PLACES
AFGHANISTAN

PLACES Toolkit

For Area-Based Response and Community-Based Planning

Funded by the European Union

IOM UN MIGRATION

PLACES
AFGHANISTAN

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PLACES
Toolkit

For Area-Based Response and Community-Based Planning

April 2023

INTRODUCTION

Purpose

The PLACES Toolkit provides step-by-step guidance on how to deliver area-based response, including community-based planning. The toolkit draws on the substantial experience of the International Organization for Migration (IOM) Afghanistan mission in implementing evidence-based and community-driven assistance that supports stabilization, reintegration and resilience.

Target Audience

The target audience of the PLACES Toolkit are humanitarian and development actors working in transition and recovery contexts. Users of the Toolkit may choose to follow the entire PLACES process or select individual tools that are most relevant to their work.

PLACES

PLACES is both an approach and process for delivering area-based response in conflict- and displacement-affected communities in Afghanistan.

The key principles of PLACES are:

- **People on the Move:** PLACES serves displaced and mobile populations, as well as their host communities.
- **Localization:** PLACES builds on existing capacities and facilitates local ownership throughout the lifecycle of stabilization, reintegration and resilience activities.
- **Accountability to Affected Populations:** PLACES makes an active commitment to deliver assistance responsibly by taking account of, giving account to and being held to account by the populations it seeks to assist.
- **Community cohesion:** PLACES enhances community cohesion through both the participatory process of community-based planning as well as the implementation of targeted community cohesion activities.
- **Economic resilience:** PLACES strengthens the economic resilience of communities – with a particular focus on women and youth by assessing their economic potential and linking them into promising value chains and market systems.
- **Sustainability:** PLACES promotes sustainability of assistance by (i) -ensuring local ownership and clear exit strategies for IOM, and (ii) -incorporating environmental action.

PLACES is area-based: PLACES works in one or multiple communities that form a cluster, settlement or catchment area for socio-economic activities and basic services delivery. Area-based response aims to consider the specific physical (including geography, environment, infrastructure and services) and non-physical (including economy, socio-cultural factors, conflict, migration and displacement patterns) conditions of a given location to design and implement a multi-sectoral, integrated response. Areas are selected based on geographic as well as socio-economic characteristics that allow for manageability and a shared sense of ownership and belonging among those who live in the area.

PLACES is evidence-based: The collection of primary and secondary data and their spatial analysis are integral components of PLACES. Extensive procedures are followed to map vulnerabilities, needs and existing assets and capacities spatially to improve targeting and inform the definition of stabilization, reintegration and resilience activities. PLACES puts existing systems and capacities at the centre to avoid replication, and ensures integrated rather than sectoral assistance.

PLACES is community-based: Upon the development of spatial profiles, PLACES conducts community-based planning, including in-depth assessment and engagement processes for individual communities or community clusters comprising five to six villages in the same catchment area. The toolkit is designed on the premise that participatory planning can empower communities and build capacities, giving affected populations a meaningful voice in local socio-economic recovery, strengthen community cohesion and resilience, and build trust in local stakeholders through increased engagement and improved accountability. The aim is that through PLACES, communities have equal access to information, ensuring their fair participation and informed decision-making from the start and throughout the process.

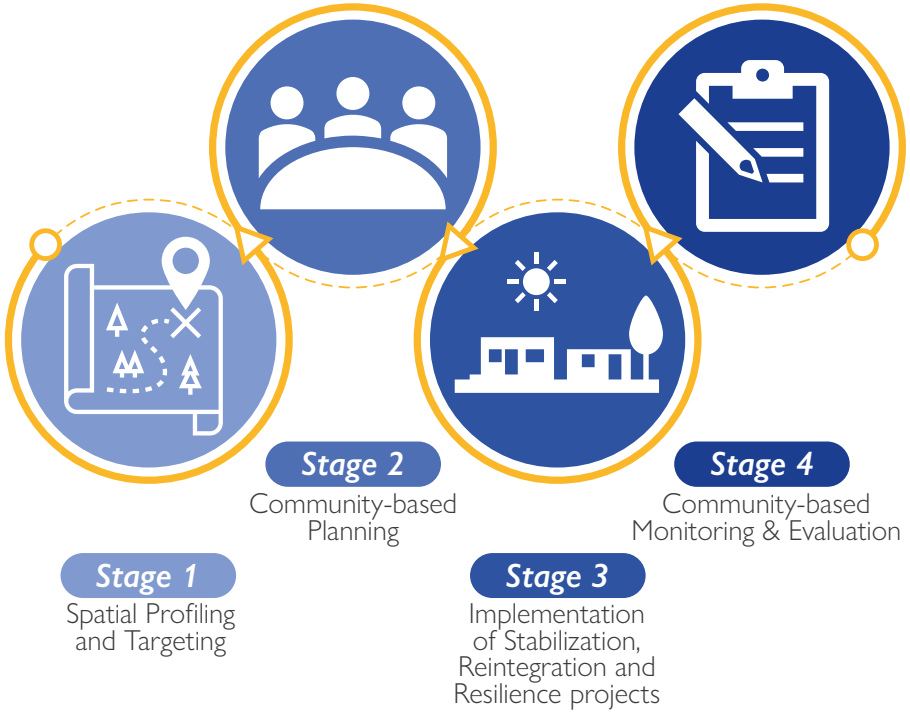
PLACES follows four **interconnected** steps, each of which is described in detail in the following chapters:

1. **Spatial profiling and targeting:** Data collected by IOM's Displacement Tracking Matrix (DTM) on community needs across Afghanistan is used to provide a high-level overview of the current situation at provincial and district levels. Spatial profiles are developed to select target communities and to provide strategic recommendations for a multi-sectoral response. The aim is to analyse and identify gaps in the existing basic services networks and the market systems to select catalytic projects.

2. **Community-Based planning:** Building on the evidence developed in the previous step, IOM facilitates participatory and inclusive planning workshops at community level, to develop Community Action Plans (CAPs) that set out a community vision and how it can best be achieved through multi-sectoral actions in the short, medium and long term.

3. **Implementation of Stabilization, Reintegration and Resilience (SRR) projects:** Upon the identification of CAP priority actions, IOM implements community-led stabilization, reintegration and resilience projects, and facilitates referrals to specialized partners. Communities are closely involved in all stages of the implementation, including in the detailed design of projects, through Cash-for-Work and in the monitoring and evaluation phase.

4. **Community-based Monitoring and Evaluation (CBM&E):** Communities are trained to take ownership of the M&E process, the operation and maintenance of projects, as well as the regular revision of the CAPs. The CBM&E process allows community members to hold IOM and partners to account.



Operational environment in Afghanistan

Since the political upheaval of August 2021 during which the Taliban gained power as the De-facto Authorities (DfA), the operational environment in Afghanistan has drastically changed. Because the DfA are not internationally recognized and due to the international sanctions on Afghanistan, United Nations agencies and their partners have halted all direct support to ministries and departments, and focus on humanitarian and basic needs assistance rather than development support. Activities or responsibilities that would, under different circumstances, be implemented through or in collaboration with national, regional or local authorities, have thus been shifted to the community level through community-based approaches.

Relevant IOM Products

DTM Afghanistan

IOM DTM CBNA

IOM Afghanistan PLACES

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LIST OF DEFINITIONS

Area
In the context of an area-based response/approach (see below), an area is defined as a spatially bound location of one or multiple communities and settlements that share socio-economic characteristics and interlinkages. These characteristics allow for a shared sense of ownership and belonging, which in turn facilitates manageability through local governance structures (formal or informal).

Area-Based Response/Approach
An Area-Based Response aims to consider the specific physical (including geography, environment, infrastructure and services) and non-physical (including economy, socio-cultural factors, conflict, migration and displacement patterns) conditions of a given 'area' to design and implement a multisectoral, integrated response. An Area-Based Response/Approach is characterized by (i) a spatial evidence base, (ii) community-based planning, and (iii) multisectoral activities. It takes into consideration that the conditions of the local context of an 'area' can vary throughout a country.

Community
A number of persons who regularly interact with one another, within a specific geographical territory, and who tend to share common values, beliefs and attitudes.[1] A person can be a member of one or multiple communities. Communities are diverse. Individual members have differentiated levels of power, decision-making influence and resources. Whether because of gender, ethnicity, age, religion, economic status or history, some individual members are empowered while others are marginalised or excluded. This discrepancy influences the formations of identities and groups that have different interests, needs and aspirations.[2]

Community-Based
A people-centred approach that works at the community level to address socio-cultural, material and economic needs of communities. This approach views communities as having capacities, agency and motivations to drive positive change. It is process-oriented, structured, inclusive, and participatory, yielding dividends by improving a community's ability to resolve conflict and restore social bonds on which the broader society depends. Community-Based activities are also rights-based. Activities are decided by the community, such as livelihood restoration, housing, or public infrastructure, making choices based on local needs and priorities.[2]

Community-Based Planning (CBP)
Community-Based Planning is a process that ensures that communities' needs, expressed through inclusive planning workshops where strategic Community Action Plans are developed, are addressed with impactful, multi-sectoral actions/activities for the short, medium, and long term.

