



NRC Afghanistan Shelter Evaluation | Annexes

mobilstudio

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NRC Afghanistan Shelter Evaluation | 01.2019

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Table of contents

1	Annexes	4
1.1	Annex 01: ToR for the evaluation	4
1.2	Annex 02: Programme and list of people met	10
1.3	Annex 03: Field information: HH survey and FGD	11
1.4	Annex 04: Field information: HH survey questionnaire	14
1.5	Annex 05: Field information: FGD results	28
1.6	Annex 06: Summary of NRC projects	34
1.7	Annex 07: Images of projects and areas visited	36
1.8	Annex 08: Evaluation matrix	39

1 Annexes

1.1 Annex 01: ToR for the evaluation

TERMS OF REFERENCE – EXTERNAL EVALUATION OF AFGHANISTAN SHELTER PROGRAMME

1.1.1 Background information

Background on the Context

Afghanistan has been in an active state of war since its revolution in 1978. The United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA) reports that over 500,000 people were displaced due to conflict in 2017¹, while an additional 157,000 Afghans returned from Pakistan during the same period, according to the Afghanistan Snapshot of Population Movements in 2017¹. Displacement due to conflict is the main driver of humanitarian needs across the country, while access and insecurity remain the largest barriers in reaching the most vulnerable. In addition to conflict, disasters like earthquakes and floods force many to flee their homes.

Conflict-induced displacement has steadily continued, with approximately 500,000 people newly displaced in 2017, from 30 of Afghanistan's 34 provinces, and hosted in 32 provinces. Significant conflict activity has increased displacements from Kunduz, Nangarhar, Uruzgan, Baghlan and Faryab. Forced returns from Pakistan are at much lower levels than last year – pressures on those with registration documentation have eased so far, although harassment of the undocumented has returned to relatively high levels. Spontaneous returns and deportations of Afghans from Iran has been switched to a route through the crossing point in southwest Afghanistan, in Nimroz Province, where very few agencies operate and extremely limited services are provided. As of 12 Aug 2017, 214,000 Afghans had returned from Iran, with 60% of these deported across the Nimroz Milak border crossing point. Waziristan refugees in southeast Afghanistan have slowly begun to return, although many have indicated to humanitarian agencies and local communities their intention to stay and integrate, if possible.

1.1.2 NRC's Activities and Presence

NRC is a prominent humanitarian agency operating in Afghanistan, present in and focused on some of the most difficult parts of the country that are affected by displacement. Present since 2003, NRC has focused on three primary sectors to directly assist and protect people that have been forced to flee their homes: legal protection, shelter, and education. NRC also has complementary activities in other technical sectors, such as Water, Sanitation and Hygiene (WASH), ICLA (Information Counselling and Legal Advice), Livelihoods and Food Security (LFS), and Camp Management services. Some of these activities are integrated for better, longer-lasting solutions for people, and others are set-up in a way that NRC can quickly respond to life-saving needs for people and families that have recently been forced to flee their homes. NRC also strives to influence wider policy and strategy in the interests of people who have been forcibly displaced, promoting humanitarian access, humanitarian protection, and long-lasting solutions. These aim at helping families restore their lives and integrate into local society, and improving the wider quality of response (e.g. through capacity development on cash-based transfer modalities, that afford displaced families more agency, and also support local economies).

NRC Afghanistan assists internally displaced Afghans and Pakistani refugees. Our priorities are twofold. In the aftermath of violence and disaster, NRC provides immediate assistance through our emergency team and temporary solutions; and where the effects of long-term displacement have taken hold, NRC work to find transitional and longer lasting solutions.

¹ <https://reliefweb.int/report/afghanistan/afghanistan-snapshot-population-movements-28-february-2018>

Our regional and cross-border programmes address and relieve the effects of the conflict, as do our emergency teams. NRC place significant importance on helping displaced people in hard-to-access areas and the empowerment of women.

In 2017, NRC reached over 336,000 displaced people – which is, on average, over 900 displaced women, girls, boys and men every day – in some of the most difficult parts of the country. It represents over 10% increase on 2016, in which NRC had to rapidly scale-up to the forced returns crisis from Pakistan.

1.1.3 NRC's Intervention Specific to the Evaluation

The NRC Afghanistan shelter programme has a long history in the country and has been reaching a high number of areas and beneficiaries with shelter support. In recent years Afghanistan has seen an increase in returnees and a large number of IDPs in need of shelter solutions, both emergency and longer term. After decades of pressure on the housing sector, large scale and effective shelter assistance is still needed throughout the country.

NRC shelter programme is currently being implemented in four regions of Afghanistan; in Nangarhar and Kunar provinces in the East, Herat and Badghis provinces in the West, in Kandahar province in the South, Balkh, Saripul and Kunduz provinces in the North and in Kabul province in the Central region.

NRC Afghanistan Shelter programme objective is to ensure that vulnerable households are physically protected and ensured dignity and ability to live in safe secure shelter with pathways to durable solutions and access to property rights, livelihoods and education.

Taking a broader spatial planning (Settlements) approach in response (Targeting) selection of the most vulnerable beneficiaries, gender and environmental mainstreaming and (participation) community engagement is at the centre of all shelter activities. Communities are also a key part of shelter design and construction reducing dependence on contractors in the field.

Three different types of shelter solutions are being implemented in Afghanistan:

1) Temporary shelter solutions include 4 types of assistance (refer to Temporary Shelter Theory of Change). These temporary shelter solutions aim at reducing exposure to risk and increase physical safety and protection of rights. They are designed to cover immediate basic needs and protect from forced eviction. The 4 types of temporary shelter assistance include

1. Temporary shelter (provided by the shelter team)
2. Cash for rent (provided by the shelter team)
3. Tent (provided by the emergency team)
4. Emergency cash (provided by the emergency team)

The **temporary shelter** is a product designed to be cost effective, more durable than a tent and upgradable, and is an alternatives to the tents. Temporary shelters are prepositioned and stored in strategic location in areas of high displacement. The design of the temporary shelter has seen a changed over time and adapted to the various climates and cultural requirements including partitioning for privacy, and it still being tested.

The **cash for rent** (CfR) assistance and Cash-for-Rent Plus aims to provide temporary shelter and support families to transition to more durable solutions. CfR Plus is rental support inclusive of another intervention such rental agreements or access to land through ICLA assistance or livelihood component that will support rental cost in the future.

Emergency Response Mechanism (ERM)

The ERM aims at providing immediate lifesaving assistance to vulnerable families recently displaced. The assistance consists of a cash transfer based on a minimum expenditure basket, which includes the cost of rent. The emergency teams also distribute tents.

The shelter team and emergency teams support each other on assessments and distributions of NFIs, winterization kits and sealing-off kits (SOKs), training and supervision on the erection of tents.

2) Transitional shelter solutions consist of a one-room shelter or a shelter upgrade. These solutions aim at promoting rights and pathways to durable solutions, whilst maintaining recovery of pathways to livelihoods, strengthening security of tenure and wellbeing (refer to Theory of Change). The design and build of this one-room shelter consist of a room with a corridor, of sundried bricks with stone or burnt brick foundation. This shelter is low cost and families extend this shelter to establish multiple rooms over time. The shelter upgrades include winterisation upgrades and Sealing Off Kits.

3) Permanent Shelter solution is a durable solution and typically consist of a two-room shelter with latrine.

The evaluation will focus primary on the temporary shelter solutions.

1.1.4 Purpose of the evaluation and intended use

Overarching Purpose

The primary purpose of the evaluation is strengthening organisation wide learning to improve organisational approaches, strategy and policy through capturing lessons learned implementing temporary shelter solutions. The secondary purpose is to ensure accountability towards external and internal stakeholders.

How will the evaluation be used?

Evaluation findings will be used to inform programming, particularly through development of the 2019 shelter strategy and emergency response plan. In particular, the evaluation will be used to refine the pre-existent NRC Afghanistan emergency response approach and structure (which relies on multipurpose cash), to improve shelter outcomes and to better link temporary shelter activities with transitional or permanent shelter plans. A management response will be developed once the final evaluation report is published (internally) where the Afghanistan programme management team will outline concrete steps towards implementing evaluation recommendations. The evaluation report will also be published externally and shared among the donor community for accountability, as well as to inform the Emergency Shelter & NFI Cluster as well as advocacy for fundraising.

Who will it be used by?

The primary users of the evaluation will be the NRC Afghanistan shelter programme team, evaluation findings will also be widely shared and used within the NRC Asia, Europe, and Latin America Region as well as by the Global shelter and settlement unit. The evaluation will also be shared externally with relevant interest groups and will be used to inform shelter programmes and strategies by interested stakeholders in Afghanistan and other places.

1.1.5 Scope and Lines of Inquiry

Scope

The evaluation will focus on the temporary shelter components of the shelter programme in Afghanistan. The exercise will review the outcome of the different temporary shelter solutions understanding the impact on the people affected by emergencies and how they transition from a temporary shelter, building towards transitional and pathways to durable solutions.

The geographic focus for will be three of the five regions of Afghanistan where temporary shelter programmes have been implemented in the past two years.

- Dates of the evaluation: The evaluation will cover the last three years of shelter programming, from Jan 2016 until present day.
- Geographical coverage: The evaluation will focus on three of the five regions in NRC Afghanistan, which are distinct by different climate conditions and building material practices. Specifically, the focus will include: East Region, North Region, and Central Region (Kabul only), although only limited focus will exist on Kabul.

- Donors and Projects: The evaluation will cover a number of projects funded by various donors since 2016 in Afghanistan. The evaluation will cover projects funded by the Common Humanitarian Fund, DANIDA, DFID, ECHO, Norwegian Ministry of Foreign Affairs (NMFA GPA), SIDA and the START fund Network.

Lines of Inquiry

The specific lines of inquiry for the evaluation will be as follows:

1. Have the different temporary shelter assistance types (i.e. temporary shelter, cash-for-rent and emergency distributions) from NRC Afghanistan, since 2016, met the stated impact of the temporary shelter theory of change?

Indicators within the temporary theory of change include:

- Use of cash/material/shelter solution as intended
- Shelter solution is on time and timely
- Shelter solution is relevant for immediate/basic needs
- Protection from forced eviction and secure enough tenure arrangements

2. Have the different temporary shelter assistance types successfully addressed safe programming principles common to all Core Competencies?

Indicators of safe programming include:

- Community engagement, participation and inclusion
- Beneficiary selection
- Referrals
- Gender, disability and age
- Privacy and security

3. Considering the different NRC shelter solutions (temporary, transitional, permanent), to what extent have the temporary shelter solutions linked to transitional solutions for beneficiaries in need of further assistance after temporary support?

