

**Final Evaluation of Building Resilient Community for Sustainable Development and Peace  
(phase 2) 2016-2019**

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## 1. Terms of Reference

Final Evaluation of Building Resilient Community for Sustainable Development and Peace (phase 2) 2016-2019

<b>Location</b>	<i>Kabul (possible travel to Daikundi, Faryab and Uruzgan provinces)</i>
<b>Time Frame</b>	<i>25 Working Days</i>
<b>Tentative Start date</b>	<i>20 Oct 2020</i>

## 2. Afghanistan Context and Programme rationale

Despite numerous economic and political challenges in recent years, Afghanistan has made progress in terms of education and health indicators. However, the overall situation remains precarious as the 2019 a survey<sup>1</sup> of the Afghan people indicates that roughly 54% of the population now lives below the national poverty line, compared to 38.3% in 2011–12. The security situation is also fraught with intractable dynamics at the national level and trickles down to the local level, creating conditions for violent conflict over access to natural resources like water, land, and fuelwood. Through the programme “Building Resilient Communities intervention”, NCA and national partners are responding by building the capacity of target communities, enabling them to respond effectively towards multifaceted crises. The programme is implemented in Faryab, Daikundi and Uruzgan<sup>2</sup>. NCA Afghanistan’s vision is ‘**A country that has just and sustainable peace**’, where peace is envisaged as not simply a lasting cessation of armed conflict, but as a reconfiguration of social, economic and political relationships based on egalitarian principles ensuring equal participation in economic, political, and social spheres. The intervention reached 151,950 (73,503 M and 78,447 F) whose lives were positively impacted by the programme.<sup>3</sup>

About NCA: NCA has been working with the Afghan people for nearly four decades, engaged in long-term development, humanitarian support and advocacy work. This long presence has allowed NCA to build solid relationships with national civil society organizations, including NCA’s implementing partner organizations, government agencies, and institutions at the national and local level. Focus on improved livelihoods through support to economic empowerment, access to water, sanitation and hygiene and peace building initiatives has been at the core of NCA's engagement for the strategic period of 2016 - 2019. Based on its commitment to, and length of service in the country, together with the well documented quality of its work and its ability to access hard to reach communities, NCA is seen as a respected development actor in Afghanistan. NCA was responsible for the overall management of building Resilient Community programme, while partner organizations were the implementing parties.

<sup>1</sup> [https://asiafoundation.org/wp-content/uploads/2019/12/2019\\_Afghan\\_Survey\\_Full-Report.pdf](https://asiafoundation.org/wp-content/uploads/2019/12/2019_Afghan_Survey_Full-Report.pdf)

<sup>2</sup> *In Faryab province, conflict has ethnic or tribal basis, further exacerbated by weak governance and after the withdrawal of Norwegian armed forces in 2012. Daikundi province had relatively better security but it has been worsening since 2015 as there are tensions between political parties and conflicts arise over the use of natural resources. Uruzghan is one of the most insecure provinces due to high Taliban activity and tensions between competing ethnic and tribal groups who regularly resort to violence to resolve conflicts over resources and political power.*

<sup>3</sup> *Relevant project documents will be shared with the prospective consultant.*

### 3. Programme Background

NCA's programme "Building Resilient Communities for Sustainable Development and Peace 2016 - 2019" links development and peacebuilding, while strengthening the civil society and being attentive to the needs of communities. The programme interventions focus on mobilising and developing local capacities for peace and development to become more resilient and robust in responding to crises. The programme's overall goal was: "**A country that has just and sustainable peace**", with the following thematic programmes and their respective outcomes:

### 4. Purpose and Scope of the work

Against this background, NCA Afghanistan is looking for an external evaluator/team of evaluators to carry out the evaluation of Building Resilient Community for Sustainable Development and Peace (phase 2) 2016-2019. The purpose of this evaluation is to get an independent assessment of programme's achievements related to impact of the planned interventions in Peacebuilding, Economic Empowerment, WASH and civil society support. Following is the broad scope of the evaluation:

- a. A detailed analysis of the impact through Peacebuilding, WASH, and Economic Empowerment interventions on the communities and the civil society with a concrete focus on crosscutting issues such as gender mainstreaming and conflict sensitivity.
- b. Explanation of what interventions worked best and why; and which interventions didn't work and why.
- c. Lastly, a comparative analysis to the midterm review of this programme (carried out in 2018) to assess if the proposed recommendations from the midterm review were incorporated and to what effect.

A detailed list of evaluation questions per programme are listed in the section below.

### 5. Evaluation questions:

#### Peace building Programme

- Outcome 1: Inclusive, gender sensitive peacebuilding Shuras and mechanisms prevent and transform conflicts  
This outcome established diverse peacebuilding Shuras members from different ethnicities, tribal, and age groups, and women<sup>4</sup>. The evaluator should investigate that how properly the inclusivity of above groups is addressed in the programme/projects cycle and what was the advantage of including different ethnicities, tribes, women and youths in the peacebuilding Shuras. Do the Shuras have the enough capacity to prevent and transform conflicts in their communities? What kind of conflicts and challenges the shuras have addressed and what they have achieved and what were the challenge?
- Outcome 3: Women's participation in peace building processes increased.  
This outcome focused to increase women participation in peacebuilding Shura and empower women in decision making in the communities/Shura. Investigate the percentage of women in district and provincial peacebuilding shura with attention to their level of influence in decision making (women shuras are separate from men, Therefore, the % of analysis should be based on that). To what extend the literacy trainings/course have meant for the women, how it contributed to their peacebuilding and conflict transformation skill, how it enhanced their profile to take part in decisions making over

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<sup>4</sup> M&E data for all results will be shared with selected consultant

conflicts. Also, to assess the culture of peaceful coexistence and cooperation between men and women in the Shura. How women were accepted by men, and whether men's acceptance improved over time and what led to this improvement? how women were able to engage in peacebuilding.

- Outcome 4: Social group experience constructive inter and intragroup relations.

