



## INVITATION TO TENDER

### *Program Review of the 'Integrated Rural Development (IRD)' program and Facilitation of Country Program Strategy*

<b>Assignment</b>	Assessment and Review of Integrated Rural Development (IRD) and facilitation of NAC Country Program Strategy (2- phased approach).
<b>Program Location</b>	Based in Kabul, with travel to Badakhshan, Faryab, Ghazni and Oslo, Norway
<b>Deadline for Tender</b>	<b>6<sup>th</sup> March 2018</b>
<b>Consultancy Duration</b>	Phase 1. 22 <sup>nd</sup> March – 30 <sup>th</sup> Mai 2018 Phase 2. Must be completed by 30 <sup>th</sup> June
<b>Report Deadline</b>	Final IRD program Report 30 <sup>th</sup> May 2018 and Country Program Strategy Support Document (T.B.D, but no later than end July).
<b>Budget</b>	NOK 450,000 (equivalent to USD 55,000) (Ex VAT).
<b>Review Focal Points</b>	Focal point in Afghanistan: Ian Kaplan, Knowledge Management Specialist Contact address: <a href="mailto:knowledgemanagement@nacaf.org">knowledgemanagement@nacaf.org</a> Focal point in Norway: Liv Kjølseth, Secretary General Contact address: <a href="mailto:liv.kjolseth@afghanistan.no">liv.kjolseth@afghanistan.no</a>

### **Overview**

In 2018 Norwegian Afghanistan Committee (NAC) will conduct a review of its ongoing IRD program (Phase 1) with the following overall objectives, as further detailed in Annex 3. The review will provide a basis for the development of a Theory of Change and Program Strategy (Phase 2).

#### **Phase 1:**

1. Reviewing and assessing to what degree the IRD program, and minor complementary programs funded by other donors, have contributed to the goal of reduced poverty in rural Afghanistan.
2. Assessing the relevance of the current approach in terms of NAC current policy, planning and implementation.
3. Assess NAC's comparative advantage and value added in the selected programme areas.

## Phase 2:

Based on the above exercise and a synthesis of existing reviews of the remaining NAC Country Program, the Consultant will facilitate a participatory program strategy development process. The process will include a series of workshops and culminate with a draft Theory of Change (ToC) and a program strategy support document.

## Background

*NAC Vision: The Norwegian Afghanistan Committee (NAC) shall contribute to an Afghanistan free of poverty where equality, democracy, human rights and respect serve as the bases for political action and development.*

The Norwegian Afghanistan Committee (NAC) is a member-based solidarity organization with the long – term program goal of poverty reduction in rural Afghanistan. NAC has since 1980 worked towards this goal together with the Afghan people. What started out as a grassroots movement in Norway, has grown to become a professional and humanitarian development organization working in some of the most challenging and insecure provinces of Afghanistan. NAC currently works in 11 provinces and has offices in Badakhshan, Faryab, Ghazni, Kapisa, Khost, Laghman and Nangarhar, with the country office located in Kabul. NAC has more than 300 national staff across Afghanistan, 3 international staff based in the country office in Kabul, and 3 staff working in the Head Office in Oslo. Volunteers organized in Program Committee are involved in support and monitoring of program in Afghanistan.

After more than 30 years' presence and development interventions in Afghanistan, and in light of the protracted crisis, as well as the global development and humanitarian agenda, including the Sustainable Development Goals and the Grand Bargain, it is time to re-asses NACs added value; the impact of its programs and to the extent these programs respond to the needs of local communities; the relevance of NACs approach to development, and NACs comparative advantage as a development partner to the Afghan government, local civil society organizations and local communities; and finally the added value of NACs distinctive identity as a solidarity *and* development organization.

## NAC Program Strategy (details Annex 2)

In 2014, the NAC General Assembly passed a new strategic plan for the organizations' work in Afghanistan. The development of the strategy was a participatory process involving staff from the regional offices in Afghanistan, and members and volunteers in Norway. As part of the development of the strategic plan, NAC conducted an extensive analysis of the main drivers of poverty in the targeted communities and districts. This analysis helped NAC identify the following five main root causes and drivers of poverty, which has guided the organization in taking a focused approach in its work towards in Afghanistan:

- Poor governance
- Gender inequity and inequality
- Inequitable access to government services and infrastructure
- Over-dependence on subsistence agriculture and limited income opportunities
- Poor resilience and capacity to adapt to the effects of climate change.

Phase III of the Integrated Rural Development (IRD) Program was designed to address the five identified causes of poverty.