- Review shelter strategy and theory of change
- Review implementation approach to link temporary to transitional shelter assistance
- Review coping mechanisms of families receiving temporary shelter assistance in need of further transitional assistance

1.1.6 Methodology

The evaluation methodology will be developed by the Consultant and presented in the work plan. The evaluation should be based on combined quantitative and qualitative research methods. All key evaluation questions should be addressed. The data collection strategy should include the use of a number of tools to gain a deeper understanding of the outcomes of the project, including:

- Desk review of background documents, such as the shelter programme theory of change, macro logical framework, shelter programme strategy and donor project proposals.
- Minutes of meetings, monitoring reports, including shelter occupancy/outcome monitoring reports, progress reports and donor reports.
- Key informant interviews both with NRC Staff in Afghanistan (including area and field offices) and at the regional office
- Household survey and focus group discussions with beneficiaries;
- Interviews with UN staff, other NGOs implementing similar programmes in Afghanistan and if possible, also representatives from the Afghanistan government/authorities.

1.1.7 Evaluation Follow up and Learning

- The findings will be used to inform shelter programme strategy in Afghanistan
 - A management response will be developed within one month of the evaluation report being finalised. This will be followed up and tracked by the Afghanistan Monitoring and Evaluation Manager.
 - A regional response will be developed to ensure the learnings and recommendations are addressed beyond the country office
 - A dissemination plan will be developed to ensure that important learning is shared with internal and external stakeholders

1.1.8 Management of the Evaluation

The person responsible for ensuring that this evaluation/ review takes place is the Monitoring and Evaluation Manager. An evaluation manager has been appointed to internally coordinate the process and will be the evaluation team's main focal point.

An evaluation Steering Committee (SC) will be established by NRC, with the following members:

- Steering Committee chair: Regional Shelter Adviser
- Evaluation Manager: M&E Manager Afghanistan
- Steering Committee members: Shelter Specialist, Head of Programme and Emergency Manager

The Steering Committee will oversee administration and overall coordination, including monitoring progress. The main functions of the Steering committee will be:

- Establish the Terms of Reference of the evaluation;
- Select evaluator(s);
- Review and comment on the inception report and approve the proposed evaluation strategy;
- Review and comment on the draft evaluation report;
- Establish a dissemination and utilization strategy.

An advisory board will support the SC on punctual requests. The Advisory Board include:

- Regional Programme Adviser
- Regional M&E Adviser
- Global Adviser on Quality Programme

1.1.9 Deliverables and Reporting Deadlines

The consultant will deliver, based on an agreed upon work plan:

1. An evaluation inception report
2. A draft evaluation report
3. Debrief with the Steering committee
4. A final evaluation report of maximum 25 pages (excluding annexes) in English including executive summary, key recommendations and supporting analysis.
5. A learning session with the programme team in Afghanistan.
6. Clearly state expected deliverables (written and other reporting formats and presentations/learning activities).

1.1.10 Timeframe

The evaluation will start in late September/ early October 2018 (depending on consultant's availability) with an initial briefing and document preparation. The consultant would then be required to conduct a review of the submitted documents and submit an inception report. Following approval of the inception report, primary data collection will be conducted in selected locations in Afghanistan.

The evaluation team is also expected to conduct a validation and learning workshop with relevant stakeholders in Afghanistan prior to analysing the data and drafting the final report. Key dates for the evaluation will be as follows:

1. Submission of draft inception report: mid-October 2018
2. Briefing and primary data collection in Afghanistan: mid-October to end of October 2018
3. Validation and Learning workshop in Afghanistan: first week of November 2018
4. Submission of draft evaluation Report: mid-November 2018
5. Submission of final evaluation Report: end of November 2018

1.1.11 Evaluation Consultant

NRC seeks expressions of interest from an individual consultant with the following skills/qualifications:

External

- Should have proven practical experience in project/programme evaluation particularly in participatory evaluation.
- Technical shelter background and experience evaluating similar projects.
- Minimum 5 years of experience with quantitative and qualitative research and experience in shelter and emergency response project.
- Ability to analyse, synthesize and to write clear reports.
- Good knowledge of the NGOs management in general and familiarity with organizational development.
- Experience working with civil society organizations in conflict and post-conflict countries;
- Enough knowledge of the humanitarian, political and socio-economic situation in Afghanistan.

1.1.12 Application process and requirements

Application Deadline: 29 August 2018

Bids must include the following:

- Proposal including, outline of evaluation framework and methods, including comments on the TOR, proposed time frame and work plan (bids over 3 pages will be automatically excluded).
- Proposed evaluation budget
- CVs

Submit completed bids to Tom Corcoran: tom.corcoran@nrc.no

1.2 Annex 02: Programme and list of people met

Kabul		
Day 1 Sat. 03.11.2018	Travel to Afghanistan	
Day 2 Sun. 04.11.2018	Security briefing Meeting with Head of Program Meeting with Shelter CC specialist Meeting with Food Security & Cash Advisor	
Day 3 Mon. 05.11.2018	Meeting with Country Director Meeting with ICLA advisor – HLP Shelter Cluster meeting Meeting for validation of inception report (skype) Meeting with Logistics team	
Day 4 Tues. 06.11.2018	Meeting with Humanitarian Access Adviser Meeting with DfID Meeting with OCHA Meeting with Head of Program Support & Grants Skype with Emergency Coordinator	
Day 5 Wed. 07.11.2018	Meeting with Camp Management advisor Meeting with HR Meeting with ERT Flight to Mazar Meeting with North Area Manager	
Mazar-e-Sharif		
Day 4 Thurs. 08.11.2018	Security briefing HH survey training of enumerators	
Day 5 Fri. 09.11.2018	Database review	
Mazar-e-Sharif		Herat
Day 6 Sat. 10.11.2018	Database review HH survey training of enumerators	Flight Mazar – Kabul – Herat
Day 7 Sun. 11.11.2018	HH survey day 1 (Mazar) Meeting with HR Officer	HH survey training of enumerators
Day 8 Mon. 12.11.2018	HH survey day 2 (Mazar & Sar-e-Pul) FGD (female & PWD beneficiaries)	HH survey day 1 (Herat) FGD (female & PWD beneficiaries)
Day 9 Tues. 13.11.2018	HH survey day 3 (Mazar & Sar-e-Pul) Meeting with GIZ Flight Mazar – Kabul	HH survey day 2 (Herat) Field visits Flight Herat – Kabul
Kabul		
Day 10 Wed. 14.11.2018	Meeting with ECHO Meeting with Emergency Manager Skype with DANIDA and NMFA	
Day 11 Thurs. 15.11.2018	Meeting with Female Shelter Team Visit of Kabul PD22 Camp Sheena, HH interview Meeting with Shelter Cluster Coordinator	
Day 12 Fri. 16.11.2018	Meeting with UN Habitat Workshop preparation	
Day 13 Sat. 17.11.2018	Workshop preparation	
Day 14 Sun. 18.11.2018	HH survey (Kabul PD22 Camp Sheena) Shelter Evaluation Validation Workshop meeting & skype Meeting with Head of Program	
Day 15 Mon. 19.11.2018	Travel from Afghanistan	

1.3 Annex 03: Field information: HH survey and FGD

1.3.1 Household Survey (HH survey)

Objectives of the HH survey

- beneficiary profile, past and present situation
- assistance received, personal input to improve situation
- adequacy of assistance
- ability to spend cash to meet basic needs – spending patterns
- level of consultation and use of feedback & complaint mechanism
- pictures of shelter situation
- GPS localization

Resources

NRC and some partner agencies provided enumerators to conduct the HH survey using KOBO and tablets: 5 teams in Mazar, 1 team in Sar-e-Pul and 2 teams in Herat. Each team was composed of a male and a female staff and not from the shelter or emergency teams. For availability reasons 1 team had 2 female staff and another team had 1 shelter staff for one day in Mazar, and 1 team had 2 male enumerators in Herat.

Targeting

An initial target of 210 survey was set to reach different groups of persons who had received assistance through NRC projects in the North (Mazar, Sar-e-Pul) and West (Herat) areas. Additional survey were carried out to cover extra activities in the Centre (Kabul). See Annex 08 for the summary of projects and assistance components for each area.

Sampling strategy

Breakdown of beneficiary sampling for HH survey						
▼ Districts	Provinces ►	Balkh	Herat	Sar-e-pul	Kabul	Total
Province Center (Mazar-e-sharif)		26				26
Nahri Shahi (Balkh)		132				132
Dehdadi (Balkh)		17				17
Province Center (Herat)			20			20
Pashtun Zarghun (Herat)			1			1
Enjil (Herat)			26			26
Province Center (Sar-e-Pul)				29		29
Sayyad (Sar-e-Pul)				1		1
Province Center (Kabul)					9	9
Total		175	47	30	9	261

- **Beneficiary list survey:**

On a first selection level, a list of beneficiaries was randomly drawn out of the project databases from the projects of the area. The community representatives were informed about the HH survey which would be conducted during the following week, so the community would be aware of the survey activities. The beneficiaries on the list were contacted by phone by the enumerators on the day of the visits to make sure they were available.

- **Random beneficiary survey:**

Given that some of the randomly selected beneficiaries were not available on the day for HHs visits (e.g. some have returned to area of origin) a second level of selection was chosen, asking beneficiaries

that were drawn from the list to indicate other families who had received similar assistance in the area. This allowed a faster and more diverse collection of field information, while the survey questions still permitted to define their profile and assistance received.

- **Selection of the gathered survey**

	North/Mazar	North/Sar-e-Pul	West/Herat	Centre/Kabul	TOTAL
Total	180	44	52	9	285
Beneficiary list	116	37	16	6	175
Random survey	64	7	36	3	110

24 surveys from the randomly selected HH did not provide photos or GPS localization and were removed, as their level of information was judged insufficient.

1.3.2 Focus Group Discussions (FGDs)

Objectives of the FGDs

Priority needs after displacement

Ability to spend cash to meet basic needs – Spending patterns

Vision of beneficiaries regarding best shelter assistance

Beneficiary understanding of targeting, and selection process

Understanding of specific beneficiaries' (women, PWDs) needs and challenges, suggestions for future assistance and also for CRFM.

Resources

Area	FGD	Team
West / Herat	FGD1 (female beneficiaries) FGD3 (male beneficiaries)	1 evaluator and 1 female + 1 male translator with M&E experience (non-emergency nor shelter team staff)
North / Mazar	FGD1 (female beneficiaries) FGD2 (persons with disabilities) FGD3 (cash beneficiaries)	1 evaluator and 1 female translator with M&E experience (for availability reasons, the translator was from the emergency team).