This outcome focused to strengthening the role of the religious actor groups to foster constructive inter- and intra-group relations among people. The evaluator should assess how much the targeted religious actor have effective influence on peace building process. The evaluator should also try to answer/say something about the relevance and importance (or not) of engaging religious actors in peacebuilding, and to what extent this program has been successful in engaging religious actors for peacebuilding (including women religious actors). "Were the peace education activities in the school sessions for students carried out effectively?"

The consultant should consider the conflict sensitivity and Do No Harm approach and should observe how these two components are addressed in project cycle.

### Economic Empowerment Programme

- Outcome 1: Women, men and youth have established micro or small enterprises.

This outcome focused on the establishment of micro or small enterprises with special focus on women and youth involvement, the evaluator should identify the level of satisfaction of community leaders and male members of households and women itself on women's role as economic actors, assess achievements of the established enterprises through the selling of their products in the markets. Assess if some businesses have done better than others and if yes, why. What are the success factors? What businesses (type of service or sector the business is in) were most successful? In addition to that, assess the group's performance, validity of the group in the given context and usefulness of group formation (Why grouping the producers is better than individual enterprises) for the group members. Assess if the training has led to increased business skills and entrepreneurship capacity and if the members have used these skills and if they have found them useful, have they had any effect. List the success factors of the enterprises-the does and don'ts for scaling/not scaling. Furthermore, to assess sustainability of the established enterprises. What is the situation 12 months after the end of intervention?

- Outcome 2: Youth (male/ female) have gained and maintained employment.

This outcome focused on job creation and employment towards income generation with special concentration on youth (in seeking employment or starting new businesses). It will be good to look at the effects and impact of the skills training. Do the graduated youth have a job or not 6 or 12 months after graduation? Or are they self-employed? Do they earn enough for a living? What happened to the young women participating (who attended the technical skill trainings)? Do they experience any level of empowerment after participating? The TVET training is costly (price per student is high); are there ways to educate youth at a lower cost but with similar chances of getting a job after training? Are skills training enough? Do the youth also need other skills to get a job or income (personal skills, business skills, etc) Did the programme influence how stakeholders see women's participation in employment? Did the activities influence or change government curriculums? Assess how successful collaboration with private sector was. What worked and what could be improved?

- Outcome 3: Women, men and youth increased profits by value chain development.

This outcome focused on increasing income and sustainable profit through systematic value chain development. Did partner staff fully understand the concept of the value chains and value chain

upgrading. Are the selected value chains meeting the need of the communities? Has the value chain development approach really increased the income of the selected communities? the evaluator should also assess; Were there variations between the different value chains selected? Did some do better/worse than others? Why? How were the knowledge and technology flow gaps addressed during the value chain development? Were there enough resources and infrastructure to develop the whole value chain?

#### WASH Programme Goal:

- Outcome 1: Communities demonstrate ownership for WASH services.

This outcome focused on empowerment of vulnerable people and the community as a whole through community mobilisation leading to hopefully a feeling of ownership for communal services that is expressed in the financing of operation and maintenance of water services-

- Analyse the process of community mobilization of the different partners – did the process lead to empowerment of vulnerable people in the community and the community as such? Describe tools and methods used and identify the objectives of community mobilization of the different partners.
- Find out the process of selection of members for the WASH committee- are the different sub-groups of the community (youth, women, poor, other sub-groups of the community) represented in the committee? What is the gender balance in the committee and who has decision making positions of chairperson, treasurer and secretary?
- Describe the financial management of O&M of the communal services -

Did the water tariff reflect live-cycle costing, what is the structure of tariffs, how many households (% of all subscribers) pay the tariff? How are the collected fund managed (how much money accumulated per year, accounting, banking, funds use modalities).

- Outcome 2: Duty bearers (district & provincial) integrated women and men's recommendations into their plans.

This outcome was focused on linkage between water committee- CDC - district water authority - and provincial authorities. Moreover, the water committees were indirectly influencing development plans via CDC where some members sit in different committees. The evaluator should question: is the linkage water committee – authorities enough for fulfilling the requirement of the outcome indicator? If not, what needs to be changed?

- Outcome 3: Women, men, girls and boys practiced hygiene measures that protect against key public health risks.

Under this outcome, the main indicator for hygiene promotion was hand washing with soap and access to hygiene facilities and costs of soap will be an expressed challenge. The evaluator should investigate

- Describe in detail the process, approach, methods and tools used by the partners for hygiene promotion
- Investigate the diseases / symptoms targeted by the partners and if there has been changes in relevant caseloads due to hygiene promotion
- how many people have adapted to the habit of washing their hands with and without soap (can eventually use field observation)?
- investigate when people wash their hands, in which district's access to soap is a challenge for people, and which alternatives people use. There is an importance of gender disaggregated data.

- Outcome 4: Women, men, girls and boys accessed adequate and sustainable sanitation services in their households.

This outcome was focusing on CLTS approach. The evaluator should investigate

- the comparative advantage of CLTS compared with the formerly implemented demonstration latrine approach (select only one community where each approach is done); appraise financial costs and compare the two approaches.
- What are the challenges faced with CLTS? Challenges with suggested toilet designs. extent of open defecation in village's declared as open defecation free (ODF); to what extent rehabilitated/constructed facilities protect women privacy and dignity?
- three case studies<sup>5</sup> of perception and satisfaction of HH toilets from men, women and children.

- Outcome 5: Women, men, girls and boys accessed sustainable, sound and a minimum of basic water supply services for domestic purposes.

The outcome was focused that at least basic water service level for the targeted population, which is defined in the national water policy. However, many village water schemes have higher service levels where for instance each HH has a tap outside their house. The evaluator should investigate how many HH have received basic service level and how many had higher service levels.

