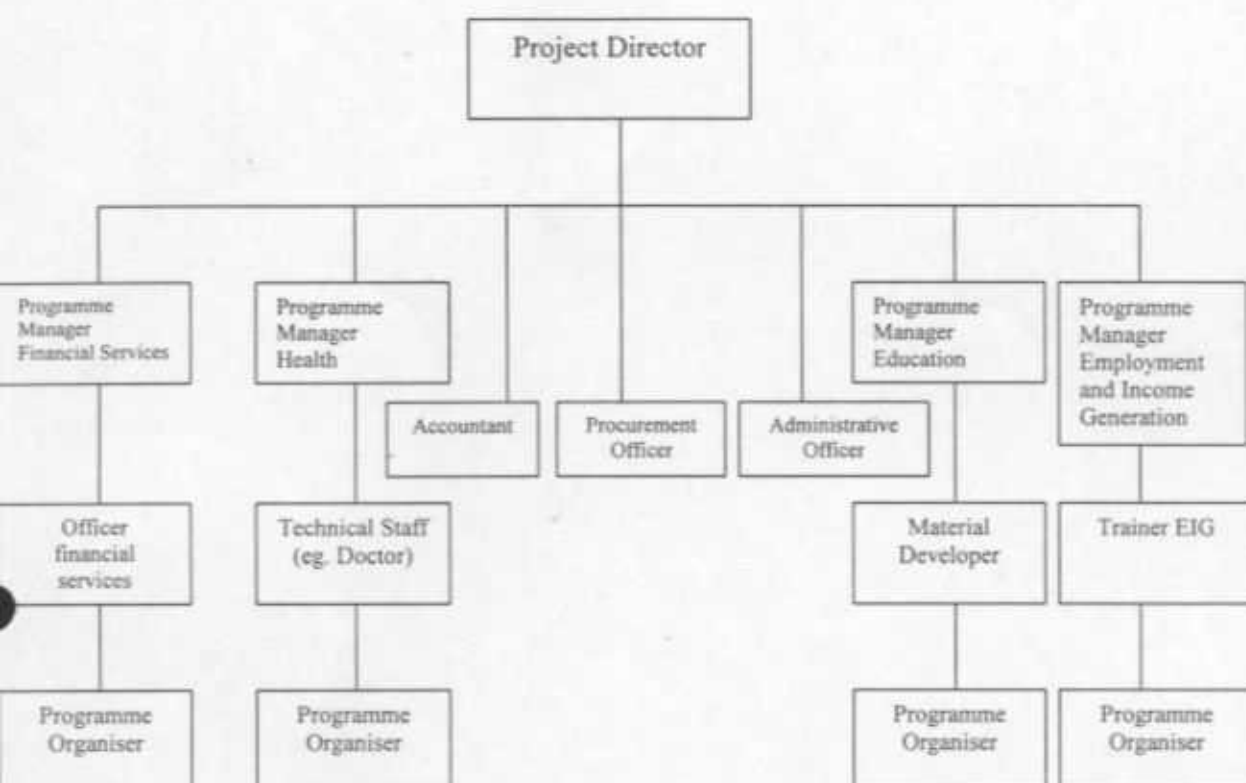
The following services will be provided by BRAC:

- ☐ BRAC will help the members start their poultry and livestock activities which will help them increase their income and at the same time it will increase participants' protein intake through the promotion of more efficient rearing practices and the supply of key inputs. BRAC will provide training, distribute vaccines and medicine, undertake breed development, supply day-old chicks and balanced feed and provide marketing support. At the same time through livestock programme BRAC will be able to reduce the mortality rate of the livestock population through regular vaccination and will be able to upgrade local breeds through cross breeding.
- ☐ BRAC will provide financial support and technical assistance to the poor people for establishing nurseries. It will provide assistance to establish two types of nurseries: i) horticulture nursery and ii) grafting nursery. The horticulture nursery will be established on 7-10 decimals of land which will be able to produce 10,000-15,000 quality seedlings annually. The nursery workers will be selected from the VO members and provided with six days of training. After the training, the participants will decide what varieties/species they should plant in their nurseries taking into account of local demand and the market for the seedlings. The members will receive support for producing good quality fruit trees in the country through grafting nurseries. A VO member, preferably with some knowledge of nursery activities, will establish a grafting nursery on 7-10 decimals of land, and will receive ten days of training. Based on asexual propagation, trees will be selected for grafting nurseries. The scion and cuttings will be collected from HYV mother trees. BRAC will also supply scion to the nursery workers.
- ☐ BRAC will provide financial support to the nursery workers for implementation of the programme. The support will be used for leasing land, purchasing seeds, fertiliser, insecticides, fencing materials, and water facilities.

