

Norwegian Church Aid Afghanistan Strategy

2016-2020



NORWEGIAN CHURCH AID
actalliance

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List of abbreviations

ACTED	Agency for Technical Cooperation and Development
AHF	Afghanistan Humanitarian Forum
ANDS	Afghan National Development Strategy
ANSF	Afghan National Security Forces
AOG	Armed Opposition Group
APRP	Afghanistan Peace and Reintegration Programme
AREDP	Afghan Rural Enterprise Development
CBO	Community Based Organisation
CDC	Community Development Council
CHF	Common Humanitarian Fund
CLTS	Community Led Total Sanitation
CO	Country Office
CSO	Civil Society Organisation
DAART	Danish Assist. to Afghan Rehab& Technical Training
DACAAR	Danish Committee for Aid to Afghan Refugees
DDA	District Development Assembly
DANIDA	Danish International Development Agency
DFID	(UK) Department For International Development
DRRD	Department of Rural Rehabilitation and Development
DRR	Disaster Risk Reduction
ECHO	European Union Aid and Civil Protection department
EPR	Emergency Preparedness and Response
EPRP	Emergency Preparedness and Response Plan
EU	European Union
GNI	Gross National Income
HCT	Humanitarian Country Team
HDI	Human Development Index
HIP	Humanitarian Implementation Plan
HO	Head Office
HPC	High Peace Council
HR	Human Resources
IDP	Internally Displaced Person
INGO	International Non-Governmental Organisation
ITC	Indicator Tracking Card
MFA	Ministry of Foreign Affairs
MoLSA	Ministry of Labour and Social Affairs
MOU	Memorandum of Understanding
MRRD	Ministry of Rural Rehabilitation Development
NCA	Norwegian Church Aid
NGO	Non-Governmental Organisation
NORAD	Norwegian Agency for Development Cooperation
NOSS	National Occupational Skills Standards
NPO	Norwegian Project Office
NPP	National Priority Programme
NRC	Norwegian Refugee Council
NRVA	National Risk and Vulnerability Assessment
NSDP	National Skills Development Programme
OCHA	Office for the Coordination of Humanitarian Affairs
PDMC	Provincial Disaster Management Committee

PMER	Project Monitoring Evaluation and Reporting
PPP	Purchasing Power Parity
RPP	Reflecting on Peace Practices
SAG	Strategic Advisory Group
SC	Save the Children
SIDA	Swedish International Development Cooperation Agency
SME	Small and Medium Enterprises
TVET	Technical Vocational Education and Training
UN	United Nations
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNOCHA	UN Office for the Coordination of Humanitarian Affairs
USAID	United States Agency for International Development
VSLA	Village Saving and Loan Associations
WASH	Water Sanitation and Hygiene
WB	World Bank
WFP	World Food Program
WHO	World Health Organization

Executive summary

NCA Afghanistan's vision of change and overall goal for Afghanistan is 'A country that has just and sustainable peace.' To contribute positively towards this goal during the period 2016-2020, NCA's programme will focus on three key thematic areas; Peacebuilding, Economic Empowerment and WASH, with a particular focus on women and youth. In addition and in recognition that civil society is a key driver of change, NCA, through its national partner organisations, will advocate duty bearers to fulfil their obligations to manage resources fairly, to promote social cohesion and to deliver services equitably. Recognising that sustainable development will not be achieved while national and local conflict is prevalent throughout Afghanistan, NCA aims to address potential and/or existing conflicts and power imbalance as an integrated part of its development activities. NCA's priority will be to work in rural communities in the provinces of Faryab, Daikundi and Uruzgan.

The rural communities in which NCA work are all to a degree subject to conditions of insecurity, caused by insurgency and attacks. There is an absence of fully inclusive community level structures to provide resolution to these conflicts and formal and informal justice systems at provincial and district level are poorly connected to communities. NCA will work in schools to provide peace education, will work with traditional and religious leaders to build inclusive peacebuilding structures and mechanisms, and through advocacy will target formal peace structures to establish inclusive peace processes.

In order to provide communities with secure entrepreneurial opportunities and sustainable employment, NCA will support community based or micro level enterprise development to promote women's economic empowerment. Small and medium scale enterprise (SME) development will be supported within the agriculture and livestock sectors based on market demands and gender sensitive value chain approaches, and to create opportunities for unemployed youth, certified vocational training will be carried out according to national standards.

The WASH programme will focus on community led and managed water supply and sanitation approaches to ensure that communities have improved sanitation facilities in place, adequate and sustainable water supply, and that communities are practicing good hygiene and sanitation behavior. Through our community participatory and rights based approach NCA will achieve the goal of improved health in our target communities. In addition, as Afghanistan is a country that is annually subjected to natural disasters, and as conflict continues to displace entire communities, NCA will continue to prioritise humanitarian action by focusing on WASH in emergencies.

NCA will select a portfolio of partners, consisting of core partners who complement each other and resource partners that have particular competencies that will assist NCA to meet its strategic objectives. This also gives added value to NCA within the Afghan context as reaching isolated and insecure rural communities is best achieved by national organisations with locally trained staff. NCA will also work strategically with men and women religious actors enabling them to engage in conflict management and peace advocacy within their own communities and also in conjunction with national networks.

1. Context analysis

After over 35 years of violent conflict, Afghanistan remains one of the poorest and least developed countries in the world. The 2014 Human Development Index (HDI) ranks Afghanistan 169th out of 187 countries and territories, placing the country behind all of its southern and central Asian neighbours on key development indicators.¹ Driven largely by massive international development aid and military spending, the economy has grown at an annual rate of around 10%,² leading to a doubling of GNI per capita of US\$1,904 (2011 PPP).³ Many Afghans, particularly those in urban areas, have benefited in terms of raised incomes, but the results of the 2012 National Risk and Vulnerability Assessment (NRVA) show that the national poverty rate in Afghanistan of around 36% remains unchanged since 2007.⁴ Improved livelihoods for some, and the introduction of a basic health service reaching 85% of the population have helped raise life expectancy from 45 years in 2001 to 61 years today, which remains a very low figure by world standards. Since 2002 around 7.5 million children, including 2.5 million girls, have gained access to education, but 54.6% of these are expected to drop out of primary education, the literacy rate has only reached a lowly 28.1%, and nearly half of Afghanistan's children have still not set foot in a classroom.⁵

All areas of the country continue to be affected by armed conflicts for control of territory and political power between the State, on the one hand, and the Taliban and other armed opposition groups (AOGs), on the other. These conflicts interact with, both feeding off and creating the conditions for, a variety of often violent local-level conflicts over access to resources, in particular over water, land, and fuelwood. Open conflicts in many rural areas, the threat of terrorism in towns and cities, and the presence of Taliban 'shadow' administrations in many districts and provinces, mean that most Afghans are subject to insecurity. Despite the illegitimate claims of Taliban and the support they and other insurgents receive from neighbouring countries competing for influence and power over Afghanistan, the key drivers, or enabling factors, of conflict are located within Afghanistan and its dysfunctional social and political systems:

A) Weak governance and corruption. Despite over a decade of significant international development aid and the establishment of formal democracy, Afghanistan has not established strong institutions of governance. The constitution of 2004 confers huge powers on the President and blurs the lines of authority between the executive, legislative, and judiciary. Public administration is highly centralised, so that local-level government authorities lack finance, capacity, and authority to deliver effective services to the population. Current representative bodies at the district level (3rd tier of government) function poorly and are only weakly connected to the communities they serve. Corruption throughout the system is rife, so that scarce public resources are captured by politi-

¹ UNDP (2014) *Sustaining Human Progress: Reducing vulnerabilities and building resilience*, Human Development Report 2014, UNDP: New York

² World Bank (2014) Afghanistan Economic Update, Paper no. 87574, April 2014

³ UNDP (2014) op cit.

⁴ World Bank (2014) op cit.

⁵ UNDP Afghanistan website:

<http://www.af.undp.org/content/afghanistan/en/home/countryinfo.html><http://www.af.undp.org/content/afghanistan/en/home/countryinfo.html>, accessed 04.05.15

cal elites and their followers, and the rule of law is eroded. These both lower the legitimacy of the government in the country, further enabling AOGs to 'usurp' authority and raise support from local populations.

The justice system and the means of resolving local-level disputes and conflicts is dysfunctional. The police and courts suffer from poorly qualified officers and are subject to bias and corruption, while the continued dominance of local, informal justice mechanisms at the community level, which offer arbitration (rather than conflict resolution) under the auspices of elders and other (male) elites often with vested interests, contribute to further conflict. The low participation of women in the security forces (police, army, air force - 0,6%) has a negative impact on girls' and women's access to justice.

B) Ethnically based social and political culture. In the formal arena, political parties are based on ethnic allegiance rather than social policy. This has led to the appointment of senior political positions, nationally and locally, on the basis of ethnicity and tribal affiliation. At the local level conflicts over resources inevitably become zero-sum games between ethnic groups and in the absence of democratic representation, local power holders, such as tribal chiefs, mobilise their own people to secure their power and influence through armed struggle.

C) Unemployment and lack of economic opportunities, particularly in isolated rural areas, is major push factor in many young men joining AOGs. It also encourages poor farmers to take up the cultivation of opium poppy under the control and protection of the Taliban.

D) The presence and fear caused by AOGs, other illegal armed groups, as well as informal local police allied to local elites stimulates local level armed conflicts.

Recent statistics show that inequality in Afghanistan is rising. The Gini coefficient increased to 31.6 in 2011-12 from 29.7 in 2007-08, while the growth rate of per capita expenditure of the richest 20 percent of the population was three times as high as that of the poorest 20 percent.⁶

70-80% of Afghans rely on agriculture and animal husbandry for their livelihoods, but in most cases these activities provide meagre and highly insecure incomes or little more than subsistence. Although the World Bank has identified the importance of agriculture as a driver of economic growth in Afghanistan and a potential source of job creation through associated processing and commercial activities,⁷ development of the sector is constrained by poor education and limited technical capacities and know-how of farmers, outdated technologies and poor equipment, small plot size and limited access to land, and isolation, poor access to markets (which remain underdeveloped) and market information.

77% of all Afghans live in rural communities. Typically, these communities display very low levels of social and economic development and are largely isolated from the mainstream of Afghan political and economic life. Access to essential services and infrastructure, such as education, health, safe water, and sanitation are severely restricted owing

⁶ World Bank (2014) op cit.

⁷ World Bank (2012) *Afghanistan in Transition: Looking beyond 2014*, Volume 1, Overview, May 2012

to the limited reach of the state beyond the larger cities, a weak system of sub-national governance, lack of investment, extensive damage to roads and other economic infrastructures by decades of war, and disruption to freedom of movement, trade, and economic production from the insecurity resulting from continuing armed conflict. An estimated 84 percent of the poor live in rural areas, a majority of the rural population still lacks safe drinking water, under-five child mortality has been estimated to be as high as 23%, and only 21% of the rural population, including only 7% of women, can read or write. Access to safe water and sanitation in Afghanistan is among the lowest in the world. The 2010 Afghanistan national WASH policy states that only 27% and 5% of the rural population have access to safe water and sanitation, respectively.⁸ This lack of access, including widespread faecal contamination of water supplies is a major contributory factor to widespread diarrhoeal illnesses which are primary causes of the very high rate of mortality in Afghanistan among infants and children under five.⁹

Afghanistan is subject to the **threat of earthquakes, and many rural areas are prone to frequent drought and flooding**, connected to the effects of climate change and poor natural resource management. The Afghan government has very limited capacity to either mitigate or respond to natural disasters, which are not included in its current development priorities. To a large extent Afghanistan remains reliant for finance and capacity provided by the UN OCHA system for crisis response delivered by UN departments and international NGOs.

Constitutionally women and men enjoy full equality, but the 2014 UN Gender Development Index ranks Afghanistan bottom of the list of 148 countries assessed for gender inequality, on the basis of the wide disparities in development indicators for men and women.¹⁰ Gender relations and women's status vary across the country, dependent on many variables, including ethnic differences and related variations in patriarchal customs, educational opportunities, distance from urban centres, and exposure to conflict. In a deeply patriarchal, traditional, and religious society, however, women are generally conceived as secondary citizens.¹¹ Women have severely limited access to services such as education and healthcare, to work outside the home, and to financial resources. Male and female spheres are strongly segregated, especially in rural communities, with men assigned the public realm, and women restricted to the domestic. Women suffer severe restrictions on their freedom to travel and socialise, even within the locality, which significantly curtails their ability to participate in both economic and public life. On paper women have good opportunities to participate in political life and decision-making processes. Afghanistan has a parliamentary quota of 25% of seats for women while women are guaranteed equal representation with men on locally elected Community Development Councils. In practice however, cultural norms ensure that women's participation in decision-making remains little more than symbolic.