Investigate the number of repairs of water schemes (select older schemes from 2016/17), what was repaired (make categories) and down-time period (in days) or period with reduced water services; challenges of water committees face with operation, repair and maintenance;

### Strengthening Civil Society

The evaluator should investigate on

- a) *How NCA worked strategically with civil societies*
- b) *How NCA contributed to strengthening civil society considering the programme work, and:*
- c) *How NCA capacitated core partners as civil society actors*

## 6. Stakeholders

Stakeholder participation is fundamental for NCA evaluations. The evaluator/team of evaluator is expected to conduct a participatory evaluation with meaningful involvement of implementing partner, right holders, duty bearer and other relevant stakeholders. It is to be an integral component of evaluation design and planning; information collection; the development of findings; evaluation reporting and results dissemination. The evaluation report will bring evident based for comprehensive understanding of the programme results and impact for the interested stakeholders. The evaluator/team of evaluator is expected to elaborate on the intended use of the evaluation for different stakeholders. Therefore, the findings from the broad consultations with all stakeholders are expected to guide and inform the efforts

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<sup>5</sup> The parameters of the case studies will be shared (use NCA format for case studies)

of religious actors to contribute for peace as well as highlight thematic programmes' strengths and challenges. Following is an overview of the relevant stakeholders for this review:

<b>Relevant Stakeholders</b>
<ul style="list-style-type: none"> <li>• Ministry and Provincial directorates of Rural Rehabilitation and Development (MRRD)</li> <li>• Local enterprises/employers (in each geographical areas)</li> </ul>
<ul style="list-style-type: none"> <li>• High Peace Council (HPC)</li> <li>• Afghanistan Peace and Reintegration Programme Secretariat</li> <li>• Provincial Peace Councils (PPCs)</li> <li>• District Peace Shuras</li> </ul>
<ul style="list-style-type: none"> <li>• NCA staff</li> <li>• Partners staff</li> <li>• Members of coordination teams on the provincial level</li> </ul>
<ul style="list-style-type: none"> <li>• NCA partners involved in implementation of the programme</li> </ul>
<ul style="list-style-type: none"> <li>• NCA programme advisors from NCA HO involved in the designing of the programme</li> </ul>
<ul style="list-style-type: none"> <li>• Members from the community institutions (local civil society organizations, SHG)</li> <li>• Local markets</li> <li>• Community groups (for example CDCs, peace shura, enterprise groups and etc and Possible to also include some random interviews of members in communities that have benefitted from the program, withing the different program themes.)</li> <li>• WASH committees</li> <li>• Women groups</li> </ul>

## 7. Methodology

The hired external evaluator is to propose a robust methodology for the evaluation. NCA has a strong preference for both qualitative and quantitative methods and identify unintended effects and outcomes outside the results framework, as formalised in the LFA. Participatory evaluation methods are encouraged to be applied (please consider COVID-19) In order to avoid the risk of infection of consultant, project staff and communities members who will be involved in the evaluation and interviews, NCA project team will consider and follow the COVID-19 Thematic Guidance for Adapting NCA's Global Programme and strategic initiatives. The COVID-19 guidance will be thought to consultant and project staff to help them not to infect during the evaluation cycle. Furthermore, the evaluator will prepare an inception report prior to the commencement of the field work. The inception report should present the proposed evaluation methodology, an evaluation matrix, instruments that will be used for data collection, and an evaluation timetable.

Inception report must document approach and methodology to the following:

- OECD/DAC criteria
- NCA added value in the programme
- Cross cutting issues (Anti-corruption, environment, gender and conflict sensitivity)
- Beneficiary participation and complaints handling

The inception report must account for ethical approaches to data collection, analysis and dissemination of findings. The evaluator shall commit to protect the rights and confidentiality of informants and abide by “Do No Harm (DNH)” principles. Data and information collected in the course of the assignment will be used for the purpose of the assignment only, and hand over to NCA once the assignment has been completed.

NCA will establish a Steering Group to quality assurance and approve of evaluation process deliverables. The evaluator will report to NCA’s Steering Group Chairperson.

The evaluator should apply the OECD/DAC6 five criteria for evaluation; 1) relevance, 2) effectiveness, 3) efficiency, 4) impact and 5) sustainability. Addressing the evaluation purpose will require that the evaluator/team of evaluator to provide answers to the following specific questions – which should be refined in the submitted inception report:

- ***Relevance:*** Is the broadened scope of Phase 2 of the programme relevant for the context and needs of the community and national priorities? Are the stated goal and objectives relevant to issues of resilient of targeted communities?
- ***Effectiveness:*** What is the effectiveness of the programme efforts and its positive role in building resilient communities? What is the contribution of programmes in changing the living conditions of the targeted communities?
- ***Effectiveness:*** What is the effectiveness of the programme efforts and its positive role in building resilient communities? What is the contribution of programmes in changing the living conditions of the targeted communities?
- ***Impact:*** What is the impact of the programme on the targeted communities? Is there evidence that the programme is having an impact (Positive/negative, intended or unintended) on key issues such as strengthening livelihood of targeted communities? Are the communities today more resilient to shocks than before?
- ***Sustainability:*** Is there evidence that the results of the programme can be sustained? To what extent has the programme established processes and systems that are likely to support the continued implementation of the programme? What were the challenges and advantages for these actors to have sustainable community institutions programme documents and budget? Do the programme outcomes match the priorities of the established or strengthened?

## 8. Deliverables

Minimum requirements under deliverables are as follows:

1. Evaluator/team of evaluator budget within existing frames
2. Inception report including detailed description of methodology, as highlighted in section 3. The inception report will detail the evaluation methodologies, as well as tasks and responsibilities within the team. It will describe constraints and present strategies to mitigate risks and overcome challenges. Moreover, it will include an evaluation matrix, refining evaluation questions as needed be and outlining correlations with methods. Similarly, it will include a list of stakeholders and key informants to be interviewed or surveyed, depending upon the methodology chosen.
3. Presentation of draft evaluation report with focus on findings and analysis of key findings

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<sup>6</sup> <http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>



4. Share draft of the evaluation report
5. Evaluation report.
6. Recommendations in relation to finding and analysis (for example: What should NCA do to be better in the different aliments of this program\_

The draft and evaluation reports need, as a minimum, to contain the following components:

The evaluation will result in an English report maximum 30 pages (one-page recommendations, 3 pages executive summary and maximum 26 pages presentation of the findings, lessons learned – outlining the overall evaluation methods as well, their appropriateness and evaluation constraints faced, if any). The annexes should contain any literature consulted, data collection instruments, the ToR, list of interviewees and any additional information required. Prior to finalizing the evaluation report, the evaluator will submit a draft to NCA for comments and inputs.