- ❑ BRAC will launch agriculture extension programme that will help to increase the nutritional and income status of rural households by increasing the agricultural production of VO members and small farmers through technology transfer, qualitative input supply and better organisational management practice. Through this programme, 20 VO members in each working area will receive training and become Agriculture Extension Workers (AEW). Each AEW is responsible for assisting 15 VO members and 15 small farmers of their respective village with their agriculture related activities. The programme participants will either own or lease about 0.50 acres of land for crop cultivation. They will receive training, technical support, inputs and credit to obtain resources needed for crop cultivation.
- ❑ At the beginning of the year the AEWs will survey the VO members and farmers in the locality to determine what types of crops would be suitable in their areas and inputs they will require for starting cultivation. They will also advise the programme participants on what type of crops would be appropriate for their land. Through these AEW, the participants will have access to soil testing, training and assistance needed to upgrade there farming practices.
- ❑ BRAC will identify the rural handicrafts of Afghanistan and train them to update the design and assist them to market their product.
- ❑ Most of the entrepreneurs lack proper knowledge and technical know-how. In order to address these problems BRAC will introduce a wide range of training programmes to boost various income generating activities and to make these more productive. BRAC programme staff will organise basic skill development training and monthly refreshers at the branch office or at some other convenient place. The extension worker will get special training and monthly refreshers as they are required to provide ongoing technical support to participants.

Management and Staffing

The following organisational chart illustrates the clarity in which the preparatory operations in Afghanistan are going to be managed. At the top level there is a Project Director who is ultimately responsible for the entire project. The project will be divided into three sectors: education, health, employment and income generation. Each of these three sectors will be composed of three levels of staff as illustrated in the chart. The Programme Manager within each sector reports directly to the Project Director and is responsible for strategic activities including budgeting, monitoring and evaluation. The subsequent two layers of staff will be responsible for the implementation of the projects at the field level. The Programme Organisers work at the field level and have the regular interaction with the members. They are in the best position to facilitate dialogue between the organisation and its membership. In addition to the staff of these three sectors, a small group of support staff, who will report directly to the Project Director, will include an Accountant, Procurement Officer and Administrative Officer.



Monitoring and Evaluation

BRAC will closely monitor and supervise the project activities. A monitoring team will be formed at Head Office level in Bangladesh who will monitor the project in Afghanistan on periodic basis. After the completion of the preparatory phase BRAC Research and Evaluation Division (RED) will conduct an evaluation study to assess the impact of the project over the people and also identify how much BRAC is able to achieve its objectives. BRAC will also establish links with local Afghan organisations to evaluate the programme.

Finance

The total cost of the preparatory phase of the project is US\$ 974,157.

For details please see the annex.