## NAC Programs in Afghanistan (details in Annex 1)

The current NAC integrated rural development (IRD III) program covers six thematic fields: **Governance & Civil Society; Gender & Human Rights; Education; Food Security & Job Creation, and; Disaster Risk Reduction & Emergency Response.** All other programs are aligned with one or more components of the IRD Program, and is a continuation of previous programs (IRD I, IRD II, DRR and CSO see Annex 1.).

The IRD program is the single largest component of the NAC program in Afghanistan, and covers the following sectors:

IRD GOAL	Reduced poverty in rural Afghanistan
SECTOR	OUTCOMES
Governance & Civil Society	Women, grassroots CSOs, traditional / community leaders and elders, are enabled to become active agents of development within a governance system that effectively addresses community priorities and needs
Gender & Human Rights	DoWA, CSO partners, formal and informal leaders, and community members effectively promote gender equity and equality
Education	Increased access to primary and secondary education and more opportunities for alternative education for out-of-school youth and women
Health	Sustained progress in the provision of quality maternal health services for income poor and vulnerable communities <sup>1</sup>
Food & Work	Increased food security and income levels of vulnerable rural communities
Climate Change Adaptation and DRR	Improved resilience and reduced impact of natural disasters on communities

## Main Tasks

The consultant will deliver the following in two phases:

Phase 1: Program Review. The consultant will undertake a review of the IRD and other complementary programs in the form of a qualitative study, mainly interviews and Focus Group Discussions, with a participatory approach to facilitate learning, and informed by budget analysis and review of M&E reports and log-frames.

The visits to pre-agreed districts, provinces and stakeholders in Kabul will involve (i) reviewing and assessing to what degree the IRD and other complementary programs have contributed to the goal

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<sup>1</sup> The Health Component includes Community Based Midwife Education, Community Based Health Nurse Education and Hospital Midwife Education funded by Norad in Jalalabad, Kapisa and Khost, and Sida in Laghman, and Community Based Physiotherapist Education funded by the EU in Kabul and Kapisa. The health education program has presently been externally evaluated, and will not be covered by the current assignment. Evaluation reports will be made available for Phase 2.

of poverty reduction in rural Afghanistan; (ii) the relevance of the current approach in terms of current policy, planning and implementation; and (iii) detailing the learning process - relevant experiences to inform the organisation, its future planning and implementation outcomes based upon comparative advantage.

The review is to be structured according to the OECD DAC Criteria for evaluating development assistance (details in Annex 3).

Phase two: Program strategy development. While in the field, the consultant will undertake relevant individual/group meetings at District and/or Provincial level to ascertain the current relevance of NAC's approach in terms of future investments and strategic focus. A specific line of enquiry will be required to ensure NAC can extrapolate adequate information to inform the development of a more demand-driven and responsive future country program strategy.

Based upon the above and a synthesis of existing reviews of the remaining NAC Country Program components (undertaken previously), the Consultant will facilitate a series of workshops in Kabul and Oslo. The workshops will be aimed at validating findings and supporting the required development process for finalising a long- term Country Program strategy including Theory of Change (ToC).

Collecting evidence for the program review and the strategy development will be conducted in conjunction while in the field.

Outputs: Over the duration of the contract, the Consultant will provide the following:

- Work plan
- Inception report
- Summary reports for each stakeholder meeting
- Workshop Reports and presentations
- Final Report (in MS Word and PDF formats) not exceeding 50 pages including a 4 page executive summary, excluding annexes
- NAC Country Strategy process facilitation document, capturing all relevant issues and a follow-up list for NAC in order to finalise its Country Strategy

For deliverables see, annex 4.

## **Methodology**

With access to their own local teams, the Consultant will design, lead and implement the following processes, for which a methodology will be provided in the work plan and a detailed breakdown in the Inception Report:

- Desk review and field preparations: review of relevant background documents and financial reports to be provided by NAC and independently sourced by the Consultant.
- Interviews and workshops: interview and relevant data gathering/analysis approaches to be followed in-country (key individuals, focus groups and organisations) and for Oslo-based meetings.

Reports: Structure to be finalised during Inception Phase and template to be agreed upon. The format of the final report should strike a balance between depth and length. The report will include a table of contents, table of figures (as appropriate), acronyms, executive summary, introduction,

purpose of the review, research design and methodology, findings, conclusions, lessons learned and recommendations. Where appropriate, the report should utilize tables and graphs to link with data and other relevant information. The report should include, in the annex, any dissenting views by any consultant team member or by NAC on any of the findings or recommendations.