- Evaluation background
- Deviations from ToR and/or inception report.
- Disaggregated data by gender and age
- Brief analysis of interesting findings
- Lessons learned from data collection
- Link to raw data

Annex 1 - Description and approach of evaluation (method(s), sampling framework etc.)

Annex 2 – Data collection tools used

Annex 3 – Full ToR

## 9. Timeframe – schedule

Outline timeline in detail.

<b>No</b>	<b>Date</b>	<b>Activity Description</b>
<b>1</b>	01 <sup>st</sup> Oct 2020	Submission of expression of interest, budget and CV
<b>2</b>	05 Oct 2020	Selection and to inform the eligible evaluator/team of evaluator
<b>3</b>	10 Oct 2020 (1 working day)	Submission of inception proposal and questionnaire to NCA (after desk review of relevant documentation and skype meeting with NCA).
<b>4</b>	13 Oct 2020	Review the inception report by steering committee and feedback to evaluator/team of evaluator
<b>5</b>	15 Oct 2020 (1 working day)	Submission of final inception report
<b>6</b>	25 Oct to 14 Nov 2020 (21 working days)	Data Analysis and draft of evaluation report
<b>7</b>	20 – 23 Nov 2020	Draft version reviewed and commented by NCA and sent to the evaluator/team of evaluator for revision and finalization

<b>8</b>	26-28 Nov 2020 (2 working Days)	Submission of the final report to NCA
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## 10. Qualifications and skills

The international evaluator or a mixed team comprising of international and Afghan evaluators must have documented ability to undertake such evaluations, preferably with long and direct experience of carrying out evaluations and assessment in Afghanistan/conflict zones.

The evaluator should have the following competences and skills:

Required Qualifications:

- University degree in any field, preferably with technical and Social Sciences (or a team where at least one person has a technical background). Post graduate education is an added advantage.
- Be familiar with the UN Resolution 1325 on women peace and security and related resolutions
- At least 5 years' experience in carrying out evaluations and In-depth knowledge and experience on research methods
- The evaluator shall have knowledge and familiarity with Afghanistan context.
- Experience in participatory methods that includes right holders
- Understanding of Rights-Based Approach
- Extensive knowledge in peace building, conflict sensitivity and gender mainstreaming
- Knowledge and working experience of peacebuilding in Afghanistan
- The Evaluator should have experience in carrying out evaluations or assessments in Afghanistan
- The evaluator needs to have a good strategic and set up to secure information from both male and female stakeholders
- Fluent in both oral and written English and having skill of local language will be an asset.
- Excellent Analytical, Communication and Report writing skills

## 11. Submission and evaluation of proposals

Please submit to [Afghan.Operations@nca.no](mailto:Afghan.Operations@nca.no) the following documents:

1. Proposal submission form;
2. A brief technical proposal (5-10 pages), including an outline of the methodological approach and activities proposed considered to be necessary to achieve the contract objectives and a tentative timeline with key milestones.
3. CV (if more than one, please submit CVs for all team members and detail the different roles and responsibilities)
4. List of reference documents (evaluation you have carried out in the past) with summary of all evaluation reports (or at least summary of the last evaluations they have carried out)

The evaluation method will be the quality and cost-based selection. A two-stage procedure shall be utilised in evaluating the Proposals; a technical evaluation (75% of the score) and a financial evaluation (25% of the score). For the evaluation of the technical proposals, the Contracting Authority shall take the following criteria into consideration, with the indicated weights:

<b>Technical evaluation</b>		<b>Maximum Points</b>
1	Candidate's relevant academic qualifications	5
2	Candidate's relevant experience with relevant research methods and to present at least summary of the last evaluations they have carried out	15
3	Candidate's knowledge and familiarity with Afghanistan	10
4	Candidate's relevant language skills	2.5
5	Candidate's knowledge of WASH, Peacebuilding and Economic Empowerment programme	12.5
6	Candidate's analytical, communication and report writing skills	5
<b>Sub-total Candidate and/or Organisation</b>		<b>50</b>
1	To what degree does the proposal show understanding of the task?	15
2	Have the Terms of Reference been addressed in enough detail?	15
3	Is the conceptual framework adopted appropriate for the task?	10
4	Is the sequence of activities and the planning logical, realistic and promising efficient implementation to the Contract?	10
<b>Sub-total Methodology</b>		<b>50</b>
<b>Total Technical Score</b>		<b>100</b>

## Annex One: Programme Result Framework

<b>Programme Goal</b>		Communities enjoy increase level of peace								
<b>Outcomes</b>	<b>Indicators</b>	<b>Baseline 2015/16</b>	<b>Targets*</b>				<b>Sources of verification</b>	<b>Frequency of reporting</b>	<b>Responsible</b>	<b>Remarks</b>
			<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>				
<b>Outcome 1.</b> Inclusive, gender sensitive peacebuilding Shuras and mechanisms prevent and transform conflicts*	1.1 % of people with a positive view on the inclusivity of peacebuilding Shuras	37.64%	40%	50%	60%	65%	Baseline, end line survey, focus group discussions	Mid term and end of country programme	Programme Manager and Coordinator	The local and national levels peace institutions in Afghanistan are called Shura - that is why Shura is used instead of institution.
	1.2 # of cases in which the peacebuilding Shuras/mechanism have played a key role in preventing or addressing a situation of violent conflict*	40	59	90	130	160	Peace shura record book; interviews with community members	Annual	Programme Manager and Coordinator	NCA Afghanistan has selected two indicators to measure both inclusivity and actions performed by Shuras
<b>Outputs</b>			Delivery at output level							
			2016	2017	2018	2019				