Afghanistan's population growth rate of 2.8% is one of the fastest in the world. The current youth population (ages 15-30) is estimated to be 27.8% of the total population of

⁸ Ministry of Rural Rehabilitation and Development, Islamic Republic of Afghanistan (2010) *Afghanistan National Rural Water, Sanitation and Hygiene (WASH) Policy*.

The National Risk and Vulnerability Assessment 2011-2012 puts a more optimistic figure of 39% of the rural population with access to safe water.

⁹ Ibid: In 2010 infant mortality was recorded at 11/1000 live births and under-5 mortality of 161/1000.

¹⁰ UNDP (2014) op cit.

¹¹ AREU (2004) *The Dilemma of Women and Leadership in Afghanistan: Lessons and Recommendations*, November 2014

around 30 million.¹² The future prosperity of Afghanistan will to a large extent depend on the political and economic engagement of its current and coming youth population. Although the new Afghan government has recently published a framework national youth policy,¹³ Afghan development policy has to date largely ignored youth interests. Afghan youth generally feel disenfranchised and excluded from the mainstream. Particular challenges facing them include: lack of participation in policy dialogue at the national level, and limited inclusion in public life and decision-making at the community-level; low access to suitable and high quality vocational training and tertiary education; a lack of jobs and employment opportunities and lack of access to resources such as credit, land, or financial training, with which to found one's own business; insufficient programmes to build self-confidence, leadership skills and life skills for both youth women and men.¹⁴

Until very recently, the highly ambitious and comprehensive Afghan National Development Strategy (ANDS, 2008 and its complementary 22 results-oriented National Priority Programmes (NPPs) has provided the framework for delivering services and development projects throughout the country. The Government has been unable to deliver many of the ANDS' expected results, even with the contracted assistance of international and national NGOs, owing to the effects of its low institutional capacity, corruption, the ongoing conflict, and a growing gap between its budgeted expenditure and its revenues. The transition of responsibility for security from the international community to the Afghan government since 2012 has prompted a marked slowing down of the Afghan economy, as international spending in the country has been reduced sharply. This in turn has exacerbated difficulties in domestic revenue collection, so that the gap between already weak domestic revenues and planned recurrent government budget widened from 6.8% in 2012 to 7.7% in 2013.¹⁵ The fiscal gap is likely to widen even further in the coming years and the Afghan government is already resorting to cuts in spending on civilian expenditure to finance its security budget, which will inevitably lead to erosion of quality and scope of essential services to the general public, especially in rural areas.

In December 2014, the new Afghan government presented an outline of its proposed reform and adaptation of the old development policy,¹⁶ which holds out the promise for strengthening government capacity and providing opportunity to NCA and partners to pursue this strategy. The key proposed reforms include a streamlining of development planning, by reducing development costs and reducing NPPs to a maximum 12 key results areas; reforming the apparatus of state, in particular tackling corruption and strengthening governance, by making better use of financial resources, making the government and the civil service more effective, and improving service delivery, particularly to communities; prioritising the ending or significant reduction of armed conflict, to be achieved by strengthening the state's capacity and legitimacy (service provision, anti-corruption), boosting economic development, and through negotiation and diplomacy, rather than the previous strategy of relying on security measures; and promoting private sector confidence, boosting growth and job creation, by means of establishing an envi-

¹² Samuel Hall Consulting (2013). "Afghanistan's Future in Transition: A Participatory Assessment of the Afghan Youth", research commissioned by DMOYA, UNDP, UNFPA, and UNICEF; Kabul, 2013.

¹³ Deputy Ministry of Youth Affairs, Government of Afghanistan (2015) *Afghanistan National Youth Policy*, January 2015.

¹⁴ Samuel Hall Consulting (2013) op cit.

¹⁵ Poole, L (2014) *Afghanistan Beyond 2014: Aid and the Transformation Decade*, GHA, November 2014.

¹⁶ Islamic Republic of Afghanistan (2014) *Realizing Self-Reliance: Realising Reforms and Renewed Partnerships*, London Conference on Afghanistan, December 2014.

ronment for investment – essentially including all of the above points; ensuring development rights, in particular, the rights of communities to services, women’s rights, human rights for all, and the rights of IDPs and returnees.

While the state and government actors are officially the main duty bearers in Afghanistan, their power to fulfil their obligations towards NCA’s target groups, the rural poor, women, and youth, is limited with regard to ensuring institutionally regulated, fair access to essential resources. NCA’s conflict analysis shows that the sources of power in Afghanistan are diffuse, fragmented, and contested at all levels. Power, particularly at the community level, is largely invested in those controlling access to land and water and the means of deadly force, and it is largely exercised informally through various patronage-based networks of traditional community, ethnic, and tribal structures and customary rights-holders in ways that bypass, usurp, or corrupt the authority of local-level state structures.

Traditionally, Afghan civil society has consisted of various forms of informal (unregistered) community-based councils of village elders (shura) or tribal assemblies (jirga) of local elite, whose function has been to represent a community’s interests to other parts of society and dispense justice and carry out dispute resolution. In addition, shura of Ulema (religious scholars) have played an important role in communities across Afghanistan. During the last 30 years or more "modern" mission based CSOs(NGOs) have developed, to a large extent urban-based, along with newer forms of community based organisations¹⁷. Also, since 2003, more than 33,000 democratically elected Community Development Councils(CDCs) have been elected under the government National Solidarity Program (NSP), with a mandate to carry out village-level development projects. The CDCs, along with their counterpart District Development Associations (DDAs), are widely understood to be CSOs, and represent a cornerstone of community-level civil society in Afghanistan. Many CSOs are important service providers in remote communities. Only few CSOs are strong on advocacy, though some national CSOs have made significant progress in campaigning on peace issues and women`s rights. The term civil society is new to Afghanistan and its meaning still remains poorly understood amongst the general public and government bodies.

Based on the premise that sustainable development can only be achieved if conflict is addressed, the NCA Afghanistan programme aims to address potential and/or existing conflicts and power imbalances as an integrated part of the development activities. The NCA Afghanistan programme will focus on the lack of economic opportunities and services, related to water and sanitation, and it will contribute to peaceful co-existence, employment opportunities and improved health through its integrated approach. The main target group will be women and youth increasing their real participation at all levels.

¹⁷ INTRAC (2014) *Study on NCA Afghanistan’s partnership approach*, 30 December 2014. See chapter 2 for an overview of civil society in Afghanistan.

2. Lessons learned

NCA Afghanistan has targeted women in all its projects by adopting an inclusive, community-wide approach based on creating a safe space for dialogue between men and women, duty bearers and rights holders, backed up by trainings and the delivery of 'hard' components. Reflection by NCA and partners suggests that this approach has both empowered women by giving them confidence and stimulating greater acceptance within communities of women's right to participate in economic activities and the decision-making process. The project with religious actors demonstrated that increased interaction and joint arenas for men and women contribute to attitudinal change and acknowledgement of the necessity of women's participation in peacebuilding.

NCA's inclusive, dialogue-based approach is a successful means of building trust within communities and between communities and local government, and for mitigating or preventing conflicts over resources. At the same time, the effects of trainings to the community are not always apparent. NCA and partners should strengthen the elements of dialogue and community mobilisation (for example Community Led Total Sanitation – CLTS) during this strategic period, and could ensure that trainings are action-oriented and promote learning by doing.

NCA's livelihoods activities have been highly successful in increasing the production and income of targeted individuals, through the introduction of new and improved technologies and working practices, but they have not resulted in new jobs. The approach should be extended in this strategy, with additional assistance in business planning, marketing, and selling for target groups to grow their businesses.

Where NCA projects successfully provide material benefits to women (e.g. livelihoods, WASH), there are indications that these have 'knock-on' development effects and impacts to them and their families. Children are less likely to be taken out of school to carry out economic activities. Women have more time to engage in social activities or to participate in the community.

Employing field staff from the locality is essential for gaining access to and the trust of communities. Partners have struggled to recruit suitably qualified staff, from within field locations. Women have lower education and mobility constraints. To address this the programme need to allow longer periods of training for women employees. Partners have proved much better at delivering the 'hard' components of NCA's strategy than 'soft' elements, such as community mobilisation. This has led in some cases to increased dependency on partners and reduced the potential for local ownership. In addition, while partners are rooted in communities, lessons learned from partnership reviews show a requirement from NCA to work to strengthen partners' contribution to civil society. NCA should provide partners greater support in developing participatory approaches and skills in the field, and also in developing HR policies and staff management capacity. The organising of partners in provincial coordination teams, joint planning and monitoring has proved to be a positive lessons learned as it has boosted cooperation, coordination, learning and sharing of resources.

3. Geographic focus

NCA's geographic focus areas

NCA and partners will continue to support long term development in the provinces of Faryab, Daikundi and Uruzghan. As NCA's partners have a presence in more than 20 out of 34 provinces NCA will be able to provide on-going emergency support in a much wider area as needed. When local and national mega crisis occur NCA has a mandate to respond all over the country.

Since Faryab has been a major focus area for the Norwegian government a number of INGOs funded by the Norwegian government is working in the province; DACAAR (WASH and livelihoods), NRC (support to IDPs and returnees), ACTED (rural development and education), DAART (building of schools) and NAC (community development). Oxfam is the main other INGO in Daikundi (disaster resilience, education, governance). Cordaid completed a major livelihoods project in December 2014 with NCA partners NPO/RRAA and STARS. Save the Children (health and education), Caritas Germany and Cordaid (healthcare) have long-standing presence in Uruzghan.

Criteria used for geographic selection

NCA chose in 2005 to work in communities in Daikundi and Uruzghan because of high levels of vulnerability of the population owing to the remoteness from major centres and the low numbers of humanitarian and development actors. The Afghan Ministry for Reconstruction and Rural Development (MRRD) prioritised both Uruzghan and Daikundi and specifically asked NCA's engagement in the two provinces. In addition, Faryab was from early 2000s a priority area for Norway. For the strategic period 2016-2020 NCA has chosen to continue working in the same provinces to meet continuing needs of isolated communities and to ensure continuity in programming. NCA and partners have an established presence and have good understanding of localities and developed trusting relationships with local governments and target groups, which will enable follow-up of previous projects to strengthen the sustainability of results and will also facilitate access to new communities for future projects.

4. Theory of Change for NCA Afghanistan

Vision and goal

NCA Afghanistan's vision of change and overall goal is 'A country that has just and sustainable peace.' Our goal envisages peace not simply as a lasting cessation of armed conflict but as a reconfiguration of social, economic and political relationships according to the principles of participation and shared economic and political power and responsibility, facilitated by inclusive, democratic, and responsive institutions, underpinned by values of mutuality, cooperation, equality, and fairness.

Preconditions to reaching the goal

We have identified five pre-conditions for achieving the goal,

1. No armed conflict, whose achievement will depend upon a commitment to peace from social and political leaders at all levels and from neighbouring states and their active promotion of peaceful and cooperative inter and intra group relations.
2. Political stability in Afghanistan, whose key pre-condition in turn will be the establishment of a constructive political culture in which politicians and political parties promote the common good and the interests of the country as a whole, rather than those of their particular faction, tribe, ethnicity, or local group over and above, and to the detriment of others.
3. Good governance, including a system of accountable and inclusive public institutions which enable citizens to participate in the democratic process and decision-making at all levels, from the community upwards. This would include opportunities for women, youth, and all other social minorities to participate fully, and the eradication of corruption in public life at all levels.
4. Equitable access to resources and services, meaning inclusive and affordable essential public services, including education, health, water and sanitation, roads and other public infrastructures, catering to all and all regions, and meeting the special needs of any social minorities.
5. Economic justice, meaning that all have the opportunities in life to enable them to achieve an adequate and secure livelihood free from poverty.
6. Properly functioning and accessible justice system that reaches the whole country and provides affordable and impartial means of redress to all those seeking justice.

Our theory of change assumes that (local) civil society is a key driver of change as it has the potential to mobilise communities to bring democratic pressure on government and other duty bearers to fulfil their obligations, to manage resources fairly for the benefit of both women and men, and to promote social cohesion through dialogue and cooperation between duty bearers and rights holders and also to deliver services where the state is too weak to fulfil its obligations.