## **Support to the Consultant from NAC**

NAC will facilitate the following (costs to be included in the Consultant's budget):

- Guest house facilities (in Kabul and in the field): 75 USD per night
- Local transportation by car (as relevant for completion of review): 100 USD per day
- Local transportation by plane (as relevant for completion of review): 360 USD per trip
- Mobile telephone with pre-paid credits (only for Afghanistan/domestic calls and texts for 2 months): 100 USD
- Insurance: 400 USD (per person per month while in Afghanistan)
- NAC staff (national) with interview and FGD training to support data collection: 60 USD (per person per day)

**Note: NAC will facilitate the above, but the costs as indicated are to be included in the budget.**

For consultants already based in Afghanistan:

- The consultant can budget guest house up to the NAC cost for accommodation.
- Travel in Kabul must be covered by the consultant's budget, but costs associated with field travels will be managed by NAC.
- Should the consultant have their own insurance, NAC will cover the cost up to the amount indicated by the cost of NAC insurance - in this case NAC will have no liability/responsibility for coverage.
- For Afghanistan-based consultants, NAC will not cover international travels.
- For mobile phones, NAC will cover up to the amount as stipulated above
- In Kabul, the consultant will be responsible for their own security measures, but required to adhere to NAC security procedures during field visits.

## **Criteria for Applications**

The consultants must have experience from working in Afghanistan and doing field visits in high-risk areas. In order to conduct the review and have feedback from gender balanced project participants a team of both men and women are required. The consultant must have completed relevant training such as first aid training, how to operate in high-risk areas and stress management or equivalent. The relevant training must be completed upon the signing of the contract.

The Consult will be required to provide the following documents as part of the application:

- Covering Letter
- Tender (including methodology, number of interviews and/or FGDs for different stakeholders, proposed outline of report and timeline)
- Budget (including break down of travels in/out of country, insurance, accommodation etc.)
- CV(s) of consultant(s) (and key project team members, if not independent)
- Samples of previous relevant work (reports, multi-sector program reviews etc.)
- Proof of in-country capacity to undertake field visits and data gathering in Dari/Pashto
- Minimum 2 references from review consultancies (completed after 2013)

- Deadline: 28<sup>th</sup> February 2018
- Submission (with all documents requested) to be sent to: [review@nacaf.org](mailto:review@nacaf.org) and [nac@afghanistan.no](mailto:nac@afghanistan.no)

## General Information

- Only shortlisted candidates will be contacted
- All consultants hired by NAC must adhere to NAC Ethical guidelines and commitments and NAC security procedures.
- The consultant is responsible for visa and visa costs (in budget) (with administrative support from NAC for documentation required).
- The review is to be done in accordance with OECD DAC Principles for Review of Development Assistance (see Annex 3).
- The consultant must demonstrate strong understanding of Results Framework (Logical Frameworks).
- All information provided to the consultant should be treated confidentiality.
- The publishing of the report remains the responsibility of NAC and Norad.
- Tender, contract and report are all to be in English.
- NAC will not cover any costs associated with the preparations done for the tender.
- Payment is proposed to be disbursed in 3 stages:
  - 20% upon signing of consultancy contract
  - 20% upon submission of draft report
  - 20% after final report and presentation
  - 40% After final delivery of all documentation including for country strategy facilitation workshop

## Timeline:

ACTION	COMPLETED / DEADLINE	WORK INPUTS
Tender Deadline	6 <sup>th</sup> March	N/A
Notification of award	8 <sup>th</sup> March	
Contract start	22 <sup>nd</sup> March	
Work plan and Methodology submission	23 <sup>rd</sup> March	2 days
Desk-review and Field trip planning (latter with NAC assistance)	30 <sup>th</sup> March	5 days
Inception report	31 <sup>st</sup> March	1 day
Data collection, meetings and workshops in Afghanistan (arrival on 7 <sup>th</sup> April)	27 <sup>st</sup> April	20 days
Preparation and conducting of a one week workshop related to Phase 2 (ToC) in Afghanistan (including debriefing with NAC staff prior to departure from the country) <sup>2</sup>	4 <sup>th</sup> May (departure from Afghanistan)	7 days
Draft program review report	15 <sup>th</sup> May	10 days
NAC response to the review report	24 <sup>th</sup> May	7 days
Revisions of draft report by Consultant	28 <sup>th</sup> May	4 days
Final program review report	30 <sup>th</sup> May	1 day