Islamic State of Afghanistan
Ministry of Foreign Affairs
Economic and Financial Relation Department
Application Form for Registration

1. Name of Organization
BRAC
2. Head of Organization
Mr. Fazle Hasan Abed
3. Country of Origin
Bangladesh
4. Date and Registration
February, 1972
5. Starting date of activities in Afghanistan
April, 2002
6. Funding Sources
BRAC's internal sources
7. Address:
A: In Afghanistan
N/A
B: In abroad
BRAC Centre, 75 Mohakhali, City: Dhaka, Country: Bangladesh
8. Name of Supervisor
Mr. A. Najmul Hussain
A: Profession Social Worker Nationality Bangladeshi
B: Passport /ID Card
M 0774232 Dated: 15.04.1997, Dhaka
9. Target province for activities
Kabul
10. Project Objectives
Implementing a one-year project for health, education, income and employment generation programs.
11. Annual Budget
US\$974,157
12. Date _____ Signature _____

All new NGOs have obligation to submit the following information and Documents within one month after the date registration to International Economic and Financial Relations Dept. of MOFA

-
1. A copy of approved Projects Proposal
Attached.
 2. Annual Budget for Afghanistan
Attached (US\$ 974,157 – Preparatory phase).
 - A: Administrative expenditures
US\$ 169,500 (see Appendix 1 for details).
 - B: Miscellaneous expenditures (Programme Expenses)
US \$804,657 (see Appendix 2 for details).
 3. Salary of Presidents, vice Presidents, and other foreign staff
US\$ 111,000 (see Appendix 3 for details).
 4. Sector of Activities
i) Education, ii) health, and iii) income & employment generation.
 5. Complete list of goods- vehicles, etc
Jeeps- 3 nos; motorcycles –31 nos; computers- 11 nos; telephones- 3 nos; Satellite phone –1 no; office furniture (*see Appendix 4 for details*)

I, as anchorage of this Organization, promise taking in consideration the above Purview work in Afghanistan. I accept in case of not beginning or implementing of mentioned projects within the specified period without any legal reason, the Islamic State of Afghanistan has the right to call the office to account and make necessary decision about the future and the NGO.

Signature

Interim Government of Afghanistan

Ministry of Planning

Foreign Relation Department

International Non-Governmental Organization Dept. (NGOs)

Application for R
Non-Governmental

Form A-1

Organization Title - BRAC

Afghanistan Integrated Development Programme

No. & Date of Registration

Not yet registered in Afghanistan

Biography of the donor funded and senior responsible

Name	F/Name	Responsibility	Nationality	Profession	Identity	SI
Mr. A. Najmul Hussain	Late A. K. M. Delwar Hussain	Project Director	Bangladeshi	Social Worker	PIN-34214	
Mr. Md. Shamsuzzaman Meah	Mr. Shafiuddin Ahmmed	Financial Services Manager	Bangladeshi	Social Worker	PIN-65	
Mr. Shahjahan Chowdhury	Mr. Kobbath Ahmmed Chowdhury	Programme Manager Health	Bangladeshi	Social Worker	PIN-306	
Mr. Sudhir Chandra Nath	Mr. Jadu Gopal Nath	Programme Manager Income & Employment Generation	Bangladeshi	Social Worker	PIN-137	
Mr. Khondoker Ariful Islam	Mr. Waliul Islam Khondoker	Program Manager Education	Bangladeshi	Social Worker	PIN-315	
Mr. Mrinal Kanti Biswas	Late Bhagaban Chandra Biswas	Accountant	Bangladesh	Social Worker	PIN -518	

*PIN-All employees of BRAC have Personal Identification Numbers assigned to them.

Form A-2

Address of the Organization inside and outside the country								
Inside	Kabul			Province			Tel. No.	Fax No.
	District	Street	House No.	District	Street	House No.		
	N/A			Not yet decided				
Outside	Country			City			Fax No.	Tel. No.
	Bangladesh			BRAC Centre 75 Mohakhali Dhaka Bangladesh				
							880-2-883542	880-2-9881265

Note: The organization is bound in case of and changing of the address inside and outside of the country to inform the Ministry of Planning of I. G. A. of it's now.

Form A-3

The aims of establishing the organization in Afghanistan:

A: Short term objectives

Implementing a one-year pilot project for health, education, income and employment generation programs.

B: Long term objectives

Rehabilitation and poverty eradication for war affected people.