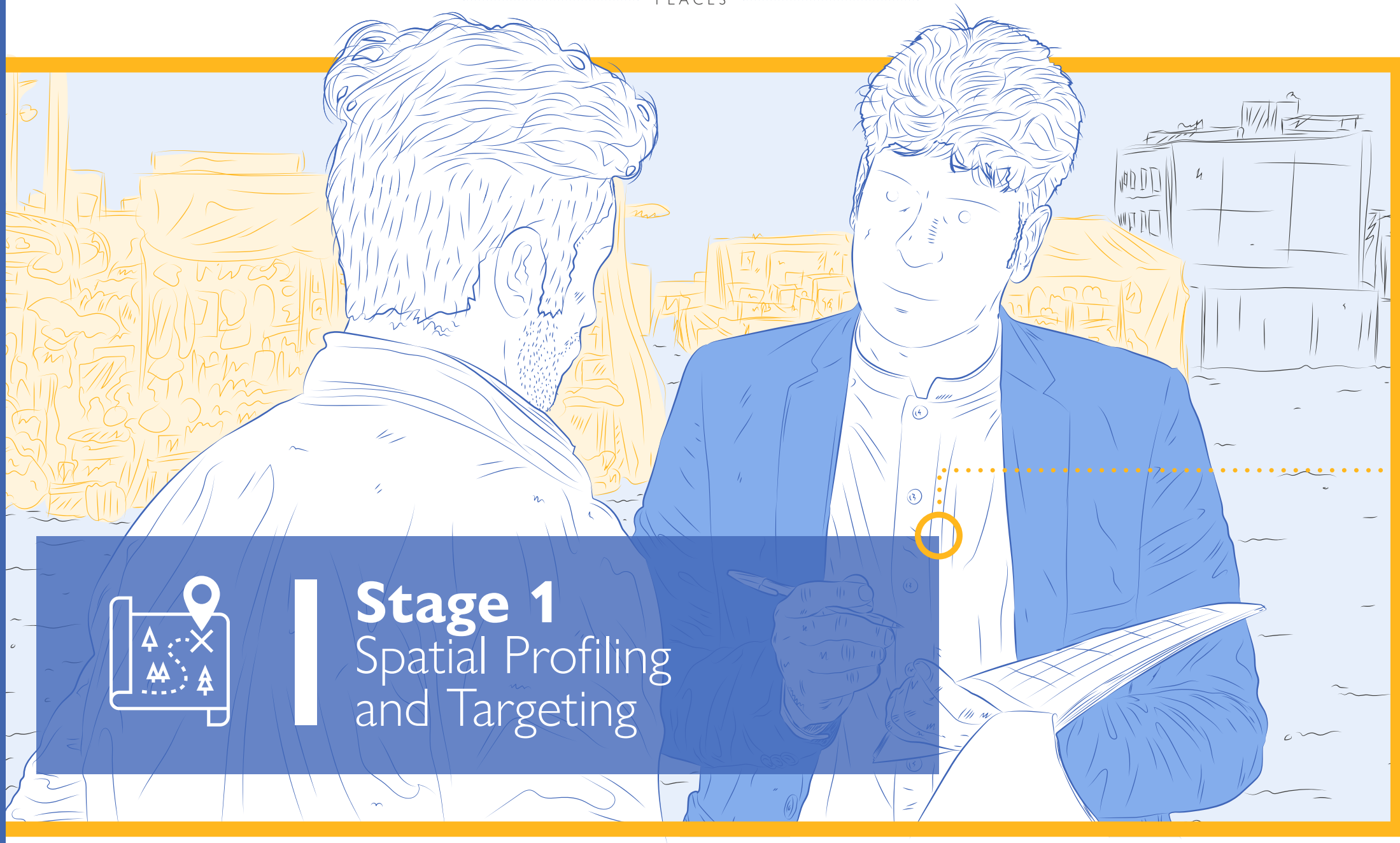
Community cluster/Cluster of communities
Several communities/settlements that are spatially located near each other and have a close socio economic relationship that enables them to function together as a group.

Value chain approach
The value chain approach maps out economic sectors and industries from start to finish. It identifies the existing capacities and gaps along a value chain from input suppliers to processing to end market buyers. The aim of the approach is to develop and enhance linkages between parts of the same value chain, creating opportunities for different communities both rural and urban – to complement one another. For example, rural small holder farmers may be supported to sell milk to a large dairy processing plant in a major city. By focusing on a specific sector, the value chain approach seeks to create the conditions necessary to have a positive ripple effect, in terms of safeguarding existing jobs, creating new ones, and enabling a community to feed into its local economy.

Settlement
The place where people live as a socially defined and spatially bound unit, which reflects the interaction of dynamic social, cultural, economic, political and environmental features.[3] In the context of Afghanistan, the terms settlement and village tend to be used interchangeably.