<sup>2</sup> For international consultants one mission to Afghanistan of up to 30 days should suffice for completing the field work, meetings and Kabul-based workshops for both Phase I and Phase II

<b>Phase 2</b> <sup>3</sup>		
<i>Preparation of Program Strategy Facilitating document and draft ToC (in close coordination with NAC teams)</i>	<i>May and June</i>	<i>8 days</i>
<i>Presentation of Program review report in Oslo</i>	<i>Late-June (TBD)</i>	<i>1 day</i>
<i>Strategy Program strategy facilitating workshops in Oslo</i>	<i>Late- June (TBD)</i>	<i>2 days</i>
<i>Wrap up with CD and SG in Oslo</i>	<i>30<sup>th</sup> June</i>	<i>3 days</i>

## **ANNEX 1 – NAC Programs (by project)**

- **Integrated Rural Development – Phase III (IRD III)**
  - Project Period: 2016 to 2018
  - Budget: NOK 71,700,000
  - Donor: Norad
  - Locations: Badakhshan, Faryab, Ghazni, Kabul, Kapisa, Khost and Nangarhar
  - Brief description of activities: 1) Governance & Civil Society; 2) Gender & Human Rights; 3) Education (from pre-primary to tertiary levels); 4) Health (education of female health workers); 5) Disaster Risk Reduction (DRR) & Emergency Response, and; 6) Food Security & Job Creation
- **WFP Food for Assets, Food for Work and Food for Economically Distressed Rural Populations (multiple programs)**
  - Project Period: 2012 to 2017
  - Budgets (total for all programs): NOK 5,000,000
  - Donors: World Food Program (WFP)
  - Locations: Badakhshan and Ghazni
  - Brief description of activities: maintenance of roads, cleaning of irrigation system, establishment of upper water catchment areas, and construction of flood protection measures (e.g. gabion walls)
- **Towards Improved Access of Quality Physical Rehabilitation in Afghanistan (Joint venture with Swedish Committee for Afghanistan and Handicap International)**
  - Project Period: 2016-2019
  - Budget: USD 485,000
  - Donor: EU
  - Location: Kabul and Kapisa
  - Brief description of activities: Education of physiotherapists.
- **Integrated Rural Development – Phase II (IRD II)**
  - Project Period: 2013 to 2015/2016
  - Budget: NOK 55,300,000
  - Donor: Norad
  - Locations: Badakhshan, Faryab, Ghazni and Kabul

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<sup>3</sup> Phase 2: Work Plan/Methodology to be included in the Tender, finalized together with NAC teams. For international consultants one mission to Afghanistan of up to 30 days should suffice for completing the field work, meetings and Kabul-based workshops for both Phase I and Phase II

- Brief description of activities: 1) Governance & Civil Society; 2) Gender & Human Rights; 3) Education (from pre-primary to tertiary levels); and; 4) Food Security & Job Creation
- **Advancing Maternal and New Born Health in Afghanistan**
  - Project period 2014-2016
  - Budget (NOK) 20,000,000
  - Donor: Norad
  - Location: Jalalabad, Kapisa, Khost
  - Brief description of activities: Education of Community Based Midwives, Community Based Health Nurses and Hospital Midwives in accordance with the MoPH curriculum.
- **Capacity Building for Democratic and Sustainable Development**
  - Project Period: 2013 to 2015/2016
  - Budget: NOK 3,000,000
  - Donor: Norad
  - Locations: Badakhshan and Ghazni
  - Brief description of activities: Establishment of civil society organizations and self-help groups (SHG) for women
- **Community Based Disaster Risk Reduction and Management (DRR)**
  - Project Period: 2012 to 2015/2016
  - Budget: NOK 14,000,000
  - Donor: Norad / Ministry of Foreign Affairs
  - Location: Badakhshan
  - Brief description of activities: Establishment and development of province-, district and community-based disaster management and response teams, and development of infrastructure to support districts and provincial management and response teams