The volume of the organization assistance in Afghanistan in cash and kinds
US\$974,157

The funding sources (Inside, Outside, Private, Governmental)
BRAC's internal funds

Form A-4

Number of employees inside and outside of country separately								
Inside	Outside	Professional	Non Professional	Male	Female	Total		
53	11	54	10	50	14	64		
Office equipment and working tools of the organization separately								
Office equipments	Personnel carrying vehicles	Load carrying vehicles	Heavy Vehicles					
			Bulldozer	Equator	Crane	Other typed vehicles		
Furniture - \$10,000 Computers (11 nos) - \$11,000 Telephone (3 nos) - \$3,000 Satellite phone (1 no) - \$2,000	Jeeps (3 nos) - \$150,000 Motorcycles (31 nos) - \$46,500							

Note: The organization is bound that, while filling this form to submit its complete personnel biography, organization chart, recruitment chart to the Ministry of Planning.

Form A-5

List of proposed project for funding donors

No.	Project Title		Location	Duration	Project Output		Expected funding source	Project cost separately	Total Cost
Afghanistan Integrated Development Programme, Implemented by BRAC									
Kabul	Province								
Kabul	District								
—	Village								
1 st May 2002									
30 April 2003									
—	Domestic								
US \$ 974,157	Foreign								
US \$ 974,157	Cash								
—	Kind								
—	Admin								
—	Project								
US \$ 974,157	Total Cost								

BRAC will design other projects on the basis of experiences of this project.

PILOT PROGRAMME FOR INTEGRATED DEVELOPMENT IN AFGHANISTAN
BUDGET-SUMMARY
FOR THE PERIOD FROM APRIL 2002-MARCH 2002
Currency US \$

Programme Activities	Amount in US \$	%
A. Education Programme	185,167	19%
B. Health Programme	296,723	30%
C. Income and Employment Generation Programme	492,267	51%
TOTAL PROJECT COST IN US \$	974,157	100%

**Pilot Programme for Integrated Development in Afghanistan
Detailed Budget**

Unit Cost	Nos	Total cost
US \$	Year 1	US \$

A. EDUCATION PROGRAMME

1. Teachers Training (Basic Training) 15 days \$ 75 per teacher per course	75	20	1,500
2. Orientation Course 3 day (before opening school)	15	20	300
3. Refreshers Course 1 day per month Field based	24	20	480
4. Teacher Salary \$ 20 per month	240	20	4,800
5. Teaching aids and manual	5	20	100
6. Teacher's Bag	5	20	100
7. Classroom Supplies (Pen,clip file,folding file,duster)	5	20	100
8. Blackboard	5	20	100
9. Signboard	3	20	60
10 Floor Mat	10	20	200
11. Student's Books and Supplies	10	500	5,000
12. School Rent \$ 15 per month	180	20	3,600
13. Salary and benefits of Programme Manager \$ 1,000 per month (Extertriarte)	12,000	1	12,000
14. Salary of Programme Organiser(PO) \$ 60 per month	720	2	1,440
15. Salary of Support Material Developer(Extertriarte) \$ 500 per month	6,000	2	12,000
16. Travelling & Transportation 40% of Salary	40%	-	10,176
17. Staff Training & Development 10% of Salary	10%	-	2,544
18.Field Operation and Management Expenses 1/3 of direct field operation and management expenses(details in annex-1)			130,667
Total Education Programme			185,167