Based on a thorough problem analysis of the communities NCA's partner support and the skills and experience of both NCA Afghanistan and its partners, NCA will work with the following preconditions: no armed conflict, equitable access to resources and services (specifically WASH), and economic justice. The primary arenas for NCA's programmes will

be at the community level, between communities, and between the community and local government, although NCA's partners could also conduct advocacy in support of their project objectives at the national level. Rights holders will be community members (especially women and youth) mobilised through their representative bodies and special interest community-based organisations, while the principal duty bearers will include local governments, district and community representative councils, traditional community and religious leaders, and local security forces. Thus our theory of change assumes that: sustainable change can be achieved at the community alone; broader social change is driven from the bottom up; and, that other development actors elsewhere will contribute to the achievement of the pre-conditions NCA will work with.

5. Strengthening civil society

Working strategically with civil society

Currently NCA is working with 13 long-term partners (3 in Uruzghan, 8 in Daikundi, and 7 in Faryab) of differing sizes and organisational capacity. Originally, these partners were chosen on the basis of shared objectives and values and their presence in NCA's target provinces. A review of NCA's partnership approach in Afghanistan noted that 'regardless of differences in mission and organisational size, there is a very high degree of overlap in the partners' strategic objectives and their stated areas of programme focus.' In addition, most of the current partners are specialists in service delivery and relatively weaker in community mobilisation, process facilitation, and organisational capacity development, as well as advocacy, all of which are important for achieving NCA's objectives regarding the strengthening of civil society. However, the report also noted how NCA has managed to facilitate an understanding of the partnership as a network in which partners have succeeded in integrated planning and implementation (since 2013) in such a way that NCA support creates the potential for significant synergies and cost efficiencies. Specialist peacebuilding skills are under-represented in the current partners, as too is expertise in entrepreneurship, job creation, and economic development.

Based on the report NCA will identify a small number of new partners and review of the current portfolio. NCA will select a portfolio consisting of implementing partners who complement each other, and resource partners with particular competencies which is needed to meet the strategic objectives. NCA will continue organising partners into coordination teams to ensure sharing and learning and cost efficiency.

NCA will work strategically with men and women religious actors; provide support to training and organising, enabling them to engage in conflict management and peace advocacy. The national network of religious actors, established under the project *Mobilising Religious Actors for Peace*, will be challenged to play a role as advocates for positive change when it comes to issues such as women participation in formal peacebuilding structures. In addition, NCA will engage a wider array of local religious leaders, supporting them to promote peacebuilding at the community level, particularly by facilitating inter and intra group dialogue in cooperation with community-level CSOs and local leaders and decision makers.

Strengthening civil society through programme work

All programme results (constructive inter and intra group relations, access to adequate and sustainable WASH services, entrepreneurial and sustainable employment) will strengthen local-level civil society directly as,

1. Outcomes will be dependent on prior organisational strengthening of community-based organisations (CBOs) so that they can manage community resources, provide services to their members, coordinate with government and other duty bearers, and also carry out advocacy in support of their rights.
2. Where relevant CBOs are lacking, the programmes will mobilise target groups to establish organisations, or (as in the case of religious leaders for peacebuilding) to work in informal alliances and coordinate with other CBOs, government and parties to violent conflicts.
3. An important aim of all programmes is to raise the participation in existing CBOs and local civil society more generally of women and youth.

NCA's partners will take a lead role in advocacy in the peacebuilding programme to render peace processes under formal peacebuilding structures inclusive of women, youth, and other marginalised groups, and advocacy under economic empowerment for the development of policies, resource allocation, and mechanisms to create space for women's participation in the market and private sector. To do this they will act a network and also establish issue-based civil society platforms and coalitions which will contribute to the capacity, voice and potential influence of Afghan civil society nationally and in the provinces in which NCA works.

Capacitating core partners as civil society actors

NCA will draw up a capacity development plan tailored to partners' needs identified in a participatory assessment/baseline process conducted with all partners early on in the strategic period. NCA's capacity building to partners will focus more on their longer-term organisational development and sustainability than has previously been the case. NCA will further strengthen its partners' role as leaders, facilitators and supporters of Afghan civil society (rather than project and service deliverers) by assisting them to develop approaches to strengthen CBOs organisationally and to facilitate civil society networking and coordination. Training and coaching of partners in advocacy, community mobilisation and process facilitation will be prioritised focus areas.

NCA will assist a group of identified partners to carry out a gender audit in order to develop targeted, practicable strategies for each partner to address gender imbalances in their organisation and programme delivery and to strengthen a more balanced gender profile. Owing to high staff turn-over, especially among field staff, all partners continue to suffer from recurring shortfalls in areas such as planning, monitoring and reporting, as well as financial management. NCA will work with the partners in a consultative way to identify practicable strategies to overcome or mitigate the dislocations caused by this problem.

6. Programmes

6.1. Global Programme: Peacebuilding

Needs analysis

The communities in the areas where NCA operates are all to a lesser or greater degree subject to conditions of insecurity caused by insurgency fighting and attacks, fighting between local strongmen and communities they seek to control, often protracted inter-tribal and inter-ethnic conflicts, as well as a variety of often violent local conflicts between communities and families over access to natural resources.

Ethnic and political conflicts are more frequent in Faryab and Uruzghan due to the structural issues and ethnic composition. Faryab is increasingly insecure, owing to insurgent activity and ethnic-based fighting, often aimed at the Pashtun community; 36% express that the situation has become worse and 28% justifies this negativism by poor security and the presence of Taliban¹⁸. Faryab is among the provinces most likely to report some level of fear for personal safety (92,1%)¹⁹. Accessing communities in Uruzghan is very often dangerous to outsiders, as well as district government officials trying to return to their homes. Deeply conservative and traditional culture and the presence of insurgents mean that promoting women's participation in the community is often too risky to both women and NGO staff. Daikundi experiences less conflicts but tension between political parties and conflicts over resources occur. In addition to addressing the complex set of drivers of these conflicts, a key challenge is to find ways to decouple the pursuit and exercise of political power at all levels of Afghan society from violence and overcome a culture of conflict resolution by force and violence.

A complex system of informal and formal peacebuilding structures and mechanisms functions very weakly owing to lack of representativeness (and virtual total exclusion of women and interests of minorities), low understanding of peacebuilding, and presence of political bias and personal interests.

There is an absence of inclusive community level structures with the capacity to mediate in disputes within or between communities. Village shuras, generally self-selecting informal bodies of male elites, dispense justice by arbitration, usually in favour of their own interests to maintain influence. The elected CDCs lack the capacity and mandate to play an effective role in conflict resolution. Religious leaders, though influential in the community, and also an acceptable point of contact with AOGs, lack understanding of peacebuilding skills, understanding of women's rights and their responsibilities as village leaders.

The formal justice system and political administration at district and provincial levels are dominated by the interests of local elites, and are exclusive, poorly connected to communities, inaccessible (especially to women, owing to restrictions on their movement), and unaccountable. District shuras (DDAs) are largely dysfunctional, unable or unwilling to mediate between communities owing to their dominance by specific ethnic or personal interests. At the national level, there is a High Peace Council, charged with dialogue with AOGs, but it is currently an unwieldy body of 72 members. The Afghanistan Peace and Reintegration Programme (APRP) works at the provincial level, in coordination with Pro-

¹⁸ Faryab Survey wave 9 - two years after the deployment of Norwegian forces from Faryab, FFI, 9 June 2015

¹⁹ Afghanistan in 2014, A survey of the Afghan people, Asia Foundation, 2014

vincial Peace Councils, to reintegrate former insurgents into the local economy (job creation).

Programme goal and theory of change

We have set a programme goal of 'social groups experience constructive inter- and intragroup relations.' We expect the programme to contribute to change at the community level: 1) A culture of peaceful coexistence and cooperation, and 2) Inclusive peacebuilding structures and mechanisms in place.

To achieve peaceful coexistence and cooperation, communities and all their members must have first gained awareness of the benefits of peaceful co-existence. Those with power to decide and the authority to command allegiance, namely religious and ethnic leaders, must be actively involved in promoting peaceful relations in the community. At the same time, communities will need to have responsive and participatory institutions (particularly with regard to women, young people, and all other minority interests) actively involved in preventing and transforming conflicts within and between communities.

To establish *inclusive* peacebuilding structures, NCA has identified the following pre-conditions: youth voices are heard and respected within peace forums (at all levels); religious leaders participate in all peace processes; and there is significantly increased and real participation of women in all peace processes.

Our theory of change is that NCA partners can stimulate the above changes at the local level by carefully targeted interventions to raise individual capacities for peace and to promote inclusive dialogue, understanding, cooperation and problem solving within and between communities.

Programme description

NCA will continue to use Reflecting on Peace Practice (RPP) tools in designing and implementing its peacebuilding programme. Thus, the programme will focus on the mobilization of both 'more people', with a special focus on reaching women and youth, and 'key people,' those who are able to decide or strongly influence decisions for or against peace, such as traditional leaders, conflict actors and members of peace structures. This strategy seeks to stimulate positive changes in people's attitudes and relationships at the individual level, but also, and more significantly, to achieve positive change in the social and political situation at the community level.

In order to consider the priorities and concerns of all social groups and promote social justice, the programme's main emphasis will be on inclusive peacebuilding structures and processes, particularly with regard to gender, age and ethnic minorities. As women have been shown to play an important role in peacebuilding and conflict resolution processes in other contexts, and as they are largely excluded in the public domain in Afghanistan, women will be one of the main target groups of this programme. The programme will advocate for their inclusion and meaningful participation in peacebuilding processes and peace structures and will target their involvement in all activities delivered by NCA's partners.

NCA partners will provide a range of educational and awareness-raising activities to promote a culture of peace within communities. This will include working with local schools to provide peace education to children and youth both male and female; working with religious and traditional leaders, providing them with training, exposure visits and oppor-

tunities for peace dialogue; working with women's shuras to raise their understanding of peace and the positive role they can play in conflict resolution.

NCA partners will facilitate the establishment of (or strengthen existing) local level peace shuras, targeting proper participation of women and youth. Partners will provide shuras with training and mentoring to build their capacities for conflict resolution and the development of conciliatory relationships. Shuras will be assisted to develop action plans and maintain their functionality. The partners will accompany shuras in their work on resolving major conflicts within their communities.

Linking and connecting formal and informal peacebuilding structures is a good opportunity to learn from each other's knowledge and experiences and support each other's work. Therefore, this programme will put efforts on linking these structures through conducting dialogues, meetings and taking joint and coordinated initiatives through which they will be able to address the root causes of conflict. In particular, partners will support faith actors and CSOs to conduct inter and intra group dialogue while mobilizing key actors in conflict to participate in these dialogues.

NCA partners will also advocate and assist peace shuras and communities to advocate with the purpose of improving laws, policies and institutions that address key driving factors of conflict. Advocacy will in particular target formal peace structures in order to influence them to establish properly inclusive peace processes. The programme will establish a platform of civil society organizations, linked to its target communities, which first will identify critical advocacy issues and then conduct advocacy dialogues. The partners will mobilize religious and traditional leaders, women and youth to support and join the advocacy initiatives of CSOs and strengthen the voices and efforts of this advocacy platform.

The programme will be integrated and inter-linked with the other NCA programmes in order to create complementarity and synergies and so have wider impact on targeted communities and contribute to Peace Writ Large.

Needs analysis

Major factors of the high levels of poverty in Afghanistan include the lack of jobs commanding a living wage, pervasive underemployment, extremely low levels of female labour force participation (19%) and the prevalence of vulnerable forms of employment in informal and low productivity jobs (81%).²⁰ These factors are particularly acute in rural areas, where an estimated 84% of the country's poor live. However, employment in agriculture is characterized by small family businesses, often producing merely for subsistence. Years of conflict and poor business climate has hampered development of private enterprises in Afghanistan. The country ranks 160 out of 183 economies on the WB "Doing business"²¹. Many traditional business opportunities, like carpet production and small-scale businesses based on agriculture and horticulture, have closed down or suffer from lack of access to new skills, finances and markets. Insecurity, poverty, weak institutions, and lack of coherent policy implementation are root causes, creating a risky business environment.