## ANNEX 2 – NAC IRD III Program Strategy (2015 – 2019)

See separate attachment – ANNEX 2

## ANNEX 3 – KEY ISSUES FOR REVIEW of IRD

REVIEW OF THE IRD PROGRAM STRATEGY – GUIDING QUESTIONS
<b>RELEVANCE</b>
<ul style="list-style-type: none"><li>• How do program activities contribute towards the overall IRD objective?</li><li>• To what extent is the IRD approach relevant to the needs of targeted stakeholders?</li><li>• How relevant is NACs work perceived to be among the partners we work with?</li><li>• To what extent is NACs program strategy based on relevant and up- to- date analyses, such as e.g. conflict analysis, rights deficit analysis, risk analysis, and how well do these reflect and capture local communities’ and program participants’ own analyses?</li><li>• How inclusive is the IRD program and to what extent is NAC successful in reaching those population groups that are most vulnerable to marginalization and exclusion?</li><li>• How successful is NAC in ensuring gender and ethnic balance in all NAC activities?</li><li>• How well are NAC’s activities aligned with UN Sustainable Development Goals, National Priority Programs and other national and international commitments?</li></ul>
<b>EFFECTIVENESS &amp; EFFICIENCY</b>
<ul style="list-style-type: none"><li>• How effective is NAC in working with partners and are we targeting the right partners for achieving our objectives?</li><li>• What is NACs comparative advantage and added value within the selected program areas?</li><li>• Is the scope of the sectors and activities we work in relevant for the objectives we want to achieve?</li><li>• Would NAC benefit from focusing on less, or other, sectors? If, yes which sectors could be excluded or added?</li><li>• Is NAC working with the right communities (in terms of geography and vulnerability)?</li><li>• In Faryab, NAC has had a different approach to implementation than in other provinces: what lessons can be drawn from this experience?</li><li>• To what extent has NAC been successful in targeting and engaging youth in the IRD III program?</li><li>• Value for money: Are budgets, technical and human resources used efficiently and effectively in reaching program objectives?</li></ul>
<b>IMPACT</b>
<ul style="list-style-type: none"><li>• How has NAC affected the lives of target communities as a result of the program?</li><li>• Do the LFA have relevant indicators for goal achievement; and reference to baseline data?</li><li>• To what extent has NAC contributed to changing attitudes, knowledge and practices in targeted program communities, and thus facilitated sustainable results and impacts?</li><li>• To what extent is NAC a learning organization, and how do “lessons learned” inform program and/or activity development and implementation?</li><li>• To what extent is NAC contributing to learning beyond the local level by sharing and disseminating learning and experiences gained locally, at national and international levels?</li><li>• What is NAC’s potential and comparative advantage in influencing policy and practice at local, national and global levels?</li><li>• To what extent is NAC contributing to building local capacity, both within the organization, with partners and with local communities we engage with / work with?</li><li>• NAC is promoting capacity building in all sectors – how complimentary has this been with the remaining NAC activities?</li></ul>

## SUSTAINABILITY

- To what degree is NAC able to ensure sustainability of program activities through institutionalization and community participation/ownership?
- Are we targeting the right stakeholders with interventions that lead to sustainable impacts?
- Is NACs approach to partnerships conducive to the changes we wish to facilitate?
- What are the key factors (external and internal) influencing sustainability of program interventions?
- Does NAC have plans for an exit strategy, thus permitting the partner to continue the initiatives and/or maintain the results when the support discontinues?
- Does IRD have the relevant outputs to ensure the promotion of Knowledge Management and result dissemination (e.g. action research activities undertaken, manuals/guidelines developed and documentation developed, analysed and disseminated)

## END PRODUCT: REPORT CONTENT

- Assessment of the program along the criteria:
  - Relevance
  - Impact
  - Effectiveness & Efficiency
  - Sustainability (including ownership and work with partners)
- Documented examples on output and outcome levels
- Examples that can substantiate changes at impact level
- Identification of program areas that have not been successfully achieved, and deviations from the program strategy and plan.
- Identification of which program activities are suitable for scaling up
- Challenges and opportunities, including “low-hanging fruits” and possible divestment strategy
- Recommendations on program, geographical and sectoral priorities
- Assessment of the work done on gender based on existing reviews and own data (multi-sector and on Gender & Human Rights in particular)

## ANNEX 4 - DELIVERABLES

The consultant in general will be responsible for overall design, conduct and completion of Phase 1 and Phase 2 including the timely submission of all reports and documentation, but particularly for the following:

Consultant’s Planning Meeting: Essential in organizing the consultant’s efforts. During the meeting, the consultant should review and discuss the ToR in its entirety, clarify team members’ role and responsibilities, work plan, develop data collection methods, review and clarify any logistical and administrative procedures for the assignment and instruments and to prepare for the in-brief with designated NAC personnel

Work Plan: The consultant will prepare a detailed work plan that will clearly organize the program review, as well as the program strategy development, each with realistic timeframe, responsible human resources and the budget. The consultant is expected to implement the plan effectively and efficiently while maintaining the highest professional standard.