1.1 Inclusive (ethnic/tribe/age/women) peace building Shuras have been established and/or strengthened	1.1.1 % of district level peacebuilding Shuras which have different ethnic, tribe, age, women groups	20%	40%	45%	50%	55%	List and profile of members of peace Shuras	Annual	Programme Coordinator	NCA Afghanistan selected to inclusive instead of multi-stakeholder (global framework) for consistency purposes
	1.1.2 % of youth (32 year old or younger) in new and existing peacebuilding Shuras	25.27%	26%	35%	40%	40%	Baseline, end line survey. List and profile of members of peace Shuras	Annual	Programme Coordinator	Disaggregated by gender
1.2 Members of peace building Shuras have improved conflict transformation skills	1.2.1 % of members of peacebuilding Shuras trained with good understanding of conflict transformation	-	65.00%	70%	70%	70%	Pre and post training questionnaire	Annual	Programme Coordinator	Disaggregated by gender
	1.2.2 # of peacebuilding Shuras which have carried out at least one conflict analysis per year	40	56	120	160	200	Peace shura conflict analysis; monitoring visits - interview	Annual	Programme Coordinator	

**Main activities:** Conduct stakeholders/actors analysis, mobilize communities and establish peace structures; Provide capacity building trainings to the established peace structures; Facilitate exposure visits and record cross learning; Provide training workshop to peace structures on and to develop action plans; Mentor peace structures on implementation of action plans base on their conflict analysis; Identify local formal peace structures and facilitate linkages of community and district based peace structures with them; Form management committees within peace structures to support and manage linkage

<b>Outcome 2.</b> Local actors have contributed to create, reform or better implement agreements, policies and institutions addressing key driving factors of conflict*	2.1 # of initiatives to advocate for improvements of agreements, policies and institutions	0	0	3	7	10	Records; media reports	Annual	Programme Manager and Coordinator		
	2.2 # of agreements, policies, institutions, which have been changed after advocacy efforts*	0	0	1	2	3	Public records; Meeting minutes; media reports	By end of country programme plan	Programme Manager and Coordinator	NCA Afghanistan has decided to have two indicators one for measuring the number of initiatives and second for change because of advocacy initiatives	
<b>Outputs</b>			Delivery at output level								
			2016	2017	2018	2019					
2.1 Regular spaces for civil society coordination in peace advocacy process established	2.1.1 # of advocacy issues identified by civil society organizations	0	0	2	2	3	Reports from meetings, key informant interviews	Bi-annual	Programme Coordinator		

	2.1.2 # of peace advocacy initiatives undertaken at local/provincial/national level	0	0	3	6	8	Key informant interviews, media reports	Annual	Programme Coordinator	
2.2 Advocacy capacity of local actors (religious, traditional leaders, youth and women) increased to improve agreements, policies and institutions	2.2.1 % of local actors (religious, traditional leaders, youth and women) gained knowledge and skills in peace advocacy	0	0%	70%	70%	70%	Pre and post questionnaire; Participants lists	Annual	Programme Coordinator	
<b>Main activities:</b> Establish/strengthen civil society platform; Train civil society actors (religious actors, youth, women, CBO) in advocacy for peace; Identify peace advocacy initiatives and conduct advocacy on provincial and national levels; Ensure civil society platform members organize regular meetings; Civil society platform member organize awareness campaigns on peace										
<b>Outcome</b> <b>3. Women's participation in peace building processes increased*</b>	3.1 % of women in community peacebuilding Shuras	26.75%	28%	32%	35%	40%	Baseline, end line survey; List of members of peace Shuras	Annual	Programme Manager and Coordinator	
	3.2 % of women in district and provincial peace building Shuras	10%	20%	20%	20%	20%	List of district and provincial peacebuilding Shuras	Annual	Programme Manager and Coordinator	

	3.3 % of women participants who reports increased influence in decision making in peace building Shuras*	-	31.67 %	65%	65%	70%	Survey with female participants , focus group discussions	Bi-annual	Programme Manager and Coordinator	
<b>Outputs</b>			Delivery at output level							
			2016	2017	2018	2019				
3.1 Religious and traditional leaders, elders and men in the community are aware of the importance of women's participation in peacebuilding	3.1.1 # of dialogue sessions with religious and traditional leaders, elders and male members of household	0	20	40	60	80	Reports, minutes	Annual	Programme Coordinator	
	3.1.2 % of men acknowledging women's role in peacebuilding	23.75%	30%	35%	40%	45%	Baseline and end line questionnaire	Midterm and end of country plan	Programme Coordinator	
3.2 Women included in peacebuilding Shuras	3.2.1 # of district level women peacebuilding Shuras	9	10	12	12	12	List of women peace Shuras	Annual	Programme Coordinator	
	3.2.2 # of community level women peacebuilding Shuras	0	8	15	20	25	List of women peace Shuras	Annual	Programme Coordinator	



3.3 Women have the capacity to carry out conflict resolution/transformation activities	3.3.1 % of those trained with good understanding of conflict transformation	-	70%	70%	70%	70%	Pre and post questionnaire, Participants lists	Annual	Programme Coordinator		
	3.3.2 % of community and district level women peacebuilding Shuras' members who can read and write	10%	40.00 %	45%	50%	55%	Literacy course attendance sheet & Shura member list	Annual	Programme Coordinator		
3.4 Advocacy campaigns to ensure women's participation in formal peacebuilding Shuras have taken place	3.4. 1 # of advocacy initiatives taken place	0	4	6	9	12	Reports	Annual	Programme Coordinator		
<p><b>Main activities:</b> Establish working relations and organize dialogue key actors (religious and traditional leaders, elders) and male members of households; Provide training to key actors on gender, women's rights and peace building; Provide literacy education to peace structure members with low literacy skills; Train peace structure members in peace building, conflict resolution, gender, leadership, and planning; Facilitate meetings and initial cooperation between women's peace structures and community peace initiatives; Conduct research on existing advocacy efforts of women's participation in peace building; Mobilize civil society actors (including religious actors), either forming a new advocacy network, or supporting existing networks / coalitions; Conduct advocacy campaigns</p>											
<b>Outcome 4.</b> Social group experience constructive inter and intragroup relations	4.1 # of joint and locally driven initiatives involving groups in conflict	0	11	24	36	48	Initiative mapping	Annual	Programme Manager and Coordinator		
<b>Outputs</b>			Delivery at output level								
			2016	2017	2018	2019					