Afghan women suffer from lack of education, skills, security and cultural barriers putting them in a disadvantaged situation in the labour market; they are not allowed to interact with men, travel by themselves, or own land. These factors severely curtail women's access to resources and services, including credit, training, extension, inputs, and trading and marketing networks. Women do not have collateral to apply for credit or opportunities to participate in extension training because selection for these opportunities is often based on land ownership. There are few, or no women service providers in extension, credit, input supply, or marketing. Men, on the other hand, link households with the market to obtain input supply and sell the products, in addition to their substantial engagement in production. Men also serve as the actors in the upper levels of the value chains, including middlemen or village-level traders and processors, wholesalers, retailers, or exporters.

Farming and related occupations like agriculture, agri-business and livestock sectors, provide almost the only viable economic activities in rural areas driving the labour and economic markets. Most of the workforce is however in low productivity or subsistence type of agricultural production, and the agricultural sector is dependent on local market price volatility and weather conditions, and is poorly resilient to shocks. Weak economy, lack of access to markets, insufficient infrastructure and lack of business development services are limiting the economic development potential of the sector, and are constraining on farm and non-farm employment opportunities.

Afghanistan has one of the youngest populations in the world; children under 15 represents 49% of the population and 400 000 young people are entering the labour market each year. The absence of a structured labour market and sustainable income perspective adds to the deep economic and social uncertainties facing the country. A key weakness of the capacity building and job creation programmes is the poor link to the labour market. Government Technical Vocational Education and Training (TVET) initiatives, as well as NGOs tend to focus on direct outputs, participation in training, neglecting longer term employment outcomes.

²⁰ World Bank (2014) op cit

²¹ <http://www.doingbusiness.org/rankings>

There is limited reliable employment statistics on province level. A baseline conducted by NCA and partners in 2014 in targeted district in Faryab, Daikundi and Uruzghan showed a medium monthly income per capita of \$13,8, 22,2 and 22,8 respectively compared to £56 on national level²². Perceptions and opportunities differ; in Faryab unemployment is stated as the biggest problem together with insecurity²³. In Daikundi, where the majority is Hazara, women enjoy greater mobility and thus have more opportunities while in Uruzghan women are very much confined to the domestic sphere.

Programme goal and theory of change

NCA has set a programme goal of 'rights holders secure entrepreneurial opportunities and sustainable employment' with the following three key pathways of change: 1) Establishment of micro and small enterprises, 2) Increased production and profits using value chain development, and 3) Vocational training and support to youth getting employment.

Partners will firstly research and identify business opportunities and potential. They will facilitate access to, or provide businesses and community groups with necessary training in business management and value chain development, and facilitate exposure of communities to new ideas, technologies and innovations. Both with existing and prospective businesses, partners will provide certain businesses with key inputs (equipment, new seeds etc.) and also facilitate access to finance, renewable energy and other resources. In particular, they will facilitate market connections and information on markets. To enable youth to be self-employed or access employment, the programme will provide relevant and demanded vocational training opportunities. Advocacy will be carried out for greater resourcing and reach of vocational training, such as the National Skills' Development Programme, as well as more favourable economic policy and regulations.

Our theory is that these inputs will lead to the establishment of new businesses, often under the auspices of collective organisations, such as women's groups and farmers' co-operatives, which are equipped to produce goods and provide services that find a market locally or in urban areas. On the other hand, these interventions are expected to strengthen production of existing farms or enterprises, and make them more profitable on the basis of more efficient working practices and increased control of the value chain.

Programme description

NCA's economic empowerment programme will build on the experience and successes of the current livelihoods programme. The new programme represents a shift towards a greater focus on income generation and employment creation, principally through targeted support to both men and women for the development of rural micro, small and medium scale enterprises and vocational training for youth.

NCA's partners will promote women's economic empowerment by working with women, women's self-help groups and women's shuras to assist them to establish their own community-based or micro-level enterprises. Partners' support will include occupational literacy education where necessary, support in identifying viable productive activities and market opportunities, training in business planning and development, and promotion in the community (working with community leaders and men) of greater acceptance of

²² World Bank, 2014

²³ Faryab Survey wave 9 - two years after the deployment of Norwegian forces from Faryab, FFI, 9 June 2015

women's right to participate freely in economic activities. Partners will conduct advocacy for creating an enabling environment for women entrepreneurs linked to the initiative to create space for women's participation in the market and private sector.

The programme will work with existing farmers, those involved in subsistence production, to support them to establish (more) profitable micro and small enterprises in the agriculture, horticulture and livestock sectors. It will provide training in business planning and development based on market demand, provide information and support in gender-sensitive value chain approaches, assist in the formation and running of cooperatives and community-level associations, provide information on and facilitate access to micro-finance and other financial services. The programme will provide start-up support, e.g. equipment, new seeds, introducing new sustainable technologies and best practices in value addition.

Certified vocational training according to national standards in promising business areas will be provided to young men and women. Material resources in the form of small loans or equipment will be offered to assist youth to start their own small businesses. Local market assessments, gaps and opportunity identification will be undertaken so that skills and microbusinesses are developed meeting the local market demand. Vocational skill training will be carried out as semi-formal education based on National Occupational Skills Standards (NOSS) with the intention to fill gaps in locations where the Provincial Vocational Training Centers are inactive. Certification of trainings will be given through the National Skills Development Programme (NSDP) that advises the Ministry of Labour and Social Affairs (MoLASMD) in policy relating to TVET (Technical and Vocational Education and Training). Market driven demands for jobs and employment will be the basis for the selection of the vocational skill training and relevant curricula will be adjusted or developed. Business development, and entrepreneurship will be a cross cutting issue for those who opt for self-employment as there are limited employment opportunities and potential for internship in rural Afghanistan.

When working with women, youth and farmers NCA will support producer associations and cooperatives. In order to create access to capital and credit at the community level, NCA will cluster mature self-help groups to form village saving and loan associations (VSLAs), and provide asset-based start-up grants to the associations. NCA will facilitate registration of cooperatives and support the establishment of micro, small (and medium) scale enterprise, and facilitate linkages to microfinance institutions operating in the targeted provinces.

These interventions all support the objectives of the NPPs, National Comprehensive Agricultural Production and Market Development Programme, and Integrated Trade and SME Support Facility. They are also consistent with the overall goal (of increased income and sustainable employment opportunities for men and women through supported rural enterprises) and the approaches of the MRRD's Afghanistan Rural Enterprise Development Programme (AREDP).

Women are generally concentrated at the lower levels of the value chains, where they perform irrigation, weeding, harvesting, and minimal processing, such as drying and packing at the household level. Gender mainstreaming will be a crosscutting issue in the strategy and methods to achieve economic empowerment for both men and women. Greater participation of women at all levels of the value chain will be established by: de-

veloping value-chain action plans that enhance women's participation; supporting the establishment of women's producer groups and their integration with men's groups at the cluster or district level;improving rural outreach by developing a pool of women para-professionals and providing value-chain innovation grants for women.

Needs analysis

In NCA target areas access to safer water is lower than average (Uruzghan, 7%, Daikundi, 17%, Faryab, 30-39%²⁴). Common problems include, dysfunctional water points due to drying of water sources; falling water tables; damage from natural disasters; poor quality of construction materials and equipment; lack of standardisation and oversight; poor operation and maintenance services; coordination issues with the private sector; and lack of community ownership. Water points are also often a long way from places of habitation, placing a disproportionate burden on women and children for collection resulting into promoting and/or adding up to unfair gender roles and responsibilities. Faryab has less water resources compared to Daikundi and Uruzghan and much of the water is saline reducing the quality significantly.

Access to water is often the cause of local-level conflicts, between competing families and ethnic groups. Local elites dominate local decisions regarding water supply, often to the exclusion of women (Uruzghan) or minority ethnic groups (Faryab).

In NCA's target areas most communities continue to use insanitary traditional latrines or practice open defecation. Uptake of improved latrine design is challenged by low know-how of communities and lack of financial and material resources. Hygiene awareness is extremely low, impacted by lack of general education, and so there is little incentive for people to change behaviours. Owing to cultural taboos, latrines tend to be used by men only. Despite a clear and coherent government WASH policy, communities where NCA is working in are often overlooked owing to their geographic isolation, lack of government resources, and low levels of technical expertise in government departments at the provincial level.

Programme goal and theory of change

We have set a programme goal of improved health in the communities where NCA partners work, dependent on the pre-conditions of: 1) Local ownership, 2) Duty bearers' engagement, 3) Improved sanitation facilities in place, 2) Adequate and sustainable water supply, and 3) Communities are practising good hygiene and sanitation.

Our theory posits that awareness of the importance of sanitation in the community would lead to community demand for sanitation. This, with the establishment of access to the market for material resources would lead to community members installing appropriate sanitation fulfilling the needs of both men and women. At the same time, community-led hygiene education and information would lead to more hygienic behaviours (also reflexively fuelling community demand for proper sanitation facilities). Community planning would lead to demand for community management of water resources resulting in the establishment of inclusive water management committees. The committees would then oversee improvements to water facilities provided by NCA partners and take over their management and monitoring.

Programme description

The programme aims to strengthen and scale up NCA's existing WASH development component. It will adopt a participatory, holistic, and rights-based approach in order to

²⁴ Ibid

promote both community-led and community-managed water supply and sanitation and sustained hygiene behaviour change.

To provide safe drinking water, the programme will focus on developing strategies to improve the access of all (women, men, and children) to the appropriate quality and quantity of water as defined by the national standards. Wherever socio-economic conditions allow the Self Supply approach to water provision will be promoted as the most suitable way of ensuring community ownership. In order to enhance sustainability, NCA's partners will introduce technologies and methodologies which are within the capacities of the communities to maintain.

Structured educational activities and awareness-raising in the community of the importance of good hygiene will increase the likelihood of sustainable behaviour change and community demand for safe water and proper sanitation. This component will follow the Community Total Led Sanitation (CLTS) approach. CLTS is an innovative self-sustainable approach with focus on blocking of faecal-oral contamination routes and is different from traditional sanitation interventions in its systematic design of a 'hands-off' approach that guides women and men from various socio-economic backgrounds to collectively work towards an open defecation free environment.

With its focus on sustainable use and management of WASH resources, NCA Afghanistan will also seek commitment from the communities to become more involved in climate change mitigation measures. In each target community a preliminary survey will be conducted to understand how the communities can participate and what they can do for themselves in order to ensure hygienic sanitation and access to safe drinking water. After assessing survey findings NCA's implementing partners will work with the community to develop feasible options for a package of support tailored to community need and capacities.

WASH committees will be established in each community. They will have responsibility for operations and maintenance of community facilities, collection of monthly fees, ensuring equitable access to water and sanitation resources, the management of any conflict arising over the ownership and use of water resources, as well as the promotion of sanitation and hygiene in the community. The committees will be trained in all these areas including the CLTS approach, and how to monitor water resources and their use.

The programme will provide training and other capacity development support to partners and government authorities, especially the provincial Departments of Rural Rehabilitation and Development (DRRD) and members of WASH committees to gain full understanding of the WASH Policy of Afghanistan and the importance of water as basic human right. The programme will support the DRRD and WASH committees to fulfil their obligations as key local duty bearers for the development and maintenance of safe water and sanitation facilities.

The programme will also promote the uptake of appropriate, innovative, and sustainable sanitation and water treatment technologies, such as solar stills and bio sand filters. To sustain these technologies local suppliers will be motivated and trained in their supply and production using locally available materials. Local entrepreneurs will be encouraged to promote the business of spare parts required for the water facilities installed and technologies used for water treatment (reference to Economic Empowerment).

7. Emergency preparedness and response

Strengthening disaster response capacity

NCA Afghanistan started scaling up emergency WASH in 2013, establishing a Humanitarian Forum with five national partners, developing an Emergency Preparedness and Response Plan (EPRP) and establishing a core humanitarian team lead by a humanitarian coordinator. A capacity development plan was established and a needs assessment team was selected and trained.

NCA will continue to prioritise humanitarian action, with a target allocation of 2US\$ million. We will continue focussing on WASH in emergencies and consider broadening the deliveries to include food security/cash for work. We aim at having an ongoing humanitarian programme in selected provinces where our partners have a presence. When mega emergencies occur we will broaden our areas of intervention to include all 34 provinces and tap into NCA and ACT resources. Due to the type of emergency various forms of partner collaboration will be considered, including a semi-operational intervention. NCA will continue and develop the cooperation established in the Humanitarian Forum and have regular meetings with other ACT members present in the country, seeking cooperation where it is natural. The EPRP will be updated on an annual basis.