LIST OF ACRONYMS

CAP	Community Action Plan
CBM&E	Community-Based Monitoring and Evaluation
CBNA	Community-Based Needs Assessment
CBP	Community-Based Planning
CDC	Community Development Council
CPIC	Community Project Implementation Committee
DfA	De facto Authorities
DTM	Displacement Tracking Matrix
HAP	IOM Humanitarian Assistance Programme
IDP	Internally Displaced Person
IOM	International Organization for Migration
(I)NGO	(International) Non-Governmental Organizations
KI	Key Informant
MEAL	Monitoring Evaluation Accountability and Learning
MFI	Micro Finance Institutions
MMICD	Mainstreaming Migration into International Cooperation and Development
M&E	Monitoring and Evaluation
OJT	On-the-Job Training
PDM	Post-Distribution Monitoring
CWG	Community Working Group
PR	Purchase Requisition
PwD	Person with Disability
RADA	Reintegration, Assistance and Development in Afghanistan
SME	Small and Medium Enterprise
SRR	IOM Afghanistan's Stabilization, Reintegration and Resilience unit
ToR	Terms of Reference
TVET	Technical Vocational Education and Training
UN	United Nations
WASH	Water, Sanitation and Hygiene

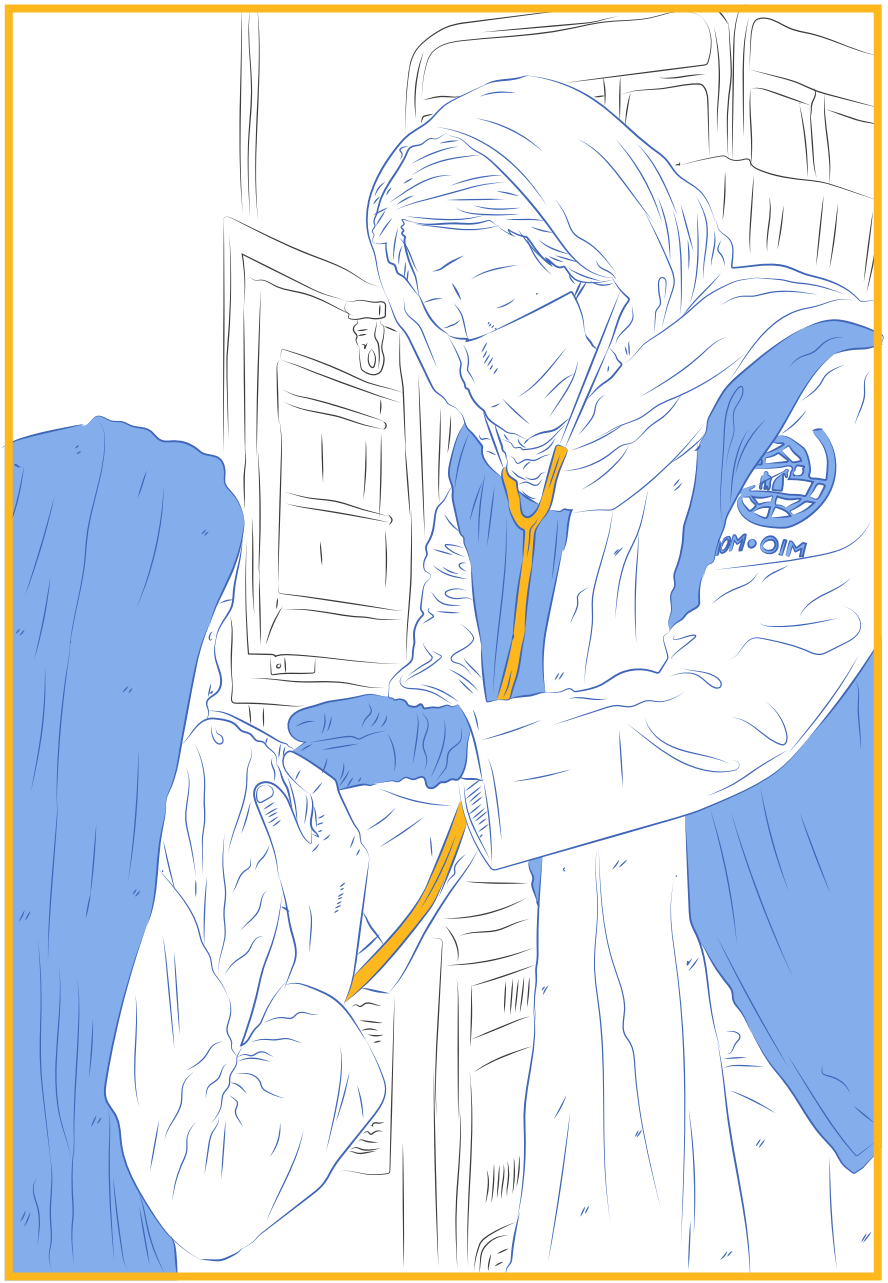


Stage 1
Spatial Profiling and Targeting

1.1 IDENTIFICATION OF TARGET LOCATIONS AT PROVINCIAL LEVEL

One of the integral elements of the area-based approach of PLACES is spatial analysis, i.e. the analysis and geographic visualization of multi-sectoral data in the form of maps that inform targeting and the proposal for actions or activities. The spatial analysis that feeds into the PLACES approach aims to better understand the issues faced in communities by spatially looking at a multi-sectoral set of indicators to identify variation in need, as well as the relationships between location and the availability and accessibility of services by various community members. The spacial analysis of needs, existing assets and gaps takes place at three geographic scales;