Targeting

- FGD1: 5 to 10 IDP female (family members and head of household): women who have already received emergency or shelter assistance (tents, cash, SoK).
- FGD2: 4 to 7 IDP PWDs who have already received emergency or shelter assistance (tents, cash, SoK).
- FGD3: 5 to 10 IDP male beneficiaries of cash assistance (MPCA, CfR, cash for Shelter). The following table summarises the projects and assistance components received by the FGD participants:

North / Mazar:	Assistance description
AFFM 1706 (ERM7)	MPCA (12k, 16k, 26k AFN depending on other NFI or food items received) and tent.
AFFM 1701 shelter component	transitional 1-room shelter and latrine in the form of cash for shelter in 5 instalments, total value of 1200 USD and participation of 400 USD.
AFFM 1701 extra cash component	extra 500 USD transfer to 10 of the 150 beneficiaries of AFFM 1701 shelter component, who could not finish their shelter. They used this cash for unskilled labour, mud brick, straw, water and soil.
West / Herat	Assistance description
AFFM1704	provide transitional shelter solutions and cash-for-rent assistance

AFFM1706 (ERM7)	MPCA (12k, 16k, 26k AFN depending on other NFI or food items received) and tent.
AFFM1714	shelter solutions in informal settlements of protracted IDPs and regional refugee returnees: transitional shelters with latrines.
AFFM1814	shelter solutions, socio-economic reintegration and urban regeneration for displaced afghans: upgrades and transitional shelters with latrines.

Sampling strategy

For each FGD, NRC M&E staff were consulted as Key Informants and to help select 4 to 9 (exceptionally 30 in one case) beneficiaries in the data sheets, who were then contacted by the community representative. Participant groups were homogenous, from similar socioeconomic and cultural backgrounds and shared common traits related to the discussion topic: same type of assistance, same area, same project.

1.4 Annex 04: Field information: HH survey questionnaire

Shelter_Survey_03

Shelter Survey 03 (English)

Name of enumerator or ID

- | | | |
|--|--|-------------------------------------|
| <input type="radio"/> Latifa Masjidi | <input type="radio"/> Wahida Noori | <input type="radio"/> Angeza Qyumi |
| <input type="radio"/> Roya Jabbarkhil | <input type="radio"/> Siawoosh | <input type="radio"/> Sayed Atta |
| <input type="radio"/> Noor Ahmad | <input type="radio"/> Pardaposh | <input type="radio"/> Dianna Azizi |
| <input type="radio"/> Abdul Qadeer | <input type="radio"/> Karim Alizad | <input type="radio"/> Meher Angiz |
| <input type="radio"/> Herat World vision 1 | <input type="radio"/> Herat World vision 2 | |
| <input type="radio"/> Herat DRC 1 | <input type="radio"/> Herat DRC 2 | <input type="radio"/> Herat DaKar 1 |
| <input type="radio"/> Herat DaKar 2 | <input type="radio"/> Alex | <input type="radio"/> Guillaume |

Are you doing a direct interview or over the phone

- Direct interview Phone interview

Name of the province you are assessing?

- | | | |
|----------------------------------|---------------------------------|---------------------------------|
| <input type="radio"/> Balkh | <input type="radio"/> Sar-e-pul | <input type="radio"/> Kabul |
| <input type="radio"/> Kapisa | <input type="radio"/> Parwan | <input type="radio"/> Wardak |
| <input type="radio"/> Logar | <input type="radio"/> Nangarhar | <input type="radio"/> Laghman |
| <input type="radio"/> Panjsher | <input type="radio"/> Baghlan | <input type="radio"/> Bamyan |
| <input type="radio"/> Ghazni | <input type="radio"/> Paktika | <input type="radio"/> Paktya |
| <input type="radio"/> Khost | <input type="radio"/> Kunarha | <input type="radio"/> Nooristan |
| <input type="radio"/> Badakhshan | <input type="radio"/> Takhar | <input type="radio"/> Kunduz |
| <input type="radio"/> Samangan | <input type="radio"/> Ghor | <input type="radio"/> Daykundi |
| <input type="radio"/> Urozgan | <input type="radio"/> Zabul | <input type="radio"/> Kandahar |
| <input type="radio"/> Jawzjan | <input type="radio"/> Faryab | <input type="radio"/> Helmand |
| <input type="radio"/> Badghis | <input type="radio"/> Herat | <input type="radio"/> Farah |
| <input type="radio"/> Nimroz | | |

Name of the district you are assessing?

What is the name of the location you are assessing?

<https://kobo.humanitarianresponse.info/#/forms/aXYXr4rGnoHUGCPDEqUnYr/summary>

1/14

What is the ID of the person interviewed

Hi, my name is

I am working on behalf of NRC. You have received some assistance in (date).

If you agree to participate, we would like to ask you some questions about your family and your situation since you got NRC assistance. Participating is entirely voluntary, you can choose not to answer any of the questions.

We value your participation in this survey which should take approximately 30 minutes to conduct. Many thanks in advance for your cooperation. If you have any questions, please feel free to ask at any time.

Do you consent participating in this survey?

Yes

No

شما چند ساله هستید؟

INFORMATION ABOUT THE HEAD OF THE HOUSEHOLD

Is the interviewee more than 16 years old?

Yes

No

The interviewee must be at least 16 to answer the questions. Please find an adult in this household to answer the questions

WHAT HAPPENED TO THE BENEFICIARY

Are you originally from this village/neighborhood?

Yes

No

Which province are you from?

Balkh

Kapisa

Logar

Panjsher

Ghazni

Khost

Badakhshan

Samangan

Urozgan

Jawzjan

Badghis

Nimroz

Sar-e-pul

Parwan

Nangarhar

Baghlan

Paktika

Kunarha

Takhar

Ghor

Zabul

Faryab

Herat

Kabul

Wardak

Laghman

Bamyan

Paktya

Nooristan

Kunduz

Daykundi

Kandahar

Helmand

Farah

Which district are you from

Were you displaced when you received this assistance?

- Yes
- No
- Don't know

For how long did you have to leave your house/village?

- less than a month
- Between 1 month and 6 months
- Between 6 months and a year
- Between 1 year and 4 years
- 5 years or more

Why did you leave your area of origin (two main reasons)

- Insecurity (in area of origine, previous area)
- Refugee had to leave Pakistan
- Refugee had to leave Iran
- Because my house was damaged
- Because my house was destroyed
- No food in my area of origine
- No water in my area of origine
- No job opportunities, weak economy
- No other reason
- Other

If other, specify

Why did you decide to move here (two main reasons)

- We have always been living here
- Friends or family living here
- My tribe is here
- I returned to my village of origin
- More economic opportunities here
- More secure environment
- More opportunity for better services
- to receive assistance
- Moved after marriage
- Cheaper rent prices in chosen area
- No other reason
- Other

If other, specify

Was your house damaged/destroyed before you received this assistance?

- Not damaged
- damaged
- destroyed
- Don't know

Why?

- conflict
- flood
- earthquake
- Other (specify)

If other, specify

When has your house been damaged?

When have you been displaced?

yyyy-mm

When have you returned?

yyyy-mm

When have you arrived to the place where you received assistance?

yyyy-mm

When have you received the first assistance after having been affected?

yyyy-mm

Have you been asked what type of assistance you needed?

- Yes
 No
 Don't know

What assistance have you received?

- No assistance received
 Cash
 in-kind NFI (not for shelter)
 shelter materials
 tent
 temporary shelter
 latrine/sanitation
 training
 food
 support for business, livelihood
 school fees, school kits...
 hygiene Kits
 other

If other, specify

Are you presently living in the same tent / temporary shelter /rehabilitated shelter that you were provided?

- Yes
 No

Do you think your shelter condition has improved or deteriorate since the assistance you received in..... (date)?

- shelter condition has improved a lot
 shelter condition has somewhat improved
 shelter condition is the same
 shelter condition has deteriorate
 Shelter condition is much worse

Why has your situation improved?

- Improved/upgraded/ better shelter
 Extended the shelter
 we received additional assistance
 Better access to job/livelihood
 Reimbursed the debt
 Community support, solidarity with neighbours
 Other (specify)

If other, specify

Why has your situation deteriorate?

- Weather conditions got worse
 Shelter is damaged
 Eviction
 Current shelter worse than the one before
 Less money
 Lost jobs, less work
 Increased debt
 Other (specify)

If other, specify

How much cash have you received in total?

Did you use this money to rent a room/house/shelter?

- Yes
 No
 Don't know

Did you use this money to buy any materials or equipment to improve your shelter condition?

- No I spent the money for other things
 Durable construction materials (bricks, steel, doors, windows, Timber, Iron sheets...)
 materials for makeshift shelter (plastic sheeting, small timber...)
 stove, electrical equipment
 tools
 latrine/sanitation/shower
 Other (specify)

If other, specify

Did you use this money for livelihood or business ?

- Yes
 No

Did anyone explain you how to use the construction materials, or build the tent(s)/temporary shelter ?

- Yes
 No

Did anyone help you with labour to build / repair / rebuild your dwelling?

- Yes
 No

Was everything you received at that time useful?

- Yes
 No
 Partially

Which ones were not useful?

- kitchen set
- tent
- hygiene Kit
- Heater
- blanket
- mattress
- Plastic mat
- Clothing
- Solar lantern, torch
- Jerrycan, bucket
- tools
- plastic sheeting
- Other (specify)

If other, specify

Are you satisfied with the quality of all items?

- Yes
- No
- Partially

Which ones were not of good quality?

- kitchen set
- tent
- hygiene Kit
- Heater
- blanket
- mattress
- Plastic mat
- Clothing
- Solar lantern, torch
- Jerrycan, bucket
- tools
- plastic sheeting
- Other (specify)

If other, specify

RISK EVICTION

Have you faced eviction threats or actual eviction since you received this assistance?

- no
- I have been threatened
- I have been evicted
- Don't want to answer

Why?

- Landlord found a new tenant
- If squatting, landlord wants you to leave
- Landlord wants property for own personal use
- I cannot pay the rent, I cannot afford this apartment
- Landlord is requiring more money / a higher rent price
- Don't know
- Other (specify)

If other, specify

Have you asked for some support when you have been threaten/evicted?

- Yes
- No
- Don't want to answer

Was it useful?

- Yes
- No
- Partially

Information about current location

What is the type of dwelling the household is living in?