NCA is planning action in four areas: 1) Building the capacity of NCA and partners' humanitarian WASH programme; 2) Strengthening NCA's capacity in humanitarian management; 3) Integrating disaster risk reduction (DRR) strategies into emergency programmes to better address chronic and acute vulnerability to disasters; and 4) Participating in humanitarian campaigns in Afghanistan to influence the performance of the international system to deliver more and better assistance and protection; 5) Working and advocating for gender mainstreaming in all interventions. These actions will include, amongst others: introducing new humanitarian management skills and standards to NCA, partners and government staff, as well as investing in M&E and data management systems and developing accountability mechanisms; developing human resources, tools, and knowledge management systems to integrate DRR and develop appropriate funding streams from restricted and unrestricted sources; include gender mainstreaming in all interventions and lobby for stronger representation of women in the whole project cycle; develop networks, alliances, and partnerships for DRR to increase overall capacity in the sector. This will also include strengthening NCA strategic relationships more generally with key multi-national humanitarian actors, such as UNOCHA and ECHO, expected to be NCA's main donors, as well as our partnership with members of the ACT Alliance, and our own partners. NCA will seek to further develop relationships with other UN institutions such as UNICEF, UNHCR, WHO and WFP through meetings and active presence in clusters.

Humanitarian coordination

NCA and partners are members of the following UN-led cluster: WASH; Food Security; Gender and Protection on national level. Shelter and Non-Food Items will be followed as long as we have stocks within this field. NCA is member of the Strategic Advisory Group (SAG) and leads the technical working group on cross-cutting issues in the WASH cluster.

NCA will continue to participate actively in its prioritised clusters, and the main humanitarian forums non-governmental and governmental actors at the national level, including

the Humanitarian Country Team (HCT) and the Afghanistan Humanitarian Forum (AHF which coordinates NGO activities). At the provincial level NCA will ensure the participation of its partners in the coordination mechanisms set up by provincial governments, such as provincial disaster management committees, and any relevant UN-led coordination. As cluster leads are planned to be transferred to government institutions NCA will build relationships accordingly and follow the development.

8. Finance and funding

Funding situation

At the Tokyo Conference in 2012, international donors pledged a total of US\$4 billion a year for development assistance to Afghanistan for the period 2012-2015. There was concern at the time that there would be reduced funding available for INGOs as donors committed to putting 50% of development aid 'on budget' and to aligning 80% of aid with the Government's development priorities (NPPs). Although it is not clear whether all donors have fulfilled their pledges, but in general INGOs, including NCA, have not experienced any significant restriction in accessing funds for their programmes.

Some donors have made commitments to maintain (Germany, the UK, EU institutions, Norway, and Sweden) or increase (Australia, France, Finland) current levels until at least 2016, but the outlook for development assistance is hard to predict for the period 2016-2020. Despite the reiteration by donors in December 2014 at the London Conference of their continued support for Afghanistan, the expectation is that overall volumes of development aid will steadily decrease in this period.

Currently, NCA's programme is fully funded until 31 December 2015 only, when its Norad-funded 3-year programme *Building Resilient Communities for Sustainable Development and Peace* comes to an end. In addition NCA received \$600,000 from the British Embassy in Kabul for its project with religious actors for peace. NCA remains over-dependent on Norwegian government sources (96% over the period 2011-2014) and will make efforts to diversify its donor base to fund the 2016-2020 strategy.

Analysis of donor market

Peacebuilding remains a priority for only a small number of larger donors (including Europe Aid/EU, DFID), however there is a strong interest among donors for women's inclusion in peacebuilding. Most of NCA's potential funders focus increasingly on economic empowerment (including EuropeAid/EU, DFID, USAID, DANIDA, SIDA), with women's empowerment as a priority sub-theme or cross-cutting issue for all. There is a trend looking for linkages to research institutions and within economic empowerment there is an expectancy to link up to the private sector. NCA's WASH frame agreement with MFA is positioning NCA for playing a significant role within both long term and humanitarian WASH. There is a trend to see WASH linked to health and nutrition, so NCA will seek to link emergency response with providers of these sectors as we have currently started with the cooperation with the Johanniter. The ECHO HIP and OCHA CHF continue to offer the most easily accessible funds for emergency response WASH, but both require NCA to participate fully in the annual planning process.

It is expected that the Norwegian government will continue to be NCA's main funder in the immediate period. It continues to support all three of NCA's strategic priorities: peacebuilding, economic empowerment and WASH. We expect to be able to sign another three-year contract for the years 2016-18. Norway's MFA currently provides opportunities for peacebuilding on one-year contracts, but a policy change is expected after 2017, the direction of which is as yet uncertain.

USAID has recently announced a \$800 million New Development Partnership with Afghanistan aiming at specific reforms in combating corruption, promoting the rule of law, strengthening women's rights, and enhancing private sector growth. USAID's five-year

Promote programme, which will support women’s efforts to enhance their contribution to Afghanistan’s development by strengthening women’s rights groups, boosting female participation in the economy, increasing the number of women in decision-making positions within the Afghan government, and helping women gain business and managerial skills, is the largest women’s empowerment programme supported by USAID anywhere in the world, committing in total \$216 million. NCA has also identified Emirates-based foundations supporting either EPR or economic empowerment which will require extensive relationship building.

Forecasted income

Year		2016	2017	2018	2019	2020	Total
Long term	Peace building	17 m	16,2 m	16,4 m	18,2 m	18,5 m	86,3 m
	Economic empowerment	24 m	25 m	25,5 m	28 m	28,5 m	131 m
	WASH	17 m	17 m	17,3 m	13,5 m	13,6 m	78,4 m
Humanitarian	Emergency preparedness & response	9 m	11 m	12 m	12,5 m	13 m	57,5 m
Grand Total		67 m	69,2 m	71,2 m	72,2 m	73,6 m	353,2 m

9. Monitoring and evaluation

Monitoring principles and practices

NCA Afghanistan has established a monitoring policy and system which will be continued and developed. Partners will be responsible for monitoring of project delivery and be encouraged to carry out participatory monitoring with the direct involvement of beneficiaries and others affected by the project, including authorities and communities. NCA programme staff will monitor projects as part of routine programme management and NCA's financial staff will conduct periodic monitoring of financial routines and compliance with financial guidelines. Monitoring design and approach, specific data collection methods, frequency, reporting requirements, etc., for each intervention, will be discussed and mutually agreed by NCA and partners. Monitoring methodologies will be gender sensitive, and data collected, both qualitative and quantitative, will be disaggregated according to gender. Monitoring activities will be conducted in a conflict-sensitive way, according to the principles of Do No Harm. In this regard, NCA aims to conduct or update on a yearly basis a conflict analysis for each NCA programme and seek to adapt the programme implementation according to findings. This to ensure that NCA programmes in conflict settings avoid exacerbating conflicts.

Partners will collect information on output indicators by means of Indicator Tracking Cards (ITCs). Programme staff will collate and analyse qualitative and quantitative data from the ITCs in a database based on the results framework. Programme staff will lead reflective sessions four times a year with coordination teams of all partners in each province. These will be assessing progress towards outcomes and changes (positive or negative) to the beneficiaries, as well as considering changes in the context, conflicts and stakeholders. Field monitoring visits will be conducted at least twice a year, cross-checking progress in the field against ITCs and partners' narrative reports.

NCA will develop and use remote monitoring mechanisms where access to the field is restricted due to insecurity. Third party monitors may include local people, representatives of authorities or CBOs, who will be trained in monitoring methods and procedures. A baseline will be conducted using the newly developed NCA scorecard to assess some selected partners. Focus will be on organisational capacity, accountability and wider civil society role. Programme staff assigned with partnership portfolio will monitor the partners' progress against set targets after a capacity development plan is established and implemented.

Evaluations

Evaluations are an important part of distilling lessons. NCA will abide by the requests of the donors and will be following NCA's evaluation policy. Mid-term reviews will be conducted internally and end evaluations using external resources. An evaluation of the country programme will be carried out (Annex 5).

10. Organisational prerequisites

Competence development

By 2020 NCA should be able to provide appropriate and timely accompaniment, facilitation, funding and support as well as to challenge national partner organisations on for example approach, accountability etc. when necessary. NCA will need to have skilled and competent staff on social mobilisation, facilitation and advocacy in addition to project cycle management (proposal writing, planning, monitoring and evaluation, documentation/reporting), principles and standards like HAP, DNH, gender mainstreaming and working methods. We aim at having competent and relevant teams within each of the thematic areas; peacebuilding, economic empowerment and WASH and humanitarian preparedness and response in addition to staff with good knowledge and capacity on strengthening civil society. An internal review will be done on an annual basis to ensure that appropriate staff and organisational capacities are in place and necessary measures are established to achieve this. NCA's ambition is to have a gender balanced team with at least 40% men or women. Improved partner management will be achieved through establishing baselines, capacity development plans and long term MOUs stating mutual responsibilities.

Improved fundraising capacity will be achieved through developing constructive relations with a larger pool of potential donors, and a clear fundraising strategy for the period 2016-2020. To be able to respond to calls for proposals with short notices, the programme teams need to develop ideas and concepts.

Human resource needs

NCA will achieve a better gender balance by applying a preference for women applicants during recruitment processes and 'headhunt' women until the goal of 40% men/women is reached. Recruiting women might imply lower initial competence and a period of intensive training, thus having a cost implication. However, NCA will take necessary actions to strengthen women's participation also in own organisation, not only require others to do it.

Capacities and expertise in business planning, marketing, and management, and entrepreneurship and value chain development need to be added. An international expert within the field will be recruited the first year to lead development of the programme and the capacity of staff and partners. Several capacity development activities have taken place like for example on RPP and DNH, however there is a need for follow up with a focus on practical application. Monitoring and evaluation are areas which need more focus and more human resource will be considered allocated.

Improved management of partner relations will be achieved through the introduction and follow up of partner assessments and long term MOUs stating mutual obligations. As part of developing partners' role as civil society organisation capacity on advocacy needs to be built both for NCA staff and partners.

Cost effectiveness

Part of cost effective measures will be assessing procurement practises and sharing of office facilities in Faryab. Since a major expense is human resource NCA this needs to be looked into, assessing routines and procedures and the use of time in the organisation. The model used in the HO will be considered for this purpose. Resource partners will be identified and used and the number of core partners reduced from 13 to 9. NCA will con-

tinue encouraging partners to look for saving measures like sharing of field offices, vehicles and human resources.

11. Risk management

See Annex 6

After over 35 years of conflict, Afghanistan remains classified as a fragile state and NCA Afghanistan perceives many risks that could have an influence on its' programming initiatives. The risk assessment for Afghanistan can be broken down into four elements; Strategic, Financial, Operational and Hazards

Strategic

In 2014, the presidential elections failed to elect a single 'winner' amid claims and counter claims of corruption and election fraud. The compromise formation of a 'Unity Government' has thus far failed to bring political stability to a country where institutions of governance are historically weak. With public administration being highly centralised, local level government authorities lack finance, capacity and authority to deliver effective services. The unfortunate outcome of an unstable unity government could be a failure to complete the full term of office which would lead to political chaos and further conflict within Afghanistan. The unstable political environment, coupled with existing and potential insecurity may also have an adverse effect on the Afghan economy.

With the withdrawal of international forces from virtually all operational duties, the responsibility for security has transferred to ANSF. It is anticipated that 2015 will see the highest recorded number of security incidents involving NGOs since records began. Insurgent groups continue to target government personnel and installations and international organisations and their staff who are perceived to be cooperating with the government of Afghanistan. While NGOs are not directly stated as targets, they risk being caught as collateral damage and frequent threats against all internationals will remain a risk. It appears at present, that Afghan security forces do not have the capacity to exert complete security control on all provinces at the same time. In some rural provinces, armed opposition groups (AOGs) have used this as an opportunity to take control of an increased number of districts. If this continues, humanitarian operational space will decrease.

Financial

Corruption at all levels remains a major concern with Afghanistan. Whether dealing with government departments or their agents, partner organisations or with local traders, NCA must remain vigilant against the possibility of corruption. Situations of insecurity may prevent NCA staff from visiting project sites. It will be necessary for NCA to continue developing robust remote monitoring plans. Continued currency fluctuations both on the Norwegian Kroner and Afghanistan Afghani against the US dollar may affect future programming initiatives.