- Provincial profiling
- District profiling
- Community profiling/Mapping (addressed in stage 2; Community-Based Planning)



1.1.1 COMMUNITY-BASED NEEDS ASSESSMENT ANALYSIS

Provincial profiling uses indicators from the IOM DTM whole of Afghanistan Community Based Needs Assessment (CBNA), which is conducted twice a year. The data from the CBNA is gathered from Key Informants (KIs) by enumerators and includes information on population size, population groups, infrastructure, needs, and services. It is a high-level multi-sector output that maps out indicators at district level and produces charts showing provincial level information. The indicators used for the CBNA were selected because they cover issues slightly beyond humanitarian need and transition into early developmental programming, such as access to basic infrastructure and main income generating economic sectors across the provinces.

The indicators used for analysis are the following:

- Population profile by age group
- IDP, returnee and host community presence (population is also mapped)
- Land cover mapping
- Average monthly household income, expenditure and debt
- Proportion of community involved in different economic sectors (also mapped)
- Unemployment, child employment and elderly employment
- Top three items households spend their income on
- Water sources
- Latrine types
- Water insufficiency (drinking, agricultural and livestock) (drinking water insufficiency also mapped)
- Proportion of the community not using healthcare facilities (also mapped)
    - » Reasons community members do not use healthcare facilities
- Proportion of children reportedly not attending school (also mapped), plus gender breakdown
    - » Reasons children do not attend school
- Proportion of households residing in different shelter types
- Shelter access issues
- Average proportion of households living in damaged shelters (also mapped)
- Access to public electricity supply (also mapped)
- Household access to solar power and community solar power access
- Proportion of households using alternative heating options
- Household access to phone and internet coverage (also mapped)
- Top three priority needs (also mapped)

The above-mentioned indicators provide an overview of the conditions in a province, across multiple sectors, allowing a comparative understanding of different districts within the provinces as well as across provinces. The mapping in this document is intended to allow a reader to understand the spatial relationships between indicators, for example shortages of agricultural water have greater potential for negative economic impacts in an area where agriculture is the primary income-generating activity. Similarly, understanding the terrain of a province can provide a contextualised background explaining potential access issues, or inform the kind of services that would better meet the needs of the communities living there – particularly in mountainous areas where access is challenging.

The findings from these profiles allow targeting of districts and later clusters of communities where there is potential for significant impact through actions, whether these actions aim to increase access to facilities and services or to support the economy or other humanitarian sectors (WASH, health, etc.).

1.1.2 MARKET SYSTEMS ANALYSIS

Purpose

Identifying high-potential sectors and value chains to support economic development and sustainable employment, as well as understanding how the market works and how it affects the various actors in the market system.

Objectives

- Guide IOM's employment and business support and provide a baseline for a more detailed assessment of specific sectors and value chains.

Target participants

- District-level authorities (Representatives of Afghanistan Chamber of Commerce and Industries),
- Members of Small and Medium Enterprises (SME) associations with clear understanding of local market settings,
- Group of retailers, wholesale traders or individual microenterprises.

Duration

2 days preparation, 1-day data collection

Location

- Office of the local authorities/representative of SME associations,
- Business premises or IOM-rented conference room if respondents are invited in a group.

Materials required

- PLACES info sheet in English, Dari, Pashto,
- Questionnaire for community representatives/other respondents,
- Pens and paper,
- Refreshments.

MARKET SYSTEMS ANALYSIS- QUESTIONNAIRE

A. Market information

1 What are the main marketplaces used by the population in the district/ assessment area? (Please provide details of the main markets in the assessment areas, market type, and approximate population/household number served by market)

Market Name	Market type (local, regional, national, international)	Where is market located?	What districts do people travel from to access the market?	Market coverage (Population/ households covered)

2 What are the main marketplaces used by the population in the district/ assessment area? (Please provide details of the main markets in the assessment areas, market type, and approximate population/household no. served by market)

Economic sector	Market name	Key value chains	Competition (Low, medium, high)
Manufacturing		*i)* *ii)* *iii)*	
Retail			
Service			
Agriculture			
Wholesale trade			
Construction, and real estate			
Other specify			

3 What are the most popular goods/products/services sold in these markets?

4 What is the approximate current unemployment rate in the communities served by these markets?

B. The market environment (institutions, rules, norms and trends

1 Which sectors currently employ the most people in these markets, including returnees?

2 What economic sectors are currently underdeveloped and have significant growth potential?

3 Which agencies regulate the markets? Are the commodity sales or purchase prices controlled by the government / DfA? Are there any import or export restrictions in place, such as taxes, bans, or quotas?

4 Is access to market affected by security, ethnic, gender, or other social issues? What are the main barriers to market access?

5 Are social norms supportive of women participating in paid work outside of the home? What type of work do women mostly engage in?

6 What challenges, if any, do the SMEs operating in these markets face from regulatory bodies or agencies? Are there any specific groups such as women, returnees who face more challenges when starting or running a business?