- Apartment
- House
- Room in a house
- Unfinished apartment or house
- Collective public space not usually used for shelter (e.g. School/Mosque).
- Private space not usually used for shelter (Basement/Garage/Magasin/Warehouse/ Worksite)
- Tent
- temporary shelter
- Makeshift shelter
- Prefabricated houses
- Other (specify)

If other, specify

What is the nature of the occupancy?

- Owned
- Rented
- Being hosted for free
- Other (specify)

If other, specify

How much do you pay per month for the rent (Afghani)?

Do you have any concern/problem in your current dwelling?

- Yes
- No

What are your top 3 concerns in your current dwelling?

- the rent is too expensive
- the shelter is too small
- Condition of the shelter
- shelter not sealed to the elements
- toilet/sanitation are in bad condition
- there is no toilet
- lack of water, no water available
- No electricity
- Security, unsafe
- Lack of humanitarian support
- risk of eviction
- Problem with the landlord
- Problem with the neighbours
- Access to health services
- Access to school
- Lack of job opportunities
- No other concern
- Other (explain)

If other, specify

IMPROVEMENT OF HABITAT

What have you done yourself to improve your shelter, your toilets, and access to water?

- no improvement
- Replaced old tarpaulin with new tarpaulin
- Added small walls to the makeshift shelter
- Added brick walls to the shelter
- Plastered the walls
- Added surrounding wall to the compound
- Improved the roof
- Added doors or windows
- Added a kitchen/cooking space
- Added one new room or more
- Built toilets
- Connected my house to the water network
- Built an improvised water reservoir (hole in a ground, plastic sheeting)
- Built water reservoir (metal, plastic, concrete...)
- Added electricity
- Other (specify)

If other, specify

How much money (Afghani) have you spent approximately to improve your dwelling (material, workers...)?

Did anyone support you?

- No support
- NGO, UN agencies
- relatives, friends (in country)
- relatives, friends (outside of the country)
- Community
- Mosque
- Municipality, Government, DORR, MORR
- Other (specify)

If other, specify

CRFM

<https://kobo.humanitarianresponse.info/#/forms/aXYXr4rGnoHUGCPDEqUnYr/summary>

12/14

Did you know that if you had any concerns or questions about NRC assistance you could contact them on the phone?

- Yes
- No

Did you contact them?

- Yes
- No

Why did you contact them?

- Ask for assistance
- Complaint about NRC
- Other (specify)

If other, specify

Why didn't you contact them?

- No problem
- No phone
- Did not know how to contact them
- Other (specify)

If other, specify

Where you satisfied about the answers/support you got Hotline?

- Satisfied
- somewhat satisfied
- Not very satisfied
- Not at all

Pictures

We would be interested to take pictures of your dwelling. Do you consent that we take pictures?

- Yes
- No

Take a first picture of the main room

Click here to upload file. (< 5MB)

Take a picture of problem mentioned by the interviewee

Click here to upload file. (< 5MB)

Take a picture of another problem mentioned by the interviewee

Click here to upload file. (< 5MB)

Take an outdoor picture of the dwelling

Click here to upload file. (< 5MB)

THANK YOU VERY MUCH FOR YOUR TIME

Please take the GPS coordinates of the survey location

latitude (x,y °)

longitude (x,y °)

altitude (m)

précision (m)



In your opinion, how reliable is the information collected from this?

- Mostly reliable
- Somewhat reliable
- Not very reliable

1.5 Annex 05: Field information: FGD results

1.5.1 2 Focus Group Discussions (FGD) in Herat with IDPs from Faryab – Drought crisis

- 1 FGD with 6 male IDPs coming from Mir Adam, Almar district, Faryab province
- 1 FGD with around 30 female IDPs (with a dozen of babies) from the same village

The initial plan was to have 5-7 female beneficiaries, but they were already in the tent when the evaluator arrived, and it was not sensitive to ask any of them to leave.

What happened to them

In March-April 2018, around 70 families from the Mir Adam (population: +/- 300-400 families) left their home because they drained all their resources. Most of them sold their livestock, some had to demolish the roof of their house to sell the wood to pay off their debts. Some families borrowed money and arranged several trucks to travel to Herat. It cost them 20.000 AFN per truck to travel to Herat (2.000-2.500 AFN per family with 8 to 10 families fitting per truck). The 70 families moved more or less at the same time. The journey lasted 2 days. Some managed to bring food with them.

Assistance received

Since they arrived, each family received:

- 6000 AFN² from NRC, July 2018
- 6000 AFN from WFP
- 4600 AFN³ from WFP, no information yet why NRC decreased this instalment
- 1 hygiene kit from UNICEF (several men mentioned that the items were very expensive, they would have preferred cash instead)
- 1 tent (IDPs said that 12 families did not receive any tent)

At community level, IDPs have access to water and sanitation. Some latrines were built, however, women mentioned that many latrines are full and they have to go in the field, which is scary at night, especially because there is no light. They said it is not safe, although they did not mention any assault. However, they mentioned that several people hurt their feet at night in the rocks and holes in the ground. Community tents have been distributed by NRC during the last 4 days before the FGD.

Question 1: “What were your priorities during the week after the shock/displacement? What are the top 3?”

At the time of the arrival in the area most members agreed that the most acute need was cash, followed by shelter and health support.

IDPs did not mention food, water and sanitation, probably because they brought food with them and water was available, then latrines were built.

Question 2: “How did you manage to meet those needs?”

When the families arrived, they did not receive anything. They ate the food they brought with them. Only a few people could work as labour. Women silk wool. However, this is very badly paid. Women mentioned that they are paid 50 AFN⁴ to wash and spin 1kg of wool which takes at least a week.

Families did not have much money for health issues and could not afford a doctor.

In terms of shelter, the IDPs built what they could with what they would have or could get. Basic shelters were built with pieces of timber covered with blankets and fabric to protect against the sun. Those blankets, which would be very useful now, especially at night, are damaged.

² ± 80 US\$

³ ± 60 US\$

⁴ ± 0.65 US\$

All families are coming from the same village. Therefore, they know and support each other.

Some women seem much more vulnerable than others:

- widows,
- women whose husbands are in Iran (without news from them),
- Women married to drug addict men,
- Women with disabled children

There was also a teenager orphan girl alone with her two young brothers. She did not receive a tent because NRC staff did not believe her story and thought it was a trick to get 2 tents for one family.

Women also said there are sicker than men. They gave some examples (women who got an operation after giving birth, another one who got tuberculosis, high blood pressure...). They also said that breast-feeding women were hungry and worried for their baby.

Question 3: “What do you like best about NRC assistance?”

Men liked the Cash assistance and thanked NRC as it was the first organisation to help them with cash.

Question 4: “How did you spend the money?”

Half of the participants of the FGD had debts and used that money to pay back. Those who did not have debts bought food, and sometimes medicine which were the main priorities. Only a few had some money left to buy some shoes.

Everybody mentioned that they could not afford bread of the day and have to buy old bread from the day before.

Question 5: “What did you do to make your shelter more adapted to your needs in the daily life? “

IDPs have not received any support since they arrived. They built shelters with some wood they could find and blankets, old fabrics...

Question 6: “How could you better inform NRC on your needs, before, during and after assistance?”

Women were very happy about the FGD. They said that no one asked them about their needs before. (NRC CCCM PDM said that had several FGD with female IDPs). They would like to have regular meetings with NRC staff.

Evictions

The 70 families were asked to leave the land they occupy. They told the owner they did not plan to stay in Herat. The negotiation was successful, and they were allowed to stay longer.

Requests

Women are afraid that tents could not support the snow. They want plastic sheeting to make sure water do not get in the tent. Everybody understands that it is not possible to make a fire in the tent, but they do not know how they will manage to heat up the tents.

They need some support to go back to their area of origin, especially seeds. Unfortunately, the season to plant wheat is starting now. They know that they won't have wheat next year which is casting a shadow over their future. However, they could plant other watermelon beginning of next year if they have seeds.

Lack of cash is also an issue, they don't have soap, blankets, shoes, medicine especially for children that are sick, etc.

1.5.2 Focus Group Discussion (FGD1 & FGD2) in Mazar-e-Sharif – Female and PWD beneficiaries

- **FGD1** : Female IDP beneficiaries, with 9 female beneficiaries, out of which 6 HH heads.
- **FGD2** : Persons With Disabilities, with 3 elderly male and 1 female IDP beneficiaries.

The FGDs were carried out in Balkh province with beneficiaries from projects AFFM 1706 (ERM7) and AFFM 1701 (NMFA) in a house of the Faryabi neighbourhood, situated about 20 minutes' drive from Mazar centre. FGDs duration 70 minutes.

What happened to them

In April-May 2017, around 50 families from and Faryab province (mainly from the districts of Shirin Tagab, Khwaja Sabz, Dawlat Abad) left their home for insecurity reasons or because their houses were destroyed and settled on open land in the vicinity of Mazar-e-Sharif. Several additional waves of IDPs came in the following months from the same areas, summing up to 150 families

The land was owned by person originating from Faryab and who sold it with a flexible deadline to complete the payment. However, access to land caused debts ranging from AFN 5'000 to 20'000 per family, while they usually did not have debts before this.

Assistance received

- Since they arrived, the families were first assisted through the emergency response (project AFFM 1706 or ERM7) and received MPCA and tents. MPCA amount varied from 12'000 AFN, 16'000 AFN to 26'000 AFN, depending on the value of NFIs delivered in the assistance package.
- From July 2017 onto 2018, families were further supported through project AFFM 1701 with Cash for Shelter to build 1-room shelters with latrine, with a value of USD 1'200 payed in 5 instalments, and a contribution of USD 400 per family.
- Of the 150 families, the 10 most vulnerable ones received an additional USD 500 cash assistance to pay for unskilled labour, mud bricks, straw, water and soil to complete their shelters.
- Some FGD members said they had also received support from another organisation providing vocational training, as well as AFN 2'500 (USD 33) cash support credited to their Azizi Bank card.

Question 1: "What were your priorities during the week after the shock/displacement? What are the top 3?"

Before the assistance, the HH dwelled in makeshift shelters and were exposed to storms (strong winds in this area). In order of importance for FGD 1 and 2: food, shelter protection (they were spending the night in the open air upon arrival), clean drinking water. Other issues mentioned were: cash, children clothes, mosque/place for prayer, school, electricity and health care.

Question 2: "Did the assistance respond to these needs? Why?"

An important aspect of these beneficiaries is that they all came as a group from the same area and with existing social links, thus the community, through meetings and together with community representative(s) played a considerable role in meeting authorities, NGOs and ask for a coordinated assistance.