Operational

Security related risks have a major impact on NCA's programmes. While we continue to target remote communities, we face restrictions due to ongoing conflicts. The risks of abduction/kidnapping of staff from NCA and our partner organisations increases in rural areas that are not under the complete control of Afghan security forces. NCA have security plans and procedure in place and will continue to work on access strategies. In both

urban and rural settings NCA will continue to assess all threats and take the appropriate action so the organisation and its staff are not victims of insecurity either directly or indirectly. While we continue to engage with religious actors, we are aware of the potential risk of intentions being misunderstood and spoiler taking the opportunity to target the programme

Hazards

Weather during winter months has the potential to disrupt field work and driving conditions in remote areas is particularly hazardous. Floods and landslides are prevalent in Afghanistan particularly at winter's end and earthquakes pose a risk to the country.

Annex 1: Partner information

NCA has identified nine partners to work with on long term development; three of them with expertise in peacebuilding, four with experience in economic empowerment and three in WASH. The size and capacity of the selected partners are ranged from small to medium and large organizations. One of the partners has a special focus on gender and women empowerment and will be used as a resource within other programmes. The selection and number of partners are also based on the geographical focus area and their presence and rootedness in these provinces. One new partner is added with a specific experience and competence in vocational training. Within the humanitarian field we will continue working with the five partners who are part of the established Humanitarian Forum.

Partner	Afghan Development Association (ADA)
Type	Core partner
Year of establishment	October 1990
Legal status	Registered with the Ministry of Economy
Number of employees	297
Number of members	Not applicable
Management structure	Board of directors, Executive director and management team
Financial foundation	International donors; budget 2014 USD 14 million
Other donors	USAID, CAID, DKH, MAIL/WORLD BANK and MoE/WORLD BANK
Membership in networks (including ACT Alliance)	ACBAR and ANCB
Cooperation with local government	National level: coordination with the Ministry of Economy, Agriculture, Education, Peace High Council to share plan and activities. Provincial and district level: participation in Provincial Development Committee (PDC) meetings for sharing project and coordination activities; inviting district authorities for project monitoring, training and as observer for project inputs distribution. Authorities at various levels are invited for project surveys, assessments and evaluations.
Geographic area	Kabul, Nangarhar, Laghman, Parwan, Kapisa, Panjshir, Kunduz, Takhar, Jawzjan, Faryab, Zabul, Kandahar, Uruzgan, Paktika, Herat.
Thematic/Global programme area (technical expertise)	Peacebuilding, Economic Empowerment and WASH
Rationale for NCA's partnership with this organization	Long experience in peacebuilding, agriculture, irrigation, value chain, micro credit, establishment of associations and linking them with markets, establishment of seed banks and emergency response. Long engagement in Uruzghan, willing to engage with opposition groups, well-functioning organization.

Year of when partnership with NCA was established	1990
Division of labour between NCA and partner (added value each brings)	NCA: funding and responsible for donor relations; ensure coordination and interaction between organisations involved in the programme through facilitating Provincial Coordination teams; provide quality assurance linked to PMER, financial administration and security issues; capacity development and support to organisational development. ADA: implement programmes on peacebuilding, economic empowerment; link to communities and authorities in Uruzghan.

Partner	Afghan Women Skills Development Centre (AWSDC)
Type	Core partner
Year of Establishment	April 1999
Legal Status	Registered with the Ministry of Economy
Number of Employees	110
Number of members	Not applicable
Management structure	Board of directors, Executive director and management team
Financial foundation	International donors; budget 2014 USD 1.4 million
Other donors	UN Women, Foreign Common Wealth Office, Frontline Defenders, Tawamandi (British Embassy)
Membership in networks (including ACT Alliance)	Afghan Women Network (AWN), Shelter Network, Female Support Group, Female Police Support Group with Ministry of Interior, Civil Society Joint Working Group (CSJWG), Aid of Peace, Security and Justice Committee, Human Trafficking Group
Cooperation with local government	Accompany while selecting right holders, observers and monitoring of project implementation, cooperation and collaboration to jointly identify priorities and initiate projects. Challenging authorities for the protection of women. Invite authorities to participate in the training and workshop when relevant.
Geographic area	Kabul, Baghlan, Kunduz, Faryab, Balkh, Jawzjan, Bamyan, Parwan
Thematic/Global programme area (technical expertise)	Peacebuilding, women empowerment
Rationale for NCA's partnership with this organisation	Strong on advocacy - mainly focusing on advocacy at central level; strong influence on duty bearers; commitment towards women's rights; participate in several networks; strategic choice – the organizational has recently prioritized EE for women in shelters.
Year of when partnership with NCA was established	1999

lished	
Division of labour between NCA and partner (added value each brings)	<p>NCA: funding and responsible for donor relations; ensure coordination and interaction between organisations involved in the programme through facilitating Provincial Coordination teams; provide quality assurance linked to PMER, financial administration and security issues; capacity development and support to organisational development.</p> <p>AWSDC: lead advocacy work and efforts aimed at economic empowerment; link to several women networks.</p>

Partner	Central Afghanistan Welfare Committee (CAWC)
Type	Core partner
Year of establishment	1989
Legal status	Registered with Ministry of Economy
Number of Employees	30
Number of members	Not Applicable
Management structure	Board of directors, Executive director and management team
Financial Institutions	Funded by International donors(Annual budget 2014 USD 800 thousand)
Other donors	UNHCR, SAFE and Zamzam water (USA-based Afghan charity organization)
Membership in networks (including ACT Alliance)	ANCB , Afghan women network (AWN) and recently applied for ACBAR
Cooperation with local government	At the central level coordination with the Ministry of Economy, Agriculture and Rural Rehabilitation to share org plan and activities. At provincial and district level participation in Provincial Development Committee (PDC) meetings for sharing project and coordination activities. At district with district authorities for inviting them to project monitoring, attending training and as observer for project inputs distribution. Authorities at varies levels are also invited for project survey, assessment and evaluation as well.
Geographic area	Kabul, Daikundi, Bamyan, Maidan-Wardak, Jawzjan, Sare Pul, Faryab and Balkh provinces.
Thematic/Global programme area (technical expertise)	Economic Empowerment and WASH, Emergency
Rationale for NCA's partnership with this organisation	Strong rootedness at target communities, better in mobilizing communities and rights holders. Livelihood, Renewable Energy, WASH and Emergency response. Committed staff and low turn-over at both field and main office level. Part of telethon in Kejrjan District of Daikundi.
Year of when partnership with NCA was estab-	1994

lished	
Division of labour between NCA and partner (added value each brings)	<p>NCA: funding and responsible for donor relations; ensure coordination and interaction between organisations involved in the programme through facilitating Provincial Coordination teams; provide quality assurance linked to PMER, financial administration and security issues; capacity development and support to organisational development.</p> <p>CAWC: implement WASH as part of the telethon programme; potential implementer of humanitarian assistance.</p>

Partner	Coordination of Afghan Relief (CoAR)
Type	Core partner
Year of establishment	1989
Legal status	Registered with the Ministry of Economy
Number of employees	1 300
Number of members	Not applicable
Management structure	Board of trustees, Board of Management and management committee
Financial foundation	International donors; budget 2014 USD 14.8 million
Other donors	UNDP, SAARC, ADRRN, WFP/UNICEF, MISFA, WB /MoE and USAID
Membership in networks (including ACT Alliance)	ACBAR, Awn, ANCB, ADRRN, CIVICUS: Civil Society Network for UNDP Global
Cooperation with local government	<p>National level: coordination with the Ministry of Economy, Agriculture, Education, Public health, ANDMA to share plan and activities.</p> <p>Provincial and district level: participation in Provincial Development Committee (PDC) meetings for sharing project and coordination activities.</p> <p>District level: inviting them to project monitoring, attending training and as observers for project input distribution.</p> <p>Authorities at various levels are invited for project survey, assessment and evaluation.</p>
Geographic area	Kabul, Nangarhar, Logar, Wardak, Ghazni, Bamyán, Daikundi, Nimroz, Faryab, Badghis, Saripul, Jawzjan, Samangan.
Thematic/Global programme area (technical expertise)	Agriculture, WASH and emergency response.
Rationale for NCA's partnership with this organisation	Long experience in agriculture, invested in developing WASH capacity.
Year of when partnership with NCA was established	1995

Division of labour between NCA and partner (added value each brings)	NCA: funding and responsible for donor relations; ensure coordination and interaction between organisations involved in the programme through facilitating Provincial Coordination teams; provide quality assurance linked to PMER, financial administration and security issues; capacity development and support to organisational development. CoAR: implement projects within economic empowerment with a specific focus on agriculture; implementing WASH in the telethon project.
Partner	Green Way Organization (GWO)
Type	Core partner
Year of establishment	2003
Legal status	Registered with the Ministry of Economy
Number of employees	30
Number of members	Not applicable
Management structure	Board of directors, Executive director and management team
Financial foundation	International donors; budget 2014 USD 320 000
Other donors	UNHCR
Membership in networks (including ACT Alliance)	UNOCHA network of humanitarian actors, Fidakor network of civil society organizations
Cooperation with local government	National level: coordination with the Ministry of Economy, Agriculture and Women Affairs to share plan and activities. Provincial and district level: participation in Provincial Development Committee (PDC) meetings for sharing project and coordination activities. District level: inviting them to project monitoring, attending training and as observer for project input distribution. Authorities at various levels are invited for project survey, assessment and evaluation.
Geographic area	Daikundi
Thematic/Global programme area (technical expertise)	Economic empowerment; job creation.
Rationale for NCA's partnership with this organisation	Long term experience in women economic enterprise development; capacity on mobilization; programme and project sustainability through close follow up, strong commitment towards communities (women); long presence in Daikundi (suggested other province); led by a woman.
Year of when partnership with NCA was established	2005
Division of labour between NCA and partner (added	NCA: funding and responsible for donor relations; ensure coordination and interaction between organisations involved in the programme through facilitating Provincial Coordination teams; provide quality assurance linked to PMER,

value each brings)	financial administration and security issues; capacity development and support to organisational development. GWO: develop and implement economic empowerment programme with a focus on women; basis in Daikundi.
Partner	Ghazni Rural Support Program (GRSP)
Type	Core partner
Year of establishment	1993
Legal status	Registered with the Ministry of Economy
Number of employees	56
Number of members	Not applicable
Management structure	Board of directors, Executive director and management team
Financial foundation	International donors; budget 2014 USD 907 000
Other donors	MRRD/World Bank
Membership in networks (including ACT Alliance)	ANCB, Afghan Civil Society Network for Peace (ACSONP), Afghan Livelihood Network (ALN), Afghan Civil Society Election Network (ACSEN)
Cooperation with local government	National level: coordination with the Ministry of Economy, Rural Rehabilitation and Education to share plans and activities. Provincial and district level: participation in Provincial Development Committee (PDC) meetings for sharing project and coordination activities. District authorities: inviting them to project monitoring, attending training and as observer for project input distribution. Authorities at various levels are invited for project survey, assessment and evaluation.
Geographic area	Kunduz, Baghlan, Bamyan, Daikundi, Ghazni
Thematic/Global programme area (technical expertise)	Economic empowerment
Rationale for NCA's partnership with this organisation	Experienced in skills training and income generating activities – potential income generating within solar electrification; literacy; good at community mobilization; transparent; strong and independent (not compromising); compliance with agreements. NSP partner.
Year of when partnership with NCA was established	1994
Division of labour between NCA and partner (added value each brings)	NCA: funding and responsible for donor relations, capacity development, and support to established provincial coordination teams, and organizational development.

	GRSP: Develop and implement employment opportunities especially for women, focus on innovation linked to solar electrification.
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Partner	Rural Rehabilitation Association for Afghanistan (NPO/RRAA)
Type	Core partner
Year of establishment	1990
Legal status	Registered with the Ministry of Economy
Number of employees	265
Number of members	Not applicable
Management structure	Steering Committee, Board of directors, Executive director and management team
Financial foundation	International donors; budget 2014 USD 14.6 million
Other donors	MRRD, Cordaid, HELVETAS, UNHCR, WFP, USAID
Membership in networks (including ACT Alliance)	ACBAR, ANSO, Civil Society Joint Working Group (CSJWG), HCT, OCHA Advisory Board
Cooperation with local government	National level: coordination with the Ministry of Economy and Rural Rehabilitation to share plans and activities. Provincial and district level: participation in Provincial Development Committee (PDC) meetings for sharing project and coordination activities. District authorities: inviting them to project monitoring, attending training and as observer for project input distribution. Authorities at various levels are invited for project survey, assessment and evaluation.
Geographic area	Kabul, Balkh, Kunduz and Faryab, Nangarhar, Kunar, Herat, Badghis, Uruzgan, Daikundi, Bamyan provinces.
Thematic/Global programme area (technical expertise)	WASH
Rationale for NCA's partnership with this organisation	Long experience and good capacity in water supply; good at surveys; active in network and clusters; good contact with authorities; solid organizational set-up. Part of the telethon programme.
Year of when partnership with NCA was established	1990
Division of labour between NCA and partner (added value each brings)	NCA: funding and responsible for donor relations; ensure coordination and interaction between organisations involved in the programme through facilitating Provincial Coordination teams; provide quality assurance linked to PMER, financial administration and security issues; capacity development and support to organisational development. NPO-RRA: develop and implement WASH programme; implementer of WASH as part of the telethon.