4.1 Influential religious actors at provincial level are trained and mobilized in intra and intergroup dialogue facilitation	4.1.1 % of trained religious actors with effective facilitation skills	-	50%	55%	60%	65%	Spot observations, pre and post workshop questionnaire	Annual	Programme Coordinator
4.2 Collaboration initiatives between men, women and youth (male and female) across conflict lines have been supported	4.2.1 # of collaboration initiatives between men, women and youth (male and female) supported	0	11	24	34	40	Public reports, focus group discussions	Annual	Programme Coordinator
4.3 Peace education provided for school children	4.3.1 % of targeted school children/youth have knowledge of non-violent conflict management, values and attitude	-	50%	60%	60%	60%	Pre and post questionnaire	End of project	Programme Coordinator

**Main activities:** Identify influential religious actors; Organize training workshops on cultural understanding and facilitate dialogue; Provide training on developing action plans, develop action plans and support community groups in organizing collaborative activities; Support follow-up activities to maintain relations; Identify in inter and intra group dialogue topics – issues and organize dialogue meetings; Support follow-up activities to maintain relations ;Identify schools and organize peace education in schools

§ Available baseline data from ongoing NCA project 'Building resilient communities for sustainable development and peace' (2013-15); Baseline data will be collected where needed. To be gender and age- disaggregated in project monitoring and reports, as relevant.

× Accumulative targets. To be gender and age- disaggregated in project monitoring and reports, as relevant.

\* Mandatory in NCA Global Programme.

<b>Programme Goal</b>		Women, men and youth secure entrepreneurial opportunities and sustainable employment								
<b>Outcomes</b>	<b>Indicators</b>	<b>Baseline 2015/16</b>	<b>Targets<sup>α</sup></b>				<b>Sources of verification</b>	<b>Frequency of reporting</b>	<b>Responsible</b>	<b>Remarks</b>
			<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>				
<b>Outcome 1.</b> Women, men and youth established micro or small enterprises*	1.1 # of women, men and youth who established their own enterprise*	0	75	300	450	510	Records of enterprises established, number of women, men and youth in each enterprise	Annual	Programme Manager and Coordinator	
	1.2 # of women, men and youth started making profits from running their enterprises	0	0	200	300	400	Income survey Sell and purchase record of enterprises	Annual, starting 2017	Programme Manager and Coordinator	
<b>Outputs</b>			Delivery at output level							
			2016	2017	2018	2019				
1.1 Men in the community have gained awareness of women's role as economic actors and their own role in enabling a conducive environment	1.1.1 # of dialogue sessions on women's economic role in society including community leaders and men	0	10	40	60	80	Records from dialogue sessions	Annual	Programme coordinator	
1.2 women, men and youth able to establish and run an enterprise	1.2.1 # of women, men and youth organized in groups	0	75	300	450	510	Records of groups, focus group discussions	Annual	Programme Coordinator	

	1.2.2 # of women, men and youth who have gained knowledge and skills on business management	0	75	300	450	510	Pre- and post-training questionnaires; participants lists	Annual	Programme Coordinator	
1.3 women, men and youth gained access to capital to invest in their enterprises	1.3.1 # of women, men and youth who have got access to start-up capital	0	75	100	150	200	Records, survey	Annual	Programme coordinator	The start-up capital will be provided by NCA as there are limited institutions providing such capitals
	1.3.2 % of women, men and youth selling their products and services in existing and/or new markets	-	0%	60%	70%	75%	Survey, enterprises records	Annual	Programme Coordinator	Capital will include both from NCA and other financial institutions
<b>Main activities:</b> Mobilize and establish enterprise groups; Organize Business Development Skills (BDS) training on entrepreneurship and business establishment; Conduct market assessment for demand and consumption of potential business opportunities; Exchange of experience, knowledge and ideas with other entrepreneurs; Facilitate solutions for accessing capital to establish enterprises; Facilitate linkages with potential business partners; Facilitate linkage with markets										
<b>Outcome 2.</b> Youth (male/ female) have gained and maintained employment	2.1 % of youth (male/female) graduates who are self-employed 6 months after graduating from vocational education	0	0%	40%	40%	40%	Employment tracing survey	Annual	Programme Manager and Coordinator	

	2.2 % of youth (male/female) who have obtained paid employment within 6 months after graduating from vocational education	0	0%	20%	20%	20%	Employment tracing survey	Annual	Programme Manager and Coordinator	
Outputs		Delivery at output level								
		2016	2017	2018	2019					
2.1 Relevant vocational education curriculums are revised, developed and formalised	2.1.1 # of approved contextualized curriculums by authorities in use	0	6	8	10	12	Curriculums	Annual	Programme Coordinator	
2.2 Youth (male/female) have technical, vocational and work life skills that are relevant and in demand in the local labour market	2.2.1 # of youth (male/female) who have completed training and have found job in the market	0	90	180	270	330	Training lists and tracing survey	Annual	Programme Coordinator	
2.3 Youth (male/female) are informed of employment opportunities and linked with local enterprises	2.3.1 % of graduates linked with local enterprises	0	0%	40%	40%	40%	Focus groups discussions, survey	Annual	Programme Coordinator	

**Main activities:** Organize demand-based certified vocational training aligned with national guidelines; Develop and revise educational curriculums in partnership with relevant authorities; Conduct market assessment for demand and consumption; Establish partnership with relevant government vocational training institutions; Provide Business Development Skills (BDS) and entrepreneurship training; Establish links to credit, start-up packages and apprenticeship schemes; Develop database/follow-up system for tracking the vocational graduates progress with employment.