In both FGDs, members said the assistance had provided them with dignity, and were consistently satisfied by the tents, MPCA and NFI kits, although later beneficiaries claimed not to have received NFIs.

However, in FGD1 most female beneficiaries agreed on the fact that they felt marginalized because the male community members would leave them little assistance. When asked how they were coping,

some mentioned relatives in Iran sending them money (more difficult with the present crisis in Iran) and male family members who would share their income when they worked (e.g. in the case of widows).

In FGD2, participants said their situation prioritised them and their family in the selection process to receive assistance, but that they had not received any additional or extra assistance according to their special needs: some still did not have enough money to have access to medication.

Question 3: “What did you do to make your shelter more adapted to your needs in the daily life?”

In both FGDs, participants said to have stayed for 5 to 12 months, sometimes more than a year in their tents. In the warm season, women and children slept in the tents while men spent the night outdoors (average HH size is 7 to 12). They later used the additional tarps from the NFI kits to cover and reinforce their tent/makeshift shelter. Tents would either be set up in a hole below ground level or surrounded by small walls to protect from strong winds. Cooking areas were an important issue, and a mud wall or other protection was used to protect the gas bottle and allow cooking. Inside the shelter/tent a light partition wall would be made to separate men and women.

In FGD2, participants also said the size of the shelters (tents and 1-room house) was not sufficient for the size of the families. Some had to build an extra ramp to access to their house or to the latrines, without the help from NRC.

Question 4: “How could you better inform NRC on your needs, before, during and after assistance?”

To have a better possibility of communicating on their comments, needs and inquiries the members suggested to have more opportunities to directly meet and talk with the female NRC staff members (twice per week was mentioned), and more female oriented assistance.

It seems that the present reporting procedure for female beneficiaries is either too complex or misunderstood: the FGD1 members explained that the female representative should be provided with the list of demands, which she then gives on to the male representative, who calls the NRC staff. Their suggestion was that the number(s) of the female NRC staff should be printed out and distributed on paper for all female beneficiaries to contact directly (FGD1) and to all adult beneficiaries (FGD2).

1.5.3 Focus Group Discussion (FGD3) in Mazar-e-Sharif – Cash beneficiaries

- **FGD3:** IDP cash beneficiaries, with 9 male beneficiaries.

The FGD was carried out on 11.11.2017, in Balkh province with beneficiaries from project AFFM 1701 in the community house of Aman Abad, about 20 minutes' drive from Mazar centre. FGD duration: 50 minutes.

What happened to them and assistance received

See FGD 1 and FGD2.

Question 1: "What were your priorities during the week after the shock/displacement? What are the top 3?"

At the time of the arrival in the area (approx. mid 2017) most members agreed the most acute needs were 1. drinking water, 2. food, 3. cash (some mentioned not even having 20 AFN with them) and 4. medical care for ill family members and children. Some also mentioned 5. basic shelter solutions like tents.

Question 2: "How did you manage to meet those needs?"

On the household level, families used what they had of cash to provide water, food and basic living items.

An important aspect of these beneficiaries is that they all came as a group from the same area and with existing social links, thus the community, through meetings and together with community representative(s) played a considerable role in meeting authorities, NGOs and ask for a coordinated assistance. This was the case for the provision of drinking water (although the discussion did not mention when and how) and shelter assistance. However, no solution was yet found for health services in the area.

Question 3: "What do you like best about NRC assistance?"

Cash (for shelter) was very much appreciated as a means of assistance, allowing them to organize themselves for the provision of construction materials. However, the amount received did not suffice to build the house completely, especially when the provided assistance consisted solely of the foundations, so that some struggled to complete their shelter. The average cash for shelter amount was AFN 90'000 (USD 1'200) with a community contribution of AFN 30'000 (USD 400). Most of them declared not having debts before the assistance, but they had to loan money from friends and relatives to finance the additional beneficiary input. The amount of debts mentioned varied between AFN 20'000 to 40'000 (USD 270 to 530), which some already payed back while others still are owing, trying to reimburse amounts of AFN 5000 monthly or when possible.

Question 4: "How did you spend the money?"

Members of the FGD generally agreed that money instalments were used rapidly after it was received in each payment (5 instalments), for bricks and other construction materials, to allow a fast construction of the shelter. The restricted cash seemed to be appreciated, so that the money had not been spent on other items.

Question 5: "What do you think would be the best way to secure a safe shelter for 3 months for your family?"

The discussion got stuck on the fact that 2-room ready-made houses would be a better way to secure safe shelter for immediate and longer-term needs. This should be linked to the fact that another NGO has been conducting shelter assistance in the same area with finished permanent 2-room houses, which people know of. In this sense there was a general feeling that NRC should continue to support the 1-room shelter beneficiaries to extend and complete them. When explaining that these were different response strategies and that NRC was providing "transitional" shelters in an emergency situation and covering more people this way, they admitted that they appreciated the assistance provided but would still suggest a second phase, to complete the houses.

Question 6: “What problem do you see with the criteria of people who are eligible for the assistance?”

There were few comments from the beneficiaries, as the selection of beneficiaries and criteria seemed clear and satisfying. They also were conscious that the most vulnerable were selected while budget was limited and could not cover all. Still, a new person joined the discussion, complaining that he had not been supported and that other eligible persons had not yet received assistance; he got the NRC number for feedback and information.

Question 7: “How could you better inform NRC on your needs, before, during and after assistance?”

Members were aware of the phone line for enquiries and complaints, and some had used it several times and seemed to have received satisfying answers, even if duration to get a feedback or an answer was mentioned (1 or 2 weeks).

Direct contact with NRC staff during their field visits seemed to be an important and more direct way of raising concerns, communicating, asking questions or being informed. Some members suggested that some meetings should be organised to discuss modalities of assistance.

1.6 Annex 06: Summary of NRC projects

1.6.1 Projects reviewed in the desk review

	Year 2016	Year 2017	Year 2018
AFFM1601	ECHO Emergency Response Mechanism (ERM) in Afghanistan	AFFM1701 NMFA/ NORAD 2017- 2019 Framework Agreement - 2017 annual application	AFFM1806 SIDA Annual application
AFFM1604	NMFA 2016-2018 Framework Agreement- 2016 annual application	AFFM1703 Transitional Shelter Solutions and Cash-for-Work Support to Undocumented Returnees in Eastern Afghanistan	AFFM1809 ECHO EMERGENCY/ERM 8
AFFM1605	SIDA 2016- 2018 Framework Agreement - 2016 annual application	AFFM1704 SIDA 2017- 2019 Framework Agreement - 2017 annual application	AFFM1813 Start Fund Emergency response for Sar-e-Pul crisis
AFFM1608	NORAD 2016- 2018 Framework Agreement- 2016 annual application	AFFM1706 Emergency Response Mechanism (ERM) in Afghanistan	AFFM1814 Shelter Solutions, Socio-Economic Reintegration and Urban Regeneration for Displaced Afghans
AFFM1625	Improving Shelter for Extremely-Vulnerable and Earthquake-Affected Households in Nangarhar and Kunar	AFFM1713 Shelter Solutions for Conflict-induced IDPs in Faryab Province	AFFM1816 Emergency Preparedness for Potential Mass Forced Returns of Afghans from Pakistan in 2018
AFFM1626	Integrated Female Shelter and Livelihoods, and Protection Programme	AFFM1714 Promoting Durable Solutions in Informal Settlements of Protracted IDPs and Regional Refugee Returnees	AFFM1821 Emergency Response Capacity for Afghans Displaced by Conflict and Prolonged Dry Spell in Badghis Province
AFFM1627	Durable Shelter Solutions, Access to Potable Water and Food Security for Vulnerable Conflict Displaced IDPs in Sar-e-Pul Province	AFFM1716 Multi-Purpose Cash PDM and Shelter/Tenure Assessment for the Coordinated Response to Vulnerable, Undocumented Returnees in Eastern Afghanistan	AFFM1825 Emergency WASH Assistance for Drought-affected IDPs in Western Afghanistan
AFFM1629	Emergency Response to High Influx of Undocumented Returnees in Eastern Afghanistan	AFFM1717 Emergency Shelter and Protection for Conflict IDPs in Faryab	
AFFM1630	Transitional Shelter Solutions to Undocumented Returnees in Eastern Afghanistan	AFFM1720 Responsive and Integrated Education, Shelter, and Legal Protection Solutions for Returnees and Prolonged IDPs in Eastern, Central, and Southern Afghanistan	
AFFM1633	SIDA Addendum- Shelter, Education, WASH, and Winterization Support- East and Central Region	AFFM1723 1% Learning Budget: Emergency Shelter and Protection for Conflict IDPs in Faryab	
AFFM1635	NMFA 2016 Addendum III: Flash Appeal Response	AFFM1724 NMFA GPA II (2016-2018) Addendum I	
AFFM1636	Flash Appeal_ Undocumented Returnees (Multi-Purpose Unconditional Cash Support)	AFFM1731 Rapid Response to storm affected households	

1.6.2 Projects visited during field work

North / Mazar		Assistance description
AFFM 1706 (ERM7)		MPCA (12k, 16k, 26k AFN depending on other NFI or food items received) and tent.
AFFM 1701 shelter component		temporary 1-room shelter and latrine in the form of cash for shelter in 5 instalments, total value of 1200 USD and participation of 400 USD.
AFFM 1701 extra cash component		extra 500 USD transfer to 10 of the 150 beneficiaries of AFFM 1701 shelter component, who could not finish their shelter. They used this cash for unskilled labour, mud brick, straw, water and soil.
AFFM 1731		temporary 1-room shelter with a strong foundation, steel frame structure (value of 850 USD), temporary latrine (value 120 USD) and CfR for 5 months during shelter construction (5 months at 75 = 375 USD).
AFFM 1813		SOK (100 HH got USD 50), winterization (500 HH got USD 220) and MPCA (out of 499 HHs 180 received USD 375 and 319 HHs received USD 202)
AFFM 1814 temporary shelter component		1-room temporary shelter in the form of cash for shelter in 5 instalments, value of 1200 USD and participation of 400 USD.
AFFM 1814 upgrade component		upgrade of existing shelters (either owned or rented for free based on a 3-year agreement with owner), varying amounts of cash support (not rent support). The minimum amount is AFN 10'500 and maximum amount is AFN 65'210
North / Sar-e-Pul		Assistance description
AFFM 1704		1-room temporary shelter in the form of cash for shelter in 5 instalments, value of 1200 USD and participation of 400 USD.
AFFM 1706 (ERM7)		MPCA (12k, 16k, 26k AFN depending on other NFI or food items received) and tent.
AFFM 1813		MPCA, SOK, winterization.
AFFM 1806		1-room temporary shelter in the form of cash for shelter in 5 instalments, value of 1200 USD and participation of 400 USD.
West / Herat		Assistance description
AFFM1704		provide transitional shelter solutions and cash-for-rent assistance
AFFM1706 (ERM7)		MPCA (12k, 16k, 26k AFN depending on other NFI or food items received) and tent.
AFFM1714		shelter solutions in informal settlements of protracted IDPs and regional refugee returnees: transitional shelters with latrines.
AFFM1814		shelter solutions, socio-economic reintegration and urban regeneration for displaced afghans: upgrades and transitional shelters with latrines.
Centre / Kabul		Assistance description
AFFM1814		Shelter upgrading with the Female Shelter Team.