7 What were the most significant changes observed in markets following the political events of 15 August, 2021?

C. The market chain (market actors & their linkages)

1 Who are the key market actors along each value chain, and how are they connected?

Market Name	Value chain	Key market actors	Linkages (Domestic or export market channels)

2 What are the major challenges faced by different market actors (producer, retailer, wholesaler, broker, transporters etc.) in these markets?

3 Where do the SMEs operating in these markets get their products or raw materials? Do they face any challenges getting product or raw materials locally or from abroad? (Please list the names of the local and/or international markets from which SMEs obtain their supplies or raw material).

4 3) Which economic sector in these markets is mature enough to promote export? Which economic sector are under development with high export potential? (Please provide examples of SMEs operating in these markets that export their products to the international market, as well as SMEs with high export potential).

D. Key infrastructure, inputs and market-support services

1 Do SMEs have access to finance? What are the major financial institutions in the market that are accessible to SMEs? (Please list the names of financial institutions such as banks, MFI that are accessible to SMEs).

2 What are the main recruitment mechanisms in the market? Is it possible for most businesses/SMEs to find adequately trained employees? If not, what skills are in demand and lacking? (Examples of recruitment mechanisms include word of mouth, formal job advertisements, posting on social media, referral, and so on; please also provide a list of skills in demand).

3 What type of businesses most often provide on-the-job training? Does any business pay for their employees to be trained outside of their business? (Please provide a list of businesses that offer On-the-Job Trainings (OJT) and pay employees who are on-the-job trainees).

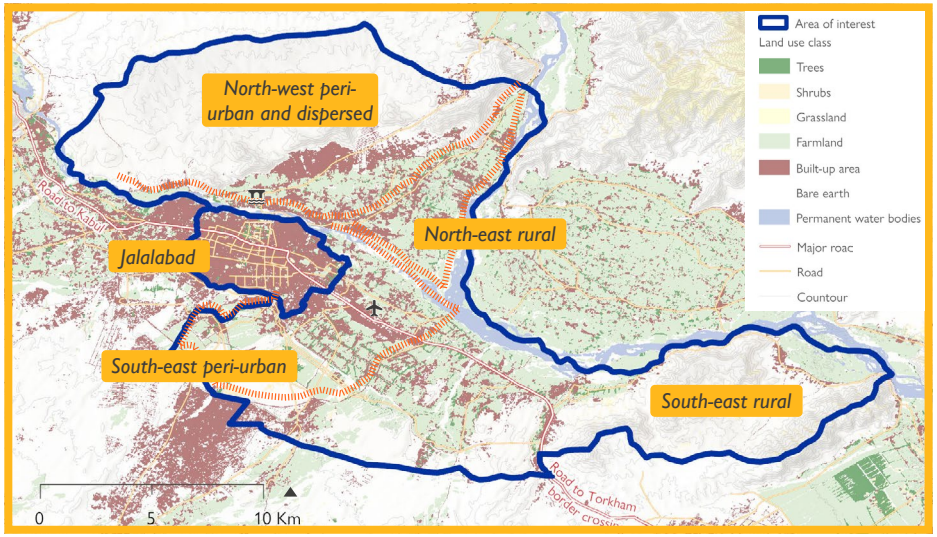
4 Are these markets served by industrial areas operated and owned by the government? If yes, please describe the types of businesses that operate within the industrial zone?

1.2 SPATIAL ANALYSIS AND TARGETING AT DISTRICT LEVEL

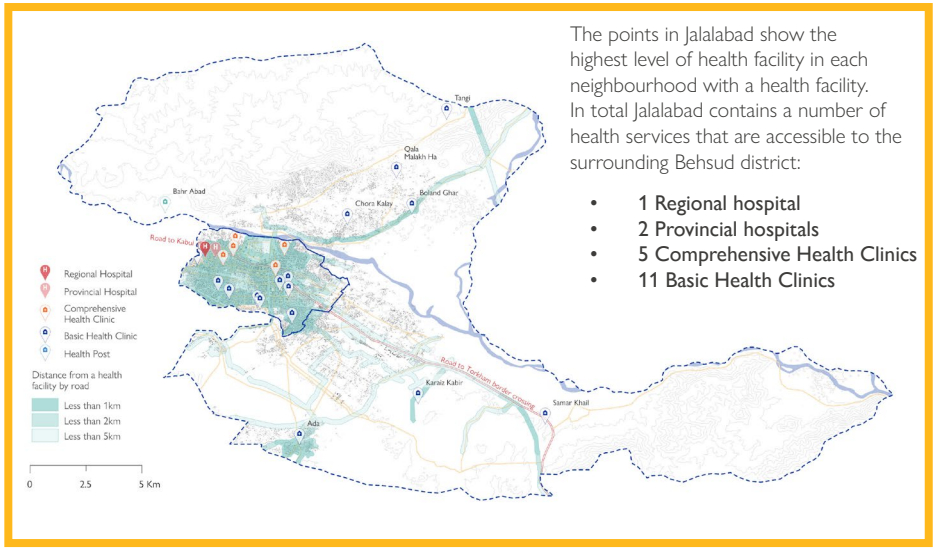
District profiles are products with more in-depth information that include spatial analysis of land-use cover, road network accessibility and spread of needs and services. They include the same indicators as the provincial factsheets, with further information from secondary data sources. All findings are reported at the district level or lower. Settlement points provided by IOM DTM are plotted onto a map and are linked to data about each community from the biannual CBNA. The data is contextualised with a 10-metre resolution land-use cover map (urban area, farmland, water bodies etc.) and a digital elevation model (DEM) showing the topography of the region. Doing so allows the area of interest to be understood both geographically and overlayed in terms of needs, services, accessibility and infrastructure.