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Partner	Reconstruction and Social Service for Afghanistan Organization (RSSAO)
Type	Core partner
Year of establishment	2007
Legal status	Registered with the Ministry of Economy
Number of employees	85 (including 23 female)
Number of members	Not applicable
Management structure	Board of Director, Executive Director and Management team (Finance, Admin, Programme and Executive Director)
Financial foundation	International donors; budget 2014 USD 1,052,156
Other donors	USAID, Italian Embassy/ Italian Development Cooperation Office (IDCO), UNHCR, British Council/ TAWAMANDI , Democracy International, The Asia Foundation, DAI and Small Grants Program (ASGP)
Membership in networks (including ACT Alliance)	Afghan Civil Society Election Network (ACSEN) and planning to be member of ACBAR and AWN
Cooperation with local government	Coordination and cooperation with central, provincial and district level while implementing projects. Coordinate its program with relevant sectorial ministries departments including Labour, Social Affairs, Martyrs and Disabled, Women Affairs, Youth Affairs, Rural Development, Agriculture, Irrigation and Livestock and Repatriation and Returnees.
Geographic area	34 Provinces of Afghanistan specific to NCA Daikundi and Faryab
Thematic/Global programme area (technical expertise)	Economic Empowerment
Rationale for NCA's partnership with this organisation	The organization has long experience in conducting vocational training; registered with National Skills Development Program (NSDP); certified vocational training NGOs with Ministry of Labour and Social Affairs, International Labour Organization(ILO); implementing similar programme in 24 provinces; experience and capacity to link graduates with private sector(market); promoting and developing entrepreneurship and apprenticeship
Year of when partnership with NCA was established	As new partner January 2016
Division of labour between NCA and partner (added value each brings)	NCA: funding and responsible for donor relations, capacity development, and support to established provincial coordination teams, and organizational development. RSSAO: Implement vocational training programme contributing to employment of youth; resource for other training components and surveys

Partner	Sanayee Development Organization (SDO)
Type	Core partner
Year of establishment	1990
Legal status	Registered with the Ministry of Economy
Number of employees	434
Number of members	Not applicable
Management structure	Board of directors, Executive director and management team
Financial foundation	International donors; budget 2014 USD 4.6 million
Other donors	CAFOD, Canadian Organization for Development & Peace (D&P), CWS, DACAAR, TROCAIRE, GIZ, ICCO, IRC, MCC, CRS, TAWAMANDI, Office of US Foreign Disaster Assistance (OFDA), War Child UK (WC-UK), War Child Holland (WCH), ZOA
Membership in networks (including ACT Alliance)	ACBAR, ANCB, Action/2015, Social Watch, LDC Watch, Asian Disaster Reduction & Response Network - ADRRN, Action Asia, Asia Pacific – Regional Civil Society Organizations Engagement Mechanism (AP-RCEM), Afghan Civil Society Organization Network for Peace (ACSONP), SALAH
Cooperation with local government	National level: coordination with the Ministry of Economy, Rural Rehabilitation, Education, Health, High Peace Council to share plans and activities. Provincial and district level: participation in Provincial Development Committee (PDC) meetings for sharing project and coordination activities. District authorities: inviting them to project monitoring, attending training and as observer for project input distribution. Authorities at various levels are invited for project survey, assessment and evaluation.
Geographic area	Kabul, Balkh, Faryab, Herat, Jowzjan, Sar-e-Pul, Faryab, Nangarhar, Ghazni, Kandahar, Samangan, Parwan, Panjsher, Bamyan.
Thematic/Global programme area (technical expertise)	Peacebuilding
Rationale for NCA's partnership with this organisation	Long experience in peacebuilding; active in civil society networks both in Afghanistan and regionally; strong in advocacy both at provincial and national level.
Year of when partnership with NCA was established	1998
Division of labour between NCA and partner (added value each brings)	NCA: funding and responsible for donor relations; ensure coordination and interaction between organisations involved in the programme through facilitating Provincial Coordination teams; provide quality assurance linked to PMER, financial administration and security issues; capacity development and support to organisational development. SDO: lead the development and implementation of the peacebuilding programme including peace advocacy.

Annex 2: Cross-cutting issues and strengthening civil society

5-year outcome	Indicators	Baseline 2015/16	Targets					Sources of verification	Frequency of reporting	Responsible (for monitoring)
			2016	2017	2018	2019	2020			
NCA programmes in conflict settings avoid exacerbating conflicts by applying DNH principles	Number of NCA programmes in conflict settings that minimum on a yearly basis adapt programme implementation according to findings in updated conflict analysis	1	3	3	3	3	3	Description of specific changes	Annually	Programme Manager
Gender is mainstreamed in the planning and implementation phases of the programme or project cycle	Number of NCA projects or programmes that have adapted their programme design and implementation according to findings of gender analyses and updates for the relevant area.	1	3	3	3	3	3	Description of specific changes	Annually	Programme Manager
NCA core partners have increased their capacity as civil society actors	Increase in core partners' total score based on the capacity development plan	To be determined (new program)	Partner assessments using NCA partner assessment tool	Annually	Programme Manager					

Annex 3: Programme results frameworks

Peacebuilding Results Framework

Economic Empowerment Results Framework

WASH Results Framework

Annex 3.1
Peacebuilding Results Framework, Afghanistan

Outcomes	Indicators	Baseline 2015/16 ⁵	Targets ⁶					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
Outcome 1. Inclusive peacebuilding structures and mechanisms prevent and transform conflicts*	1.1 % of people with a positive view on the inclusivity of peacebuilding structures	To be determined (TBD)	TBD	TBD	TBD	TBD	TBD	Baseline, end line survey, focus group discussions	Mid term and end of country programme	Programme Manager and Coordinator
	1.2 # of cases in which the peacebuilding structures have played a key role in preventing or addressing a situation of violent conflict*	40	70	120	160	200	230	Peace shura record book; interviews with community members	Annual	Programme Manager and Coordinator
Outputs			Delivery at output level							
			2016	2017	2018	2019	2020			
1.1 Inclusive (ethnic/tribe/age/women) peace building structures have been established and/or strengthened	1.1.1 % of district level peacebuilding structures which have different ethnic and tribal groups	TBD	TBD	TBD	TBD	TBD	TBD	List and profile of members of peace structures	Annual	Programme Coordinator
	1.1.2 % of youth (18 - 36 years old) in new and existing peacebuilding structure	TBD	TBD	TBD	TBD	TBD	TBD	List and profile of members of peace structures	Annual	Programme Coordinator
1.2 Members of peace building structures have improved conflict transformation skills	1.2.1 % of members of peacebuilding structures trained with good understanding of conflict transformation		70 %	70 %	70 %	70 %	70 %	Pre and post training questionnaire	Annual	Programme Coordinator
	1.2.2 # of peacebuilding structures which have carried out at least one conflict analysis per year	0	70	120	160	200	230	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										
Outcome 2. Local actors have contributed to improve the status of agreements, policies and institutions addressing key driving factors of conflict*	2.1 # of initiatives to advocate for improvements of agreements, policies and institutions	0	3	7	10	12	14	Records; media reports	Annual	Programme Manager and Coordinator
	2.2 # of agreements, policies, institutions, which have been changed after advocacy efforts*			2	3	4	5	Public records; Meeting minutes; media reports	By end of country programme plan	Programme Manager and Coordinator
Outputs			Delivery at output level							
			2016	2017	2018	2019	2020			
2.1 Civil society coordination platforms established for peace advocacy at local/provincial/national levels	2.1.1 # of advocacy issues identified by civil society organizations	0	1	2	2	3	4	Reports from meetings, key informant interviews	Bi-annual	Programme Coordinator
	2.1.2 # of peace advocacy initiatives undertaken at local/provincial/national level	0	3	4	6	8	10	Key informant interviews, media reports	Annual	Programme Coordinator

Annex 3.1
Peacebuilding Results Framework, Afghanistan

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		70 %	70 %	70 %	70 %	70 %	Pre and post questionnaireParticipants lists	Annual	Programme Coordinator
Main activities: 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										
Outcome 3. Increased participation of women in peacebuilding processes*	3.1 % of women in peace building structures	TBD	TBD	TBD	TBD	TBD	TBD	List of members of peace structures	Annual	Programme Manager and Coordinator
	3.2 % of women participants in peacebuilding structures reporting increased influence in decision making*		60 %	65 %	65 %	70 %	70 %	Survey with female participants, focus group discussions	Bi-annual	Programme Manager and Coordinator
Outputs			Delivery at output level							
			2016	2017	2018	2019	2020			
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	25	50	70	80	90	Reports, minutes	Annual	Programme Coordinator
	3.1.2 % of men acknowledging women's role in peacebuilding	TBD	TBD	TBD	TBD	TBD	TBD	Baseline and end line questionnaire	Midterm and end of country plan	Programme Coordinator
3.2 Women included in peacebuilding structures	3.2.1 # of community and district level women peacebuilding structures	9	20	30	40	45	50	List of women peace shuras	Annual	Programme Coordinator
3.3 Women have the capacity to carry out conflict resolution activities	3.3.1 % of those trained with good understanding of conflict transformation		70 %	70 %	70 %	70 %	70 %	Pre and post questionnaireParticipants lists	Annual	Programme Coordinator
	3.3.2 % of community and district level women peacebuilding structures members who can read and write	TBD	TBD	TBD	TBD	TBD	TBD	Literacy course attendance sheet & shura member list	Before and after training	Programme Coordinator
3.4 Advocacy campaigns to ensure women's participation in formal structures have taken place	3.4.1 # of advocacy initiatives taken place	0	6	9	12	15	18	Reports	Annual	Programme Coordinator
Main activities: 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										
Outcome 4. Inter and intra group relations have improved*	4.1 # of joint and locally driven initiatives involving groups in conflict	TBD	TBD	TBD	TBD	TBD	TBD	Initiative mapping	Annual	Programme Manager and Coordinator
Outputs			Delivery at output level							
			2016	2017	2018	2019	2020			
	4.1.2 % of trained participnats with good facilitation skills		70 %	70 %	70 %	70 %	70 %	Spot observations	Annual	Programme Coordinator

Annex 3.1
Peacebuilding Results Framework, Afghanistan

4.1 Influential religious actors at pro	4.1.3 % of trained religious actors with good cultural understanding		70 %	70 %	70 %	70 %	70 %	Pre and post 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	16	24	34	40	50	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	TBD	TBD	TBD	TBD	TBD	TBD	Baseline and endline survey	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

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

* Mandatory in NCA Global Programme.