1.7 Annex 07: Images of projects and areas visited

1. NRC assistance	
1.1 Tent West / Herat	 
1.2 Shelter upgrade, SoK North / Mazar-e-Sharif, Sar-e-Pul	 
1.3 Shelter upgrade Mud houses, Passive Solar Veranda (PSV) Centre / Kabul	 
1.4 Transitional shelter Metal structure, brick walls, CGI roofing North / Mazar-e-Sharif, Sar-e-Pul	 
1.5 Cash for Rent North / Mazar-e-Sharif, Sar-e-Pul West / Herat	 

**1.6 Temporary
2-room shelter**

North / Mazar-e-Sharif



1.7 Latrines

Centre / Kabul



2. Beneficiary developed solutions

**2.1 Makeshift
shelter**



**2.2 Self-built
shelter**



**2.3 Self-built
tent**



2.4 Spatial divisions



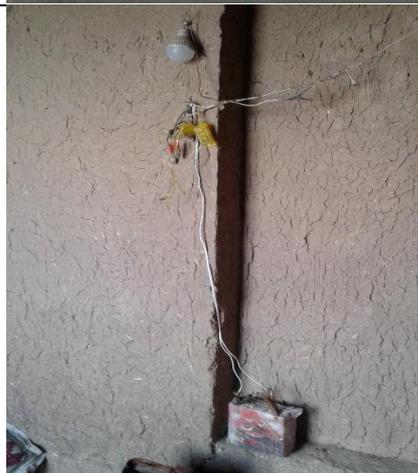
2.5 Cooking area



2.6 Latrines



2.7 Electricity



2.8 Water



1.8 Annex 08: Evaluation matrix

<p>Enquiry line 1</p> <p>Have the different temporary shelter assistance types (i.e. temporary shelter, cash-for-rent and emergency distributions) from NRC Afghanistan, since 2016, met the intended impact of the temporary shelter theory of change?</p>			
Indicators	Methodology and source of information	Preliminary results / remarks	Recommendations or actions points
<p>1a. Use of cash/material/shelter solution as intended.</p> <p>. In-kind NFI and construction materials are not sold by beneficiaries.</p>	<p>. Review of NRC PDM reports.</p> <p>. Site visits.</p> <p>. Review of HLP reports.</p>	<p>1. Available PDM reports show that households reported that they had received the exact items/amount they were supposed to receive. (1)</p> <p>2. In some projects, beneficiaries reported that they spent more than half of the cash they received on food (cash for rent). This is not necessarily negative, but whether the remaining amount was sufficient to pay for the rent remains unclear. (1)</p> <p>3. PDM reports are usually reporting distribution and use of assistance as planned in the strategy/project. However, the indicators do not necessarily reflect that the response is really fitting the beneficiary's particular needs. (1)</p> <p>4. In most cases, shelters are built as planned and still occupied by their original beneficiaries. In some cases (eg. TRS) beneficiaries have left their shelter (selling or leaving them to others) because they were not satisfied with the comfort (temperature, protection against elements). (4) (5)</p> <p>5. Although most beneficiaries claim to be satisfied with the various modalities of cash and in-kind assistance, some would have preferred to spend it unrestrictedly (eg. on livelihood). (4) (5)</p>	<p>3. integrate more beneficiary oriented indicators in the log frame a strategy.</p> <p>4. Restricted cash should be defined for precise reasons, in order to enable beneficiaries to use it to its maximum potential, and not to restrict them.</p>

<p>1b. Shelter solutions are on time and timely for the whole target group.</p> <p>. Emergency shelter: (to discuss with NRC)</p> <p>- Emergency solutions are provided within 2 weeks after displacement/ disaster/destruction.</p> <p>. Transitional shelter: (to discuss with NRC)</p> <p>- In case of harsh weather conditions, poor/inadequate shelter (owing to family size, disabilities, etc.), upgrade is done within 1 months</p> <p>. Otherwise, upgrade done within 3 months</p> <p>. An Emergency Preparedness Plan is in place and appropriate preparedness measures are taken.</p>	<p>. Analysis of NRC Database (dates of displacement, notification, assessment and assistance).</p> <p>. Household survey tracing key events of conflict/disaster affected people (shock, emergency situation, assistance...).</p> <p>. Review of ERM project documents (ECHO).</p> <p>. Review of NRC Country Office Minimum Preparedness Actions (MPA) and Emergency Preparedness Plan (EPP).</p>	<p>Proposed timeframe to be discussed:</p> <p>1. Emergency shelter: Emergency solutions to be provided within 2 weeks after displacement/ disaster/destruction*.</p> <p>2. Transitional shelter: - In case of harsh weather conditions, poor /inadequate shelter (owing to family size, disabilities, etc.), upgrade is done within 1 months</p> <p>. Otherwise, upgrade done within 3 months</p> <p>3. Preparedness Plan is not always functioning: little or no stocks for emergency response (tents, NFIs). (Preparedness Plan) (1)</p> <p>4. For emergency responses, ERM states rather clear steps and durations for the response timeliness. (ERM8)</p> <p>5. In protracted crises, difficult to get a clear impression of timeliness in project cycles: initial event / information to NRC / start and end of assessment / start and end of assistance / PDM. (Project reports) (1)</p>	<p>1. & 2. included wash and HLP: as long as possible but ideally min 3 months or with a plan to move on to another stable place.</p> <p>3. Plan and allow for a minimum target of stocks, for tents and TRS, blankets, tarps.</p> <p>3. Agree on a basic NFI / winterization package ready to be deployed as preparedness (MPC cash, blankets, tarps...) and which can be completed in further distributions.</p> <p>3. Set up a tracking system for availability of quality good.</p> <p>4. State clearly in the strategy the durations for each phases of the response, at least to have a reference: discuss proposed timeframe (2 weeks / 1 month / 3 months).</p>
<p>1c. Shelter solution is relevant, adequate* and sufficient for immediate basic needs considering context and situation:- Protection against elements, cold, damp, heat, rain, wind, other threats to health- Protection against hazards/disasters- Size according Sphere standards- Access to water and sanitation- Cooking space and equipment- Heating, lighting, ventilation- Suitable for people with disabilities (if any)- Culturally appropriate - Take into consideration women and girl needs, and GBV issues. Natural disaster risk assessments are conducted and based on statistical documentation and local knowledge.. Adequate location (access to services, employment/ livelihood, ...)* OHCHR, UN-Habitat, The Right to Adequate Housing. (Reference also used in NRC Afghanistan Cash for Rent Handbook, June 2018)</p>	<p>. Household survey.. FDGs with groups of women and community leaders.. Site visits.. Review of NRC risk assessments and risk mitigation measure strategy (for securing shift of site to safer location).. Review of shelter structural design (earthquake resistance, extreme weather conditions, snow load, ... if applicable).. Review of shelter design regarding fire hazard (use of fireproof materials, dimension and capacity of escape routes according to standards. Electrical system and/or fireplaces are of approved standards).. Review of NRC PDM reports.. Review of NRC Market/Needs assessment reports.</p>	<p>1. Many projects include WASH, livelihood and HLP components (construction of latrines and boreholes, land dispute resolution, support to landless families, etc.), confirming that NRC considers at shelters are “more than a roof”. Further research is necessary to verify if this holistic approach is consistent in most of the projects. (1)</p> <p>2. NRC emergency shelter solutions offer a variety of solutions combining MPC, NFIs, tents, life-saving assistance. (NRC strategy) (1) (3)</p> <p>3. FGD revealed that a majority of beneficiaries, particular women, girls and the most vulnerable live in a safer and more secure shelter, and that after assistance their needs are directed towards health, education and livelihood solutions: PROTECTION. (4) (5)</p> <p>4. For some, however, the situation has not improved at the end of assistance. (5)5. DO NO HARM: debts are often increased through purchase of land by beneficiaries. (5)</p>	