B.HEALTH PROGRAMME

	Unit Cost US \$	Nos Year 1	Total cost US \$
1. Volunteer Training \$ 50 per person per course	50	100	5,000
2. Refreshers Course 1 day per month Field based	2	2,400	4,800
3. Health Education Materials	10	100	1,000
4. Revolving fund for Volunteers	30	100	3,000
5. Rural Sanitation	500	2	1,000
6. Salary and benefits of Programme Manager \$ 1,000 per month (Expertiate)	12,000	1	12,000
7. Salary of Medical Doctors(Expertiate) \$ 500 per month	6,000	1	6,000
8. Salary of Medical Doctors \$ 250 per month	3,000	2	6,000
9. Salary of Nurses \$ 60 per month	720	2	1,440
10. Salary of Paramedics \$ 60 per month	720	2	1,440
11. Salary of Laboratory Technicians \$ 60 per month	720	2	1,440
12. Salary of Technicians of Limb and Brace Centre \$ 60 per month	720	2	1,440
13. Salary of Field Level Health Worker \$ 60 per month	720	8	5,760
14. Travelling & Transportation 40% of Salary	40%	-	14,208
15. Staff Training & Development 15% of salary	15%	-	5,328
16. Initial Supplies for Health Centre	3,000	2	6,000
17. Initial Supplies for Limb and Brace Centre	35,000	1	35,000
18. Medicine and Supplies for Health Centre \$1500 per month per centre	18,000	2	36,000
19. Supplies for Limb and Brace Centre \$1000 per month per centre	12,000	1	12,000

	Unit Cost US \$	Nos Year 1	Total cost US \$
20.Rent and Utilities \$200 per month per centre	2,400	2	4,800
21.Stationeries and Supplies \$100 per month per centre	1,200	2	2,400
22.Field Operation and Management Expenses 1/3 of direct field operation and management expenses(details in Annex-1)			130,667
Total Health Programme			296,723
C.INCOME AND EMPLOYMENT - GENERATION PROGRAMME			
1. Revolving Fund \$ 60 per borrower	60	4,000	240,000
2. Salary and benefits of Programme Manager \$ 1,000 per month (Expertiate)	12,000	2	24,000
3. Salary and benefits of Programme Organiser(PO) \$ 60 per month	720	20	14,400
4.Enterprise Training (Agriculture/Poultry/Livestock/Nursery/Handicrafts) \$ 50 per person per course	50	800	40,000
5. Travelling & Transportation 40% of Salary	40%	-	15,360
6. Staff Training & Development 10% of salary of PO	10%	-	3,840
7. Stationeries and Supplies \$ 100 per month	1,200	20	24,000
8.Field Operation and Management Expenses 1/3 of direct field operation and management expenses(details in Annex-1)			130,667
Total Income and Employment -Generation Programme			492,267
TOTAL PROJECT COST			974,157

**D. FIELD OPERATION , MANAGEMENT
AND MONITORING EXPENSES**

	Unit Cost	Nos	Total cost
	US \$	Year 1	US \$
1. Salaries and benefits of Director \$ 2000 per month (Expertriate)	24,000	1	24,000
2. Salaries and benefits of Accountant \$ 1000 per month(Expertriate)	12,000	1	12,000
3. Salary of Regional Manager \$ 500 per month(Expertriate)	6,000	1	6,000
4. Salaries and benefits of Regional Accountant \$ 250 per month(Expertriate)	3,000	1	3,000
5 Salary of Assistant Manager \$ 150 per month	1,800	4	7,200
6. Salaries and benefits of Support Service Staff \$ 60 per month	720	8	5,760
7. Salaries and benefits of Cook \$ 60 per month	720	2	1,440
8. Travelling & Transportation 40% of Salary	40%	-	20,880
9. Staff Training & Development 10% of salary	10%	-	5,220
10. Rent and Utilities (Central Office) \$ 3000 per month	36,000	1	36,000
11. Rent and Utilities (Regional Office) \$ 2000 per month	24,000	1	24,000
12. Office Supplies and Stationeries \$ 1000 per month	12,000	2	24,000
13.Office Furnitures	5,000	2	10,000
14.Computers	1,000	11	11,000
15.Vehicles(4 wheel drive)	50,000	3	150,000
16.Telephone	1,000	3	3,000
17.Satellite Phone	2,000	1	2,000
18.Motor Cycle	1,500	31	46,500
Total Field Operation ,Management and Monitoring Expenses			392,000