Annex 3.2
Economic Empowerment Results Framework, Afghanistan

Outcomes	Indicators	Baseline 2015/16	Targets*					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
Outcome 1. Women and other vulnerable groups have established micro or small enterprises*	1.1 # of women and other vulnerable groups who have established their own enterprises*	0	150	300	450	510	570	Records of enterprises established, number of women in each enterprise	Annual	Programme Manager and Coordinator
	1.2 # of women and other vulnerable groups with increased profit from selling goods or services	0	0	200	300	400	450	Income survey	Annual, starting 2017	Programme Manager and Coordinator
Outputs			Delivery at output level							
			2016	2017	2018	2019	2020			
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	20	40	60	80	80	Records from dialogue sessions	Annual	Programme coordinator
1.2 Women and other vulnerable groups have the knowledge and skills of how to establish and run a business	1.2.1 # of women and other vulnerable groups organized in groups; self help groups/cooperatives	0	150	300	450	510	570	Records of groups, focus group discussions	Annual	Programme Coordinator
	1.2.2 # of women and other vulnerable groups who have gained knowledge and skills on business management	0	150	300	450	510	570	Pre- and post-training questionnaires; participants lists	Annual	Programme Coordinator
1.3 Women and vulnerable groups have gained access to start up capital and market	1.3.1 # of women and vulnerable groups who have got access to start-up capital	0	50	100	150	200	250	Records, survey	Annual	Programme coordinator
	1.3.2 % of women and vulnerable groups selling their products and services in existing and/or new markets			60 %	70 %	75 %	80 %	Survey	Annual	Programme Coordinator
Main activities: Mobilize and establish self-help groups/cooperatives/associations; 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										
Outcome 2. 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		40 %	40 %	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		20 %	20 %	20 %	20 %	20 %	Employment tracing survey	Annual	Programme Manager and Coordinator

Annex 3.2
Economic Empowerment Results Framework, Afghanistan

Outputs			Delivery at output level							
			2016	2017	2018	2019	2020			
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	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 which is in demand with local market	0	90	180	270	330	390	Training lists and reports	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		40 %	40 %	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.										
Outcome 3. Value chain development has increased women and men's production and profits	3.1 # of men and women who have increased production and profit for their products or services	0	750	1200	1400	1600	1800	Income survey	Annual	Programme Manager and Coordinator
	3.2 # of men and women who are selling their products or services on new and/or existing markets	0	200	300	400	500	600	Focus group discussions with groups established	Annual	Programme Manager and Coordinator
Outputs			Delivery at output level							
			2016	2017	2018	2019	2020			
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	10	15	20	25	25	Records of value chain description	Annual	Programme Coordinator
3.2 Men and women have gained knowledge of business management	3.2.1 # of men and women who have gained knowledge of business management	0	200	400	600	800	1000	Pre- and post-training questionnaires	Before and after training	Programme Coordinator
3.3 Men and women have knowledge, tools and technology that adds value to their production	3.3.1 # of men and women provided with new tools and technology	0	150	300	450	550	650	Records; interviews	Annual	Programme Coordinator
3.4 Linkages with micro finance institutions are established	3.4.1 # of enterprises who have got access to capital	0	4	8	12	16	20	Records, 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 start-up inputs; 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.

Annex 3.3
WASH Results Framework, Afghanistan

Outcomes	Indicators	Baseline 2015/16 ⁵	Targets ^x					Sources of verification	Frequency of reporting	Responsible
			2016	2017	2018	2019	2020			
Outcome 1. Women and men demonstrate ownership for community WASH services *	1.1 % of women, men, girls and boys expressing satisfaction with their level of participation in decision-making with these services*		70 %	70 %	70 %	70 %	70 %	Pre and post questionnaire	Annual	Programme Manager and Coordinator
	1.2 # of elected WASH committees	To be determined (TBD)	TBD	TBD	TBD	TBD	TBD	Overview of WASH committees	Annual	Programme Manager and Coordinator
Outputs			Delivery at output level							
			2016	2017	2018	2019	2020			
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		60 %	60 %	60 %	60 %	60 %	Survey, Records, Interview	Annual	Programme Coordinator
1.2. WASH committees have the knowledge and skills to manage and to promote WASH services in the community	1.2.1 % of WASH committees engaging the communities in planning of WASH services		80 %	80 %	80 %	80 %	80 %	Meeting minutes, plans	Annual	Programme Coordinator
	1.2.2 # of work plans developed	0	10	20	30	40	50	Work plans for WASH	Annual	Programme Coordinator
Main activities: 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										
Outcome 2. The needs and demands of the community (men/women) are reflected in the plans of the District and Provincial authorities*	2.1 # of meetings between communities (WASH committees) and District/Provincial authorities*	0	10	20	30	40	50	Meeting minutes	Annual	Programme Manager and Coordinator
	2.2 # of District work plans including at least one community recommendation	0	0	4	6	8	10	District WASH work plans	Annual	Programme Manager and Coordinator
Outputs			Delivery at output level							
			2016	2017	2018	2019	2020			
2.1 Advocacy initiatives carried out to influence provincial authorities	2.1.1 # of advocacy initiatives	0	3	8	12	16	20	Public reports, interviews	Annual	Programme Coordinator

Annex 3.3
WASH Results Framework, Afghanistan

2.2. Provincial and district authorities have gained knowledge on WASH management	2.2.1 # of representatives of district and provincial authorities who have participated in training, workshops, on the job training	15	30	45	60	75	90	Interviews and groups discussions,	Annual	Programme Coordinator
Main activities: 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.										
Outcome 3. Women, men, girls and boys practice safe hygiene and sanitation that protect them against key public health risks*	3.1 % of women, men, girls and boys washing their hands with detergents at critical times*	TBD	TBD	TBD	TBD	TBD	TBD	Spot checks of a sample	Bi-annual	Programme Manager and Coordinator
	3.2 # of women, men, girls and boys who have gained access to improved sanitation facilities	0	25000	50000	75000	100000	125000	Sample survey, focus group discussions	Annual	Programme Manager and Coordinator
	3.3 % decrease of diarrhoea episodes of children under 6 months*		30 %	50 %	50 %	50 %	50 %	Survey; Focus groups with mothers.	Annual	Programme Manager and coordinator
Outputs		Delivery at output level								
		2016	2017	2018	2019	2020				
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		70 %	70 %	70 %	70 %	70 %	Pre and post questionnaire	Annual	Programme Coordinator
3.2 Demand for improved household sanitation facilities is created	3.2.1 % of targetted villages declared as ODF		40 %	50 %	50 %	80 %	90 %	Post triggering reports, post KAP	Annual	Programme Coordinator
	3.2.2 % of households that construct and use sanitation facilities		70 %	70 %	70 %	70 %	70 %	Survey	Annual	Programme Coordinator
3.3 Support provided to develop supply chains for water, hygiene and sanitation products	3.3.1 # of enterprises developed providing WASH equipment, spare parts and services	0	0	5	10	15	15	Spot checks	Annual	Programme Coordinator
3.4 School sanitation facilities and water supply rehabilitated or constructed giving access to people living with or with-out disabilities	3.4.1 # of schools provided with water and sanitation facilities with menstrual hygiene management arrangements	0	20	40	60	80	100	Spot checks	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; 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										

Annex 3.3
WASH Results Framework, Afghanistan

Outcome 4. Women, men, girls and boys access sound, sustainable and at least basic water supply services level.	4.1 # of women, men, girls and boys who have gained access to at least basic water supply service level	0	25 000	50 000	75 000	100 000	125 000	Survey; Water point user lists	Annual	Programme Manager and Coordinator
	4.2 % of water supply schemes found sustainable at the evaluation of a completed project				85 %	85 %	85 %	Spot check of a sample	End of projects	Programme Manager and Coordinator
Outputs			Delivery at output level							
			2016	2017	2018	2019	2020			
4.1 Construction of fully functioning and adequate water supply facilities for per-sonal, domestic and productive water require-ments	4.1.1 # of water supply facilities constructed	0	107	214	321	428	535	Finalisation reports	Annual	Programme Coordinator
	4.1.2 % of women, men, girls and boys have gained access to safe drinking water at a maximum distance of 250 m from their homestead		50 %	65 %	80 %	80 %	85 %	Survey	Annual	Programme Coordinator
4.2 Caretakers/mechanics are trained to maintain the water supply system	4.2.1 % of caretakers/mechanics have gained knowledge on how to maintain the water supply systems		80 %	80 %	80 %	80 %	80 %	Pre and post questionnatie	Annual	Programme Coordinator
Main activites: 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.

* Mandatory in NCA Global Programme.

Annex 4: Funding strategy and targets

Donor Relations

The key non-Norwegian donors whom NCA would like to build a relationship with are the following:

- Europe Aid/EU: It provides support to peace building and economic empowerment and has several calls during the year.
- USAID: provides large funding for women empowerment through the PROMOTE programme.
- UNOCHA: provides emergency funds. NCA has received funding and has been audited and achieved 94,4%, which means NCA has a low risk status.
- ECHO: provides emergency funds. NCA has relations and has submitted applications but not yet succeeded.
- Hedayah (UAE): focus on 'Good Practices for Education and Countering Violent Extremism'; potential interesting resource organization for religious actors who want to engage in countering terrorism. It also has EU funding. NCA will continue to build relations.

Funding Investments

Afghanistan has still good funding opportunities, although these are expected to diminish in the coming years. With long term funding of the *Building resilient community* programme as well as *Religious actors for peace*, NCA has a good base for scaling up and/or complementing these programmes. NCA is in the process of developing strong teams with team leads who will play an important role in developing concepts and proposals. If enough time is invested in strengthening and developing relations with new donors, and training of programme leads in concept and proposal development. We suggest that a better understanding at country level of the 'uniqueness' required in proposals from some individual donors would greatly assist future proposals. Developing brief concept notes outlining needs will be important to be able to respond to calls with short notices.

When it comes to capacity of staff and partners to be strengthened in order access donor funding for innovation, the economic empowerment programme capacity needs to be enhanced. NCA is considering recruitment of an expert within the field to take on the team lead for one year in addition to recruiting female staff. Furthermore, monitoring and documentation/reporting will be an important element in communicating results, which is crucial for triggering interest of potential donors.

Budget Forecast

Year		2016		2017		2018		2019		2020	
Funding Type		Norwegian	Non-Norwegian	Norwegian	Non-Norwegian	Norwegian	Non-Norwegian	Norwegian	Non-Norwegian	Norwegian	Non-Norwegian
Programme	Peacebuilding	15 m NOK	2 m NOK	14 m NOK	2,2 m NOK	14 mill NOK	2,4 m NOK	12 m NOK	6,2 m NOK	12 m NOK	6,5 m NOK
	Economic Empowerment	19,5 m NOK	4,5 m NOK	19,5 m NOK	5,5 m NOK	19,5 m NOK	6 m NOK	18 m NOK	10 m NOK	18 m NOK	10,5 m NOK
	WASH	16 m NOK	1 m NOK	16 m NOK	1 m NOK	16 m NOK	1,2 m NOK	12 m NOK	1,5 m NOK	12 m NOK	1,6 m NOK
Emergency	Humanitarian		9 m NOK		11 m NOK		12 m NOK		12,5 m NOK		113 m NOK
Sub-Total		50,5 m NOK	16,5 m NOK	49,5 m NOK	19,7 m NOK	49,5 m NOK	21,7 m NOK	42 m NOK	30,2 m NOK	42 m NOK	31,6 m NOK
Percentage of total funding		75 %	25 %	72 %	28 %	69 %	31 %	58 %	42 %	57 %	43 %
Amount secured of total		0	0	0	0	0	0	0	0	0	0
Grand Total		67 m NOK		69,2 m NOK		71,2 m NOK		72,2 m NOK		73,6 m NOK	

Annex 5: Planned evaluations

Programme/project	Year	Donor	Partner	Internal /external	Comments (size of project, evaluation requirement, etc.)
Religious Actors for Peace	2016	British Embassy	Various	External	Summative evaluation
Building resilient communities for sustainable development and peace	2017	Norad	Various	Internal	Mid-term review
WASH (including telethon)	2017	--	Various	Internal	Mid-term review
Building resilient communities for sustainable development and peace	2018	Norad	Various	External	Summative evaluation
Country Strategy	2019	Various	Various	External	Summative evaluation

Annex 6: Risk analysis and management

Risks identified		Analysis of risk			Management of risks			
Risk number	Description	Likelihood	Impact	Risk level	Management strategy	Risk mitigation activities	Contingency Plan	Responsible
1.	AOG Activity (IED's, suicide attack, abduction, kidnapping)	Medium	Very High	Medium	Combination of avoidance, acceptance and mitigation	Access Strategies, security procedures and policies, protection measures	Contingency plans in place for occurrence of security incidents	NCA and partners
2.	Resistance to women participation in programme by Taliban/Other AOGs/Heads of community/Others etc	Low but medium in some provinces	Medium	Medium	Acceptance	Communication Strategy, advocacy, Access through influential individuals/groups especially existing members of Religious actors group	Continue on communication and advocacy strategies	NCA and partners
3	Stakeholders do not fully understand the role of NCA and/or the purpose of programmes	Low	Medium to High	Medium	Acceptance	Advocacy, Communication Strategy	Continue on communication and advocacy strategies	NCA and partners
4	Capacity of NCA and partners	Low	Medium	Low	Mitigation	Partner selection policy, MOUs, Capacity Assessment and development, Financial, logistics and personnel policies	Reassess partnership, assist with capacity in failed areas, increase reporting requirements	NCA and partner
5	Financial fraud, corruption	Low	Medium/High	Medium	Mitigation	MOU's, Finance procedures, audits, monitoring	Audit procedures, temporary suspension of programme	NCA and partner