The settlements within the district are grouped together into spatial regions, taking into consideration social and spatial features, and to avoid mapping of potentially sensitive data at individual community level. An example from the Behsud district profile is visible on the side. DTM CBNA data are collected at community level, so the information from these communities is aggregated to regions within the district. This allows visualization of the difference in availability of services and of needs at a more granular level with land-use and roads providing additional context. Additional information on markets, housing and governance is included within the Behsud profile to provide insight into some of the findings from the CBNA. Existing masterplans and development plans for the area were reviewed, providing context to understand existing governance and development proposals.

A wide look at the availability of services as well as needs allows recommendations relevant to the context to be developed, both for immediate humanitarian response (such as cash and food distributions) and medium to longer-term infrastructure developments and economic investments to support the existing markets, to formalize the new development in the district and provide services in response to identified gaps as part of early recovery.



The map above is an example of an examination of accessibility to healthcare in Behsud district, looking specifically at distance between communities and healthcare facilities by major road. From this map we can see that communities closer to Jalalabad are much better served and that those in the rural south-east have the fewest healthcare facilities and the greatest distance by road to the nearest facility.



The points in Jalalabad show the highest level of health facility in each neighbourhood with a health facility. In total Jalalabad contains a number of health services that are accessible to the surrounding Behsud district:

- 1 Regional hospital
- 2 Provincial hospitals
- 5 Comprehensive Health Clinics
- 11 Basic Health Clinics

Location and access to healthcare facilities in Behsud and Jalalabad

The process for targeting is as follows;

- Analyse indicators from the CBNA;
- Define spatial regions within the district by grouping together settlements that function as cohesive communities, based on location, geography and needs;
- Map cross-sectoral indicators to these regions;
- Review secondary data sources on the district, such as information on markets, climate, natural disaster risk, etc.;
- Provide high-level recommendations based on the findings of the district profile, both for humanitarian programming as well as more long-term developmental programming.

The following data sources are incorporated into the district profiling process:

- OpenStreetMap – This is a community developed data source; OpenStreetMap is a collaborative project to create a free editable geographic database of the world.
- Community Based Needs Assessment (IOM, DTM), June 2021.
- Baseline Mobility Assessment, June 2021.
- IOM Humanitarian Assistance Programme (HAP) Multi-Sector Rapid Assessment System – 2012 to present. This dataset provides information on natural disasters throughout Afghanistan and the information gathered is collected by teams carrying out surveys with disaster affected communities in the period directly after an incident.
- Digital Elevation Model – SRTM 1 Arc-Second 30m – NASA.
- ESRI ArcGIS Online road network for accessibility analysis.
- ESA world cover land use classification, 10m resolution. WorldCover provides a new baseline global land cover product at 10m resolution for 2020 based on Sentinel 1 and 2 data.

1.2.1 LOCAL AUTHORITY WORKSHOP (CURRENTLY SUSPENDED)

Purpose

Ensure a holistic understanding of the district's strategic development direction and facilitate the building of local authority partnerships.

Objectives

- **Sharing** sectoral data, ongoing and pipelined projects, sectoral plans and opportunities, sectoral budgets, and funding streams,
- **Developing** and/or building on district-level vision and strategic objectives,
- **Drafting recommendations** for strategic stabilization, reintegration, and resilience actions/activities.

Target participants

(Refer to Step 2.3.2)

- **District-level authorities** (Governor or representative),
- **Sectoral focal points** (basic services, infrastructure, economy, migration etc.) with technical expertise and access to sectoral data and information (district or Provincial level),
- **Local authority members** who are aware of ongoing and planned projects,
- **Local authority members** who might be able to share information about budgets or availability of funds to operate and maintain projects.

Duration

2 days preparation, **0.5 day** workshop

Location

- **Meeting / conference room** at local authority, hotel or similar.

Materials required

- **PLACES Infosheet** in English, Dari, Pashto,
- **PLACES Process Flowchart** in English, Dari, Pashto,
- **Supplementary Questions for Local Authorities** (1.2.2),
- Whiteboard and marker,
- Pens and paper,
- Refreshments.