Pilot Programme for Integrated Development in Afghanistan

Administrative Expenses

	Unit Cost US \$	Nos Year 1	Total cost US \$
1. Salaries and benefits of Director \$ 2,000 per month (Expertriate)	24,000	1	24,000
2. Salaries and benefits of Accountant \$ 1,000 per month(Expertriate)	12,000	1	12,000
3. Salary and benefit of Regional Manager \$ 500 per month(Expertriate)	6,000	1	6,000
4. Salaries and benefits of Regional Accountant \$ 250 per month(Expertriate)	3,000	1	3,000
5 Salary of Assistant Manager \$ 150 per month	1,800	4	7,200
6. Salaries and benefits of Support Service Staff \$ 60 per month	720	8	5,760
7. Salaries and benefits of Cook \$ 60 per month	720	2	1,440
8 Travelling & Transportation 40% of Salary	40%	-	20,880
9. Staff Training & Development 10% of salary	10%	-	5,220
10. Rent and Utilities (Central Office) \$ 3000 per month	36,000	1	36,000
11. Rent and Utilities (Regional Office) \$ 2000 per month	24,000	1	24,000
12. Office Supplies and Stationeries \$ 1000 per month	12,000	2	24,000
Total			169,500

Pilot Programme for Integrated Development in Afghanistan

Programme Expenses	Unit Cost	Nos	Total cost
	US \$	Year 1	US \$
A. EDUCATION PROGRAMME			
1. Teachers Training (Basic Training) 15 days \$ 75 per teacher per course	75	20	1,500
2. Orientation Course 3 day (before opening school)	15	20	300
3. Refreshers Course 1 day per month Field based	24	20	480
4. Teacher Salary \$ 20 per month	240	20	4,800
5. Teaching aids and manual	5	20	100
6. Teacher's Bag	5	20	100
7. Classroom Supplies (Pen,clip file,folding file,duster)	5	20	100
8. Blackboard	5	20	100
9. Signboard	3	20	60
10 Floor Mat	10	20	200
11. Student's Books and Supplies	10	500	5,000
12. School Rent \$ 15 per month	180	20	3,600
13. Salary and benefits of Programme Manager \$ 1,000 per month (Expertiate)	12,000	1	12,000
14. Salary of Programme Organiser(PO) \$ 60 per month	720	2	1,440
15. Salary of Support Material Developer(Expertiate) \$ 500 per month	6,000	2	12,000

Unit Cost US \$	Nos	Total cost US \$
	Year 1	

16. Travelling & Transportation 40% of Salary	40%	-	10,176
--	-----	---	--------

17. Staff Training & Development	10%	-	2,544
----------------------------------	-----	---	-------

Total Education Programme			54,500
----------------------------------	--	--	---------------