<p>1d. Protection from forced eviction and secure enough tenure arrangements:</p> <ul style="list-style-type: none"> . Projects take into consideration HLP issues. . Internal rules and procedures that encourage and allow for the application of the HLP due diligence standard are established and followed. . Key shelter staff members know the importance of the connections between land rights and shelter. <p>* LAND RIGHTS AND SHELTER, THE DUE DILIGENCE STANDARD, Global Shelter Cluster, 2013 (more recent version might be used in Afghanistan)</p> <ul style="list-style-type: none"> . Vulnerable groups, especially women, IDPS and returnees, are taken into consideration throughout. 	<ul style="list-style-type: none"> . Household survey. . FGDs. . Review of NRC Market/Needs assessment reports, to check that there is a mapping and registration of land ownership, tenant rights, potential or active land / housing conflicts, and documentation needs for women and men. . Review of NRC ICLA reports, to verify the approach, guidance, referral system and resources available for beneficiary group to reach security of tenure. 	<p>1. ICLA works for support on both on private land (land deed titles, cadastre, witnessing, amount paid) and on government land (letter of occupancy) (1)</p>	<p>2. Develop FST component, together with Camp management, ICLA/HLP teams.</p> <p>Conduct After Action Review on the FST in Kabul and consider replicating the FST component in other areas, using the experience of present members to do training.</p>
<p>1e. Modalities of assistance are evidence based:</p> <ul style="list-style-type: none"> . Assistance is based on needs assessments. 	<ul style="list-style-type: none"> . Needs assessments. . PDM reports. . Complaint mechanism. 	<p>1. NRC put in place guidelines and tools at global level but also for Afghan context.</p> <p>NRC select the appropriate modality for assistance based on a rapid market assessment which includes FGD to ensure the targeted IDPs are able to access markets, and a survey of vendors to ascertain market availability.</p> <p>2. When markets are not functioning adequately, in-kind assistance will be required. If in-kind assistance is not available, market assessments are less relevant.</p> <p>3. Local prices data collection could help refine the MEB.</p>	
<p>Enquiry line 2</p> <p>Have the different temporary shelter assistance types successfully addressed safe programming principles common to all Core Competencies?</p>		<p>Data sources: (1) Desk review, NRC and other documents, (2) Donors, (3) NRC staff in Kabul, (4) Household survey, (5) FGD, (6) other agencies</p>	
<p>Indicators</p>	<p>Methodology and source of information</p>	<p>Preliminary results / remarks</p>	<p>Recommendations or actions points</p>
<p>2a. Beneficiaries are consulted regarding, shelter designs, project improvement, assistance modalities, trainings.... % of project based on needs assessments.. Beneficiaries know about the CRFM and use it (including women, vulnerable groups, PWD, minorities, etc.).. Host community is informed on, and included in activities, trainings to ensure better social acceptance and cohesion.</p>	<ul style="list-style-type: none"> . Review of NRC assessment reports (HEAT, ERM).. Review of NRC CRFM reports.. Site visits: discussion with community leaders.. Household survey.. FGDs. 	<p>1. Some Project clearly mention participative approach (SIDA 2016 final report) eg. in beneficiary selection Committees (BSC). (Project narratives and reports)</p> <p>2. SMEB / half SMEB given to families depending on family size and vulnerability. (project narratives and reports) (1)</p> <p>3. CRFM reports are few and usually show solely male beneficiaries and no female calls. (CRFM reports) (1)</p> <p>4. How much staff is in the field during the various response phases is unclear. In FGD on female beneficiaries, both in female- and non-female headed HH, w omen</p>	<p>1. support information on the existence of CFRM, transparency on beneficiary criteria, including to host communities.</p> <p>5. Support replication of the FST in other community-based assistance.</p> <p>6. Support more information sessions adapted/focussed on all community member profiles on the roles and functioning of community representatives.</p> <p>7. Add a female phone number and a male number for CRFM (as advised in Cfr lessons learned, 08.2017). Or more staff presence in the field.</p> <p>8. Why should cash be restricted?</p>

		<p>often admit that they feel marginalised in the assistance process. Some procedures are already in place (FST, female community representative, CFRM by phone) but could be further developed. They suggested to have more female staff presence in the field to raise their chances of sharing and communicating. (5)</p> <p>5. FST: a team of only 6 allows the frequent and regular presence (twice per week) of NRC staff near beneficiaries, combining technical advice, training, work progress monitoring and possibility for referrals. (1) (3) (4) (5)</p> <p>6. Female representation is done through the choice of their representative, but female community mentioned that her voice was sometimes secondary to the male representative (FGD Mazar). (5)</p> <p>7. CFRM by phone is not necessarily adapted to female beneficiaries, as they have less access to a phone than male members (do not own one or cannot use it). (CfR lessons learned, 08.2017) (5)</p> <p>8. Cash components: sometimes not adapted and too restrictive for beneficiaries willing to continue renting their dwelling but prioritizing livelihood development. (5)</p> <p>9. DiFD AFFM1714: complaints go to consortium advisor. (2)</p> <p>10. For accountability, AWAZ is a centralized country level phone hotline mechanism (set up by UNOPS and WFP), which people can call for complaints and information, so that enquiries are redirected to agencies within 2 to 3 months. (1)</p>	<p>define more clearly the reasons according to the objective</p>
<p>2b. Vulnerable families are prioritised in the beneficiary selection...</p> <p>. bias and power abuse avoided</p> <p>. acceptance of selection criteria and transparent process secure priority on most vulnerable, gender and DNH concerns</p> <p>... and needs of people with disabilities, elderly, EVHH are addressed (assessment, distribution, shelter technical solutions...).</p> <p>. NRC user-friendly shelter design.</p>	<p>. Analysis of NRC vulnerability analysis, selection procedure and mechanisms to ensure transparency is ensured with host and beneficiary communities.</p> <p>. Analysis of NRC scoring tools and database.</p> <p>. Review of NRC Afghanistan Complaints, Response, and Feedback Mechanism (CRFM) strategy.</p> <p>. Analysis of CRFM databases.</p> <p>. Household survey.</p> <p>. FGDs.</p> <p>. Shelter design review.</p> <p>. Consultation with NRC partners for referrals.</p>	<p>1. Vulnerability criterias generally give a correct idea of the beneficiary vulnerability. However in some cases these criteria can be too quantitative and not reflect a burden or an incapacity of families to cope. (1) (3) (5)</p> <p>2. FGD on PWD revealed that their situation had been prioritised them to receive assistance with their family, but not entitled them to any particular or additional assistance for their special needs (eg. more cash for medicine). (5)</p> <p>3. Highly vulnerable host community members should benefit from the assistance, to ensure equity and support stronger acceptance of IDP/returnee population. (NRC strategy) (1)</p>	<p>1. Allow for a qualitative refining assessment for beneficiaries.</p> <p>5. Scorecard could also include more questions relating to livelihood actions (work experience, field of activity, skills and equipment available) to bridge strategy with early recovery actions.</p>

		<p>4. FGD with PWDs and HH survey did not reveal any special attention to their special needs, and beneficiaries themselves had to adapt their shelters. (5)</p> <p>5. NRC beneficiary Scorecard assesses: i. checklist for relief items and shelter material, ii. vulnerability criteria for priority assistance, iii. Socio economic characteristics, iv. Capacity to built shelter. As 07.2018 CfR evaluation points out, CfR should be linked more strongly to early recovery and Livelihood actions. (NRC CfR scoring card) (CfR lessons learned, 08.2017)</p>	
<p>2c. Efficient referral system is in place by NRC:</p> <ul style="list-style-type: none"> . NRC has a referral database in place. . NRC staff in the field know about the referral system and is informed about the procedures . NRC regularly follow-up referred cases. <p>If the system is in place:</p> <ul style="list-style-type: none"> . Number and type of cases referred to other organisations. . Number of cases referred to NRC by other organisations. 	<ul style="list-style-type: none"> . Household survey. . FGDs. . Interview of NRC partners. . Review of NRC Afghanistan referral strategy and related documents (referral follow-up, etc). . Interviews with different CC Program Managers. . Interviews with a few NRC partners for referrals. 	<ol style="list-style-type: none"> 1. GIZ referred to NRC for HLP and ICLA issues in the North. (6) 2. Internal NRC referrals and collaboration with ICLA and HLP seem to be rather recent (AFFM1714) so there is space for improvement. (1) (3) 3. Internal NRC referrals and collaboration with Camp Management and Livelyhood CC seems to be very much at a starting point, so it is difficult to state on these. (1) (3) 4. Livelihood referrals: clearly stated in AFFM1714 DiFD (covered by DACAAR), but not in other projects. (Project documents) (1) 	
<p>2d. NRC staff is prepared to deliver just and equitable assistance. Staff are briefed/trained on protection mainstreaming, anti-corruption and protection from sexual abuse and exploitation, etc.</p>	<ul style="list-style-type: none"> . Review of training tools (cross cutting issues) and attendance list. . Interviews with staff (shelter, logistics, etc.). 	<ol style="list-style-type: none"> 1. Staff is following trainings 2. Corruption/opportunism is a real present element within actors, and even NRC, and must constantly be taken into account. (1) 3. Corruption or abuse of position as a community representative was revealed during HH survey, and area manager was informed to take appropriate steps: information to DoRR, community mobilisation session, possible reimbursement of affected beneficiaries. (1) (4) 	<ol style="list-style-type: none"> 1. Training of staff: insist on what NRC is and what it is not, to really understand the corporate identity of NRC and its added value on the field. 1. Insist consistently on Humanitarian Principles in all trainings to staff. 2. More and closer follow up of possible abuse of position or corruption cases during and post assistance, through PDM sessions and regular NRC staff presence in the field. 2. PDM should provide again CRFM information and female/male contact numbers.
<p>Enquiry line 3</p>	<p>Considering the different NRC shelter solutions (temporary, transitional, permanent), to what extent have the temporary shelter solutions linked to transitional solutions for beneficiaries in need of further assistance after temporary support?</p>	<p>Data sources: (1) Desk review, NRC and other documents, (2) Donors, (3) NRC staff in Kabul, (4) Household survey, (5) FGD, (6) other agencies</p>	
<p>Indicators</p>	<p>Methodology and source of information</p>	<p>Preliminary results / remarks</p>	<p>Recommendations or actions points</p>

<p>3a. NRC shelter strategy provides clear guidance to decide which shelter solutions should be implemented (emergency/transitional/permanent).</p> <p>. A clear selection of criteria according to location, climate, assistance timing, occupant number, rapidity of setup exists and is used systematically.</p> <p>. The means of CC coordination, roles and responsibilities is clearly stated, and the CC teams are aware of them.</p>	<p>. Review shelter strategies and Theory of Change.</p> <p>. Interviews with emergency and shelter teams, to understand present collaboration and limitations, and discuss potential synergies.</p>	<p>1. 2018 shelter strategy identified issues related to shelter design and objectives: "All shelters are currently being redesigned and reclassified to better suit the beneficiary needs and response type."</p> <p>2. Shelter team have also started to conduct research on cash for rent and other shelter topic to understand more the context, the opportunities and needs of affected population.</p>	
<p>3b. Beneficiaries of temporary shelter solution have been reassessed after the emergency phase to check on their needs.</p>	<p>. Household survey (include data collection of coping mechanisms of families receiving temporary shelter assistance in need of further transitional assistance).</p> <p>. FGDs</p> <p>. Needs assessment review</p> <p>. Project proposals / Needs assessment / annual strategy.</p> <p>. After action review if available.</p> <p>. CRFM reports/databases.</p>	<p>1. Shelter team assessment does not really use the emergency HEAT assessment information (therefore using VASC). Emergency is not a CC but is crosscutting to all CCs: HEAT and emergency activities should be more a door opener for other CCs for emergency, transition and Early Recovery. (HEAT form)</p> <p>2. Databases seem to remain more in the area level, and are kept by the corresponding emergency/shelter head. (1)</p> <p>3. History of events not always clear, not easy to evaluate timeliness of response (eg. AFFM 1704 only shows the project year). (Project reports) (1)</p> <p>4. PDM M&E indicators are not always representative of beneficiary related results. (1)</p> <p>5. Accountability to beneficiary: gap in staff, this is starting from Q1 2018. (1)</p>	<p>1. Joint tracking of emergency beneficiaries by shelter & M&E teams during shelter assistance assessment. Discuss more what other CC would need as basic instant information from the start, to better connect with transitional and early recovery. This will also allow continuity of assistance if needed and better database follow up.</p> <p>2. Have a clearer M&E data management and access policy. Upload regularly the data onto a server, for back up and for shared use.</p> <p>3. To really inform on timeliness, databases should show dates of event, assessment start & end, assistance start & end, PDM and Action Review per beneficiary or actions.</p> <p>4. Advocate for more beneficiary centred indicators to measure PERFORMANCE (ERM).</p>
<p>3c. NRC assistance provides adapted quality and design solutions.</p> <p>Durability: length of shelter life span (months/years) relating to the time perspective of the emergency phase..</p> <p>Upgradability: shelters are extendable and upgradable into disaster proof and more durable structure..</p> <p>Flexibility: design enables dismantling for moving locations or reuse in a more durable structure.</p>	<p>. Site visits.. Shelter design review.. NRC Global/Regional shelter advisor reports.. After action review if available.. Household survey. FGDs</p>	<p>1. In February 2017, some issues related to the use of NRC transitional/temporary structures to build unsafe permanent building have been identified during previous field visits: "the question still remains if NRC should try to mitigate harmful or inefficient use of the materials by including more training and offering technical support within our operational areas". It is unclear if those issues have been already addressed. (1)</p> <p>2. The steel structure TRS combined with tarpaulin were not visited. However, they potentially allow for storage, relative fast deployment and setting up, but also potentially to be set up without foundations and to be dismantled in case of renewed displacement. These structures can be provided in steel or in timber according to local availability and competences.</p> <p>3. The steel structure TRS combined with bricks are often criticised for their discomfort (temperature,</p>	<p>1. Explore this temporary design further: availability, BoQ, prices and storage capacity for options in steel, timber, bamboo.</p> <p>2. Check that roof construction is done properly to ensure leakages are avoided, integrate to technical training (nail position on the CGI sheets).</p> <p>2. Develop alternative roofing options to provide better sealing against elements, temperature and acoustic comfort. Propose according training for roof upgrade to beneficiaries.</p>