Desk Review and methodology: The IRD program review, and the program strategy development process will be designed in a consultative manner with relevant NAC staff to ensure all the requirements can be met by the proposed methodology. In addition, the consultant will review all relevant documents (project documents, annual outcome monitoring, secondary literature, etc.) and

develop a detailed list of methods and approaches to be undertaken in order to gather and analyze the required data and information.

Inception Report: The consultant will prepare and submit/present the inception report with a work plan, presentation of the methodology, and the literature sourced. This should also include staff involved in the review. The Inception report should be submitted for approval within 15 days after signing the contract. The Inception Report will be reviewed and agreed by NAC and Management Team, prior to commencement of actual field work.

Interviews and Focus Group Discussions (Afghanistan) for phase 1 and phase 2:

- Interviews with community members, relevant line departments, DDAs, CDCs, local government representatives, program staff and program participants in Kabul, Faryab, Badakhshan and Ghazni, staff of other ongoing programs in the area
- Focus Group Discussions with community members (beneficiaries and non-beneficiaries), including gender and age specific groups, relevant line departments, program staff and participants
- National Staff and Senior Management Team, Implementing Partners/CSOs and CDC/Shura representatives relating to the NAC Program Strategy

Interviews and Focus Group Discussions (Norway):

- Interviews with NAC senior management, Programme Committee and key staff
- Video conference involving selected participation from Oslo and Kabul based staff.

Regular Updates: The consultant will brief the NAC focal points and designees on progress on a weekly basis (at minimum), in person or by electronic communication. Any delays or complications must be quickly communicated to NAC as early as possible to allow quick resolution and to minimize any disruptions to the review. Emerging opportunities to strengthen the review should also be discussed with NAC as they arise.

Workshops: The consultant will facilitate a consultative and participatory review and ToC/Program strategy development process. NAC will provide the venue and other physical facilities in Kabul and Oslo including audio-visual equipment as pre-agreed between Consultant and NAC personnel.

Documents for all workshops will be the responsibility of the Consultant – these documents will include copies of presentations and minutes of proceedings.

Preliminary Draft Report: The consultant will submit a preliminary draft review report to NAC at the pre-agreed date before the debriefing. Within five working days after receipt, NAC will provide preliminary comments.

Draft Report: The draft report will then be amended in concert with the NAC Country Office prior to the debriefing.

Debriefing with NAC: The consultant will present the main findings to NAC Management and Board through a Power Point presentation. The debriefing will include a discussion of achievements and issues as well as any preliminary recommendations. The team will consider NAC comments and incorporate them in the Draft Report.

Draft Review Report: A draft report on the findings and recommendations should be submitted on the pre-agreed date. The written report should clearly describe findings, conclusions, and

recommendations. The report should answer all the key questions laid out in Annex 3 and the structure of the report should make it clear how the questions were answered.

Final Review Report: The Consultant will submit a Final Review Report that incorporates NAC comments and suggestions on the pre-agreed date. The report will be submitted in English, electronically. The final report should meet the following criteria in assessing:

- NACs added value and comparative advantage in delivering sustainable results within the six identified thematic areas of intervention.
- The validity of NAC's context analysis, and how well it captures local communities' and program participants' analysis of their own realities and needs.
- Estimate to what degree NAC provides value for money.
- The existing/potential impact and sustainability of program activities.

The format of the final report should strike a balance between depth and length. The report will include a table of contents, table of figures (as appropriate), acronyms, executive summary, introduction, purpose of the evaluation, research design and methodology, findings, conclusions, lessons learned and recommendations. Where appropriate, the report should utilize tables and graphs to link with data and other relevant information. The report should include, in the annex, any dissenting views by any consultant team member or by NAC on any of the findings or recommendations.

All quantitative data, if gathered, should be (1) provided in an electronic file in easily readable format; (2) organized and fully documented for use by those not fully familiar with the project or the evaluation; (3) owned by NAC and made available to the public barring rare exceptions.

## **Phase 2 (To be further developed in consultation with the selected candidate)**

Facilitation of ToC Process: Based on the review findings, including workshops and fieldwork outcomes, the consultant will facilitate a Theory of Change workshop with NAC staff in Kabul and Oslo.

Draft ToC document: The consultant will develop a Theory of Change document, including both a narrative and visual component

NAC program strategy facilitation document: The document should facilitate strategic discussions and decisions on NACs future program strategy. The document should highlight the different opportunities for future programming. The document should be based on review findings, including key outcomes and findings from workshops with NAC staff, interviews and FGDs with program participants.