<b>Outcome 3.</b> Women, men and youth increased profits by value chain development	3.1 # of men, women and youth who have increased production and profit for their products or services	0	436	1200	1400	1600	Income survey	Annual	Programme Manager and Coordinator	Dissaggregated data by age and gender need to be reported on youth
	3.2 # of men, women and youth who are selling their products or services on new and/or existing markets	0	126	300	400	500	Focus group discussions with established groups	Annual	Programme Manager and Coordinator	
<b>Outputs</b>			Delivery at output level							
			2016	2017	2018	2019				
3.1 Men and women have the knowledge of all aspects of value chain development	3.1.1 # of value chains mapped and analysed	0	8	15	20	25	Records of value chain description, value chain reports	Annual	Programme Coordinator	
3.2 Men and women have gained knowledge of business management	3.2.1 # of men, women and youth who have gained knowledge of business management	0	96	400	600	800	Pre- and post-training questionnaires, participants list	Before and after training	Programme Coordinator	

3.3 Men and women have tools and technology that adds value to their production	3.3.1 # of men, women and youth using new tools and technology	0	146	300	450	550	Records; interviews, tools and technology procurement records and physical verification	Annual	Programme Coordinator
3.4 Linkages with micro finance institutions are established	3.4.1 # of enterprises who have got access to capital	0	8	8	12	16	Records of loan and agreements, focus groups discussions	Annual	Programme Coordinator

**Main Activities:** Conduct training on value chain development; Conduct value chain mapping and analysis; Conduct market survey and needs assessment; Provide training on business management; Identify micro credit institutions and provide new technology kits; Create linkage to micro finance sources and markets; Facilitate linkages with producers' associations and input suppliers.

× Accumulative targets. To be gender and age- disaggregated in project monitoring and reports, as relevant.

\* Mandatory in NCA Global Programme.

Programme Goal		Healthy communities access equitable and sustainable water, sanitation and hygiene services								
Outcomes	Indicators	Baseline 2015/16 <sup>s</sup>	Targets <sup>×</sup>				Sources of verification	Frequency of reporting	Responsible	Remarks
			2016	2017	2018	2019				
<b>Outcome 1.</b> Communities demonstrated ownership for WASH services*	1.1 % of women, men, girls and boys satisfied with participation in decision made	0	70%	70%	70%	70%	Pre and post questionnaire	Annual	Programme Manager and Coordinator	

	related to WASH services*									
	1.2 # of elected WASH committees	0	15	52	77	107	Overview of WASH committees	Annual	Programme Manager and Coordinator	
<b>Outputs</b>			Delivery at output level							
			2016	2017	2018	2019				
1.1. Women and men are mobilised and demonstrate that the water scheme is theirs through active participation in planning, design and decision making, and contributions to the implementation	1.1.1 % of community households having contributed with material, labour and/or cash to the implementation of the infrastructure	0	60%	60%	60%	60%	Survey, Records, Interview	Annual	Programme Coordinator	
	1.1.2 % of women represented in the WASH committees	0	30%	30%	30%	30%	Registration records of WASH committees	Annual	Programme Coordinator	



1.2. WASH committees have the knowledge and skills to manage and promote WASH services in the community	1.2.1 % of WASH committees engaging the communities in planning of WASH services	0	80%	80%	80%	80%	Meeting minutes, plans	Annual	Programme Coordinator	
	1.2.2 # of work plans developed	0	13	15	25	35	Work plans for WASH	Annual	Programme Coordinator	
<b>Main activities:</b> Conduct trainings on WASH (risks and benefits) with WASH committee; Establish WASH committees inclusive of women, men, age and income groups; Train WASH committees in water management, communication, and advocacy and develop action plans; Train WASH committees in mechanisms for ensuring community engagement in WASH services and financial management; Follow up WASH committees to ensure WASH action plans are in place										
<b>Outcome 2.</b> Duty bearers (district and provincial) integrated women and men's recommendations into their plans*	2.1 # of occasions where community's WASH priorities are presented to authorities by men and women*	0	20	35	50	75	Meeting minutes	Annual	Programme Manager and Coordinator	
	2.2 # of District work plans including at least one community recommendation	0	5	10	15	20	District WASH work plans	Annual	Programme Manager and Coordinator	
<b>Outputs</b>	Delivery at output level									
			2016	2017	2018	2019				

2.1 Community and WASH committee members have gained knowledge and skills to present the interest of their communities vis-à-vis state authorities	2.1.1 % of trained community and WASH committee members having stated to know better about their duties, rights and how the administrative system of the provincial government works	0	75%	75%	75%	75%	Pre and post questionnaire	Annual	Programme Coordinator	
2.2. Authorities understand their roles and responsibilities regarding the provision of community WASH services	2.2.1 # of representatives of district and provincial authorities who have participated in training, workshops and on the job training	15	30	45	60	75	Participants list	Annual	Programme Coordinator	
	2.2.2 # of district work plans that include community recommendations	0	5	10	15	20	District WASH work plans	Annual	Programme Coordinator	
<b>Main activities:</b> Mobilise community to discuss WASH plans and train them on WASH plans; Organise coordination meetings between WASH committees and authorities to discuss process and issues; Invite authorities to participate in community WASH services planning; Conduct advocacy with national and provincial authorities (lobbying, and informative meetings); Organise training workshops with provincial authorities on their duties, obligations, and accountability.										
<b>Outcome 3.</b> Women, men, girls and boys practiced hygiene measures that protect against key public health risks*	3.1 % of women, men, girls and boys washing their hands with detergents at critical times*	36.72%	60%	60%	60%	60%	Spot checks of a sample and focus group discussion	Bi-annual	Programme Manager and Coordinator	
	3.2 % of diarrhoea episodes of children under 60 months (counted	49.05%	36%	18.46%	8.26%	5%	Baseline and end-line survey	Annual	Programme Manager and coordinator	