		<p>noise, leaks) and in some cases left for other dwelling options by those who can afford it.</p> <p>4. WASH solutions: VIP latrines always included with shelter assistance, shared in the West.</p>	
<p>3d. NRC assistance comes with adapted information and</p> <ul style="list-style-type: none"> . Transitional shelter solutions include capacity building of artisans and community empowerment. . Training provided during emergencies (DRR...) are relevant for transitional/recovery phases. 	<ul style="list-style-type: none"> . Household survey. . Training materials review. . Shelter strategy. . Discussion with the shelter teams. . FGDs . KAP reports 	<ol style="list-style-type: none"> 1. Many projects include a lot of trainings (construction, maintenance, DRR, hygiene, use of environmental practices, HLP...) which is very positive. However, impact of the training is unknown. 2. Hygiene practices in post emergency phases: KAP report is based on 3 outcomes (use of latrine, handwashing with soap, storage of drinking water). 3. Technical training: takes 1 day for a group of approx. 20 beneficiaries and adapts to the type of shelter assistance. FGDs revealed that NRC shelter staff also provides punctual assistance if questions arise, and that some beneficiaries managed to offer construction services to others after their training. 4. Training material could be improved in terms of communication, more homogenous (number of key messages, graphical presentation, less text, ...). (NRC training material) 5. Skilled artisans are and encouraged to offer their services to other beneficiaries, thereby favoring livelihood activities. (1) 	<ol style="list-style-type: none"> 3. 4. Basic training and information material should be improved to be more accessible to non-reading publics (more visual). Other locally adapted learning processes: dual training, targeted public workshop, ... to be elaborated for each types of shelter response. NRC staff to be trained as trainers accordingly. 5. During beneficiary selection, conduct more systematically enquiries about skills, to preselect who can receive more detailed training (eg. construction).
<p>3e. NRC successfully takes into consideration lessons learned from previous project to design new projects.</p> <ul style="list-style-type: none"> . # of lessons learned reports. . Regional/global shelter staff give the required technical support to the Afghanistan Shelter team (field visits, technical guidance, roving staff support, recruitment, etc.). . Shelter designs, response planning, project implementation build on lessons learned from the previous actions. 	<ul style="list-style-type: none"> . Lessons learned reports (Cash for Shelter/SoK). . NRC Global/Regional shelter advisor reports. . Lessons learned from project reports. . Analysis of the evolution of shelter designs/solutions during the past 3 years. . ERM Common Rationale 	<ol style="list-style-type: none"> 1. Projects reports usually include lessons learned. NRC also includes evaluation in budgets. 2. Lessons learned are taken into consideration in 2018 shelter strategy. SoK distribution: AFFM1701 had extra cash for very vulnerable beneficiaries, as recommended by report of July 2017. NRC does adapt according to reports and lessons learned. (Lessons learned, SoK, July 2017) 3. NRC is part of the ERM Common Rationale elaboration team. This document is produced on a yearly base and builds on lessons learnt from previous years. (ERM8 Common Rationale) (1) 4. CfR is a short-term solution, which should be coordinated with longer term solutions such as ICLA, HLP and Livelihood support. (Lessons learned, CfR, 08.2017) 	<ol style="list-style-type: none"> 4. CfR and CfShelter should be coordinated with longer term solutions such as ICLA, HLP and Livelihood support. (Lessons learned, CfR, 08.2017)
<p>Enquiry line 4</p>	<p>Support functions enable a smooth implementation of quality projects</p>	<p>Data sources: (1) Desk review, NRC and other documents, (2) Donors,</p>	

(3) NRC staff in Kabul, (4) Household survey, (5) FGD, (6) other agencies

Indicators	Methodology and source of information	Preliminary results / remarks	Recommendations or actions points
<p>4a. Shelter goods and services are of required quality and price and are delivered on time. Shelter solutions are up to common disaster resistance standards.</p>	<p>. Quality of the Procurement plan.. Household survey.. FGDs.. Market assessments. Price comparison with other actors.. Discussion with logistics and shelter teams.. Observation of NFI/Tents/SoK samples if available. Review of specifications for procurement</p>	<p>1. Problem with in kind shelter solutions: tents and TRS, because of local available quality, long and unreliable delivery time in case of importation from other countries (even with Karachi 15-20 days: delays). 2. Problem with stocks: no stocks and no stock policy: all is cash now. NRC strategy says: minimum to be stored and prepositioned strategically. Why is provision from international partners not working? How are others doing?</p>	<p>1. Agreement with in country contractors for items such as steel frame TRS and tarps. 2. Minimum stocks to be replenished in strategic areas in country with family tents, NFIs, blankets, tarps? How many?</p>
<p>4b. Adequate team in place – ratio current staff/expected team at different point, gender balance, retention of shelter team, training in place for new recruits).</p>	<p>. Recruitment plan review. . NRC staff Trainings. . Organisation charts. . Interview of shelter and HR staff regarding recruitment difficulties, trainings conducted, requests of training from national and international shelter staff.</p>	<p>1. Several positions are vacant. (organigrams) (1) 2. NRC Afghanistan requested ERT support including for shelter activities in the West. (1) 3. Gender balance 30% female staff for supervisor, officer, coordinator, manager and up. 30% globally in country. (NRC list of country staff) 4. North area: low turnover, training of new recruits on work & development plans, security, ICLA, HLP, or at least knowledge referral to inline superior. (1) 5. NRC slightly higher wages and prestige help to recruit. No major issues met to hire shelter staff. (1) 6. ACCESS: potential needs for more staff for Access in the field to support Security Officer? (Kabul Access relies on area security staff.), but access staff not easy to find. (1) 7. ICLA: officer(s) reporting directly to the PM, sometimes more coordination could help. (1)</p>	<p>1. & 6. Consider more field level Access support? 5. Training of staff: insist on what NRC is and what it is not, to really understand the corporate identity of NRC and its added value on the field. 6. Insist more on Humanitarian Principles oriented trainings to NRC staff in general. 7. Consider new ICLA coordinator? or at least ICLA team leader? 8. Consider having a standby list, ready for other offices if necessary, based on 2 rounds of interviews and with a 6-12 months expiry date.</p>
<p>4c. Ability to deploy to a new area rapidly after an incident/disaster, secured by network and negotiations in line with humanitarian principles. . Delay to be authorised to reach new areas, both for internal NRC clearance and authorities. . Capacity of Shelter staff to implement additional project in case of emergency. . Financial Service Provider are able to reach new areas. Potential extension of current contract has already been discussed. . NRC knows which modality is the fastest in case of emergency (based on research, experience and lessons learned).</p>	<p>. Review of Access strategy, criteria to classify hard to reach areas or to adapt intervention modality (security, presence, etc.) to context. . Review of security management plan. . Existence of alternative plans to get access to difficult areas. (eg. local staff only, no overnight, local partners, etc.) and anchored in relevant adjusted monitoring and control mechanism.</p>	<p>1. Which is the allowed/reasonable notice/time-limit to respond, how is it linked to HR new staff hiring? 2. Lessons learnt from cash?</p>	<p>1. Advocate to DoRR, donors, AH community that petition is not adapted: find another way, as is started in ERM8. 2. ACCESS: Access strategy should create access inertia: consider flash distributions as entry point? also consider more field level Access support?</p>

<p>. Donors are convinced about the relevance of a shelter program in Afghanistan and trust NRC to deliver good operations and adjust as context requires.</p>	<p>. Interviews with donors. . Number of proposals turned down or commented on the shelter part.</p>	<p>1. NRC has gained a reputation among humanitarian actors and donors for being a reference actor in the humanitarian response, with a strong knowledge of field conditions as well as national and regional situation. This enables a list of "regular" donors and has a positive impact on applications and administrative procedures speed. (1) (2)</p> <p>2. NRC donors differ in terms of strategy, approach, funding duration and allocation speed. This allows to fund a variety of activities, ranging from emergency to transitional responses and more durable and integrated programmes. (1) (2)</p> <p>3. Some donors are reluctant to fund more than the "usual 3-months" emergency phase. How can this be extended? more flexible? (1) (2)</p> <p>4. Gap between HA and Devlt = Early Recovery, access to land is an issue (expensive, legal procedures not adapted to IDPs) (1) (2)</p>	<p>1. Push more for regional and cross border strategies?</p> <p>2. More advocacy on problems linked to land access & tenure?</p> <p>3. Advocacy to main donors (ECHO) through different channels (clusters, donors forums) to adapt the scope of assistance to more flexible periods or coordinate donors to fund various phases of response.</p>
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