B.HEALTH PROGRAMME

1. Volunteer Training \$ 50 per person per course	50	100	5,000
--	----	-----	-------

2. Refreshers Course 1 day per month Field based	2	2,400	4,800
---	---	-------	-------

3. Health Education Materials	10	100	1,000
-------------------------------	----	-----	-------

4. Revolving Fund for Volunteers	30	100	3,000
----------------------------------	----	-----	-------

5. Rural Sanitation	500	2	1,000
---------------------	-----	---	-------

6. Salary and benefits of Programme Manager \$ 1,000 per month (Expertiate)	12,000	1	12,000
--	--------	---	--------

7. Salary of Medical Doctors(Expertiate) \$ 500 per month	6,000	1	6,000
--	-------	---	-------

8. Salary of Medical Doctors \$ 250 per month	3,000	2	6,000
--	-------	---	-------

9. Salary of Nurses \$ 60 per month	720	2	1,440
--	-----	---	-------

10. Salary of Paramedics \$ 60 per month	720	2	1,440
---	-----	---	-------

11. Salary of Laboratory Technicians \$ 60 per month	720	2	1,440
---	-----	---	-------

12. Salary of Technicians of Limb and Brace Centre (Afghan) \$ 60 per month	720	2	1,440
---	-----	---	-------

13. Salary of Field Level Health Worker \$ 60 per month	720	8	5,760
--	-----	---	-------

Unit Cost US \$	Nos	Total cost US \$
	Year 1	

14. Travelling & Transportation 40% of Salary	40%	-	14,208
15. Staff Training & Development 15% of salary	15%	-	5,328
16. Initial Supplies for Health Centre	3,000	2	6,000
17. Initial Supplies for Limb and Brace Centre	35,000	1	35,000
18. Medicine and Supplies for Health Centre \$1500 per month per centre	18,000	2	36,000
19. Supplies for Limb and Brace Centre \$1000 per month per centre	12,000	1	12,000
20. Rent and Utilities \$200 per month per centre	2,400	2	4,800
21. Stationeries and Supplies \$100 per month per centre	1,200	2	2,400
Total Health Programme			166,056

C. INCOME AND EMPLOYMENT - GENERATION PROGRAMME

1. Revolving Fund \$ 60 per borrower	60	4,000	240,000
2. Salary and benefits of Programme Manager \$ 1,000 per month (Expatriate)	12,000	2	24,000
3. Salary and benefits of Programme Organiser(PO) \$ 60 per month	720	20	14,400

	Unit Cost US \$	Nos Year 1	Total cost US \$
4.Enterprise Training (Agriculture/Poultry/Livestock/Nursery/Handicrafts) \$ 50 per person per course	50	800	40,000
5. Travelling & Transportation 40% of Salary	40%	-	15,360
6. Staff Training & Development 10% of salary	10%	-	3,840
7. Stationeries and Supplies \$ 100 per month	1,200	20	24,000
Total Income and Employment -Generation Programme			361,600
D. CAPITAL COST FOR PROGRAMME			
1.Office Furnitures	5,000	2	10,000
2.Computers	1,000	11	11,000
3.Vehicles(4 wheel drive)	50,000	3	150,000
4.Telephone	1,000	3	3,000
5.Satellite Phone	2,000	1	2,000
6.Motor Cycle	1,500	31	46,500
Total Capital Cost for Programme			222,500
TOTAL PROGRAMME COST			804,657

Pilot Programme for Integrated Development in Afghanistan

Salary of Foreign Staff

	Unit Cost US \$	Nos Year 1	Total cost US \$
1. Salaries and benefits of Director \$ 2,000 per month (Expertriate)	24,000	1	24,000
2. Salaries and benefits of Programme Manager \$ 1000 per month(Expertriate) (Programme manager for Education, Health, Micro-finance and Enterprice)	12,000	4	48,000
3. Salaries and benefits of Accountant \$ 1,000 per month(Expertriate)	12,000	1	12,000
4. Salaries and benefits of Regional Accountant \$ 250 per month(Expertriate)	3,000	1	3,000
5. Salary of Regional Manager(Expertriate) \$ 500 per month	6,000	1	6,000
6. Salary of Support Material Developer(Expertriate) \$ 500 per month	6,000	2	12,000
7. Salary of Medical Doctors(Expertriate) \$ 500 per month	6,000	1	6,000
Total			111,000

Pilot Programme for Integrated Development in Afghanistan

Complete List of Goods - Vehicles etc.

	Unit Cost	Nos	Total cost
	US \$	Year 1	US \$
1.Office Furnitures	5,000	2	10,000
2.Computers	1,000	11	11,000
3.Vehicles(4 wheel drive)	50,000	3	150,000
4.Teleohone	1,000	3	3,000
5.Satellite Phone	2,000	1	2,000
6.Motor Cycle	1,500	31	46,500
Total			222,500

Pilot Programme for Integrated Development in Afghanistan

Complete List of Goods - Vehicles etc.

	Unit Cost	Nos	Total cost
	US \$	Year 1	US \$
1.Office Furnitures	5,000	2	10,000
2.Computers	1,000	11	11,000
3.Vehicles(4 wheel drive)	50,000	3	150,000
4.Teleohone	1,000	3	3,000
5.Satellite Phone	2,000	1	2,000
6.Motor Cycle	1,500	31	46,500
Total			222,500