	over the 2 previous weeks)*								
Outputs			Delivery at output level						
			2016	2017	2018	2019			
3.1. Hygiene promotional activities (house visits, campaigns, social marketing, PHAST, etc) are carried out aiming to achieve hygiene behavior change	3.1.1 % of women and men targeted who have good understanding of safe hygiene and sanitation practises	0	66.67 %	70%	70%	70%	Pre and post questionnaire	Annual	Programme Coordinator
	3.1.2 % of communities with handwashing facilities at HH level and its regular use	0	45.00 %	50%	55%	60%	Spot check of a sample and focus group discussion	Annual	Programme Coordinator
	3.1.3 #of hygiene promotion campaigns taken place to block diarrheal transmission routes to children under 60 months	0	6	15	20	25	Diarheal occurrence reports	Annual	Programme Coordinator
3.2 Personal and domestic hygiene is improved at HH level	3.2.1 # of communities having organized a solid waste management arrangement	0	16	40	60	80	Spot checks, direct observation and monitoring visits	Annual	Programme Coordinator

**Main activities:** Collect and adapt IEC materials; Training to men and women (community mobilisers) on hygiene approach; Organise hygiene campaigns on quarterly basis (e.g. handwashing days); Organize household visits to observe changes and provide further guidance; Provide information and raise awareness of women and girls (including school girls – aged 10 or above) on menstruation issues and practices

<b>Outcome</b> 4. Women, men, girls and boys accessed adequate and sustainable sanitation services in their households	4.1 # of women, men, girls and boys who have gained access to sanitation facilities*	0	17,842	40,000	60,000	80,000	Sample survey, focus group discussions	Annual	Programme Manager and Coordinator
	4.2 % of women, men, girls and boys satisfied with sanitation services*	0	70%	70%	70%	70%	KAP survey (pre and post intervention), sample size survey	End of projects	Programme Manager and Coordinator
<b>Outputs</b>	Delivery at output level								
			2016	2017	2018	2019			
4.1 Demand for improved household sanitation facilities is created	4.1.1 % of targeted villages have been triggered (created demand) by CLTS and other activities	0	100%	100%	100%	100%	Post triggering reports, post KAP	Annual	Programme Manager and Coordinator
	4.1.2 % increase of households that construct and use sanitation facilities	0	70%	70%	70%	70%	Pre and post survey	Annual	Programme Manager and Coordinator
4.2 Support provided to develop supply chains for water, sanitation and hygiene products	4.2.1 # of enterprises developed providing WASH equipment, spare parts and services	0	11	19	27	35	Spot check	Annual	Programme Manager and Coordinator
4.3 Sanitation needs of the community	4.3.1 % of women and girls involved in the design and	0	40.00%	50%	50%	50%	Focus Group Discussions	Annual	Programme Manager and

(especially women and girls) in terms of dignity and privacy are met.	planning of sanitation facilities								Coordinator		
	4.3.2 % of sanitation facilities equipped with lockable doors and easily accessible during the day and at night time for girls and women	0	100%	100%	100%	100%	Focus Group discussions and Spot check	Annual	Programme Manager and Coordinator		
<b>Main activities:</b> Identify shops - outlets where materials can be bought; Identify potential women from WASH committees to act as sellers – agents and provide them with start-up materials ; Provide training to men and women (community mobilisers) on community led total sanitation (CLTS); Construct and rehabilitate communal sanitation facilities (latrines in schools); Organize triggering sessions in the communities sensitizing on faecal oral contamination; Encourage self-based construction of latrines by the community											
<b>Outcome 5.</b> Women, men, girls and boys accessed sustainable, sound and a minimum of basic water supply services for domestic purposes	5.1 # of women, men, girls and boys who have access to minimum of basic water supply service level*	0	17,842	40,000	60,000	80,000	Survey; Water point user lists	Annual	Programme Manager and Coordinator		
	5.2 % of water supply schemes found sustainable at the final evaluation of a completed project *	0	85%	85%	85%	85%	Final project evaluation	End of projects	Programme Manager and Coordinator		
<b>Outputs</b>			Delivery at output level								
			2016	2017	2018	2019					
5.1 Functioning and adequate water schemes constructed in communities for personal and domestic needs	5.1.1 # and type of water supply facilities constructed	0	72	174	261	348	Spot check, project yearly reports	Annual	Programme Coordinator		

	5.1.2 # of women, men, girls and boys have gained access to atleast 25 litres of water per person per day at a maximum distance of 250 m from their homestead	0	17,842	40,000	60,000	80,000	Monitoring reports, spot checks and project yearly reports	Annual	Programme Coordinator	
5.2 Caretakers/mechanics are trained to maintain the water supply system	5.2.1 % of caretakers/mechanics have gained standardized knowledge and skills on how to maintain the water supply systems	0	80%	80%	80%	80%	Pre and post questionnaire	Annual	Programme Coordinator	
5.3 Appropriate household water treatment technologies introduced and supply chains arranged	5.3.1 % increase of HH adapting habit to treat HH water	0	33.33%	40%	40%	40%	Pre and post survey and spot checks	Annual	Programme Coordinator	

**Main activities:** Conduct water source mapping and technical surveys for construction of water supply systems; Construct and rehabilitate wells, springs and water supply pipe schemes; Provide training on the construction and use of bio-sand filters, chlorination, and desalination of saline water; Train area mechanics and caretakers in maintenance and repair of water supply systems; Organise meetings between men and women and suppliers to establish contacts and market relations.

§ Available baseline data from ongoing NCA project 'Building resilient communities for sustainable development and peace' (2013-15); Baseline data will be collected where needed. To be gender and age- disaggregated in project monitoring and reports, as relevant.

× Accumulative targets. To be gender and age- disaggregated in project monitoring and reports, as relevant.

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