Step-by-step guide

Note: All coordination of the workshop, including invitations, requests for data, chairing and other relevant requests should be coordinated by relevant authorities (for example, ministry/ department of Refugees and Repatriation) with the support of IOM.

A. Preparation

1. **Select local authority members** to participate in the workshop based on the target participants criteria above and your understanding of the local context.
2. **Liaise with relevant authorities for invitation letters to be issued.**
3. At least one week in advance, **liaise with relevant authorities to ensure a request is sent out to all participants to prepare a brief overview of their sector or governance area** in the target district to be shared at the workshop (Preferably, participants will send their input directly to relevant authorities and IOM by email in advance of the workshop.):
    - i. ***Key gaps and challenges*** *(supported by data) per sector in the target district,*
    - ii. ***Sectoral ongoing and pipelined projects*** *and their locations in the target district,*
    - iii. ***Sectoral plans and/or opportunities*** *in the target district,*
    - iv. ***Sectoral budgets and/or current and future funding streams,***
    - v. ***Ideas for an overarching (multi-sectoral) vision*** *for the target district.*
4. **Familiarise yourself with the agenda** of the day and the exercises.

B. The Workshop: Agenda Overview

1. Introduction
    - a. ***Thank participants*** *for attending and invite everyone to briefly introduce themselves,*
    - b. *Provide an* ***overview of IOM Afghanistan,***
    - c. *Explain the* ***added value and enhanced process under PLACES*** *(see Infosheet).*
2. Roundtable
    - a. ***Presentations by participants,***
        - Invite brief statements by participants, presenting the requested sectoral overviews.
    - b. ***Supplementary questions for local authorities*** *(see 1.2.2).*
        - Facilitate a conversation to obtain further information.
3. Visioning exercise
    - a. *Define a* ***singular/shared vision*** *for the target district,*
        - Invite participants to share their ideas for an overarching (multi-sectoral) vision for the target district (as requested prior to meeting).
        - Facilitate a discussion to agree on a singular/shared vision for the target district.
        - Remember: The vision should capture the district's future ambitions for development – make it aspirational and inspirational!
    - b. *Agree on* ***cross-sectoral strategic objectives*** *for the district,*
        - Facilitate a discussion on which objectives need to be in place to achieve the agreed vision.
    - c. *Identify* ***sectoral inputs.***
        - Invite participants to make connections to their sectoral development projects and plans (as previously presented).
        - Where possible, make specific links to supporting the needs of people on the move.
4. Conclusion
    - a. ***Brief statements by participants,***
        - Invite participants to provide one strategic recommendation each.
    - b. ***Next steps.***
        - Thank participants and inform them about the next steps.

1.2.2 SUPPLEMENTARY QUESTIONS FOR LOCAL AUTHORITIES

Part A. General Information

Meeting Date: _____

Meeting Location: _____

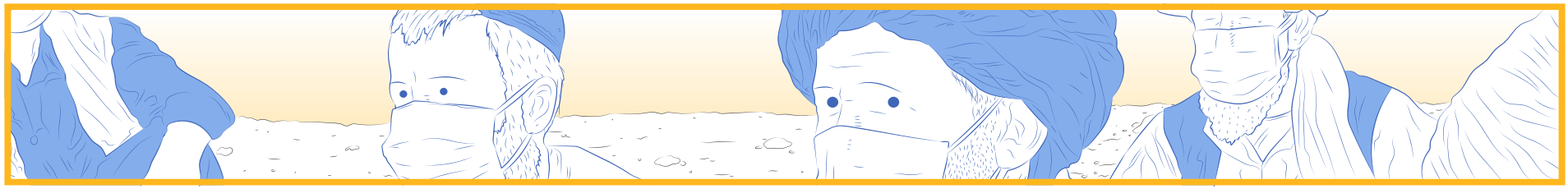
IOM Meeting Facilitator: _____

Province: _____

District: _____

Representatives:

#	Name	Authority / Organization	Position	Email Address	Contact number
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					



Part B. Facilitated questions

1 *Human and Social Conditions*

a. What is the historical and cultural context of the province and the selected district?

Describe relevant historical and socio-cultural facts and stories about the district and areas within it.

b. What are the migration patterns that define the population?

Describe trends of in- and/or out-migration and the reasons people leave or move to the district.

c. Are there any population groups that are particularly vulnerable?

Describe the most vulnerable groups, what their vulnerabilities are and where they live.

2 *Economic Conditions*

a. What are the main economic activities and sources of income in the province and the selected district? Are there marked differences between social groups such as returnees, Internally Displaced Persons (IDPs), host community, women, youth, ethnic groups?

Describe the local economy, existing businesses and industries (mining, manufacturing, factories) and other common livelihoods (agriculture, livestock, trade, service provision).

b. Which economic sectors have grown, and which have shrunk in terms of investment and employment in the past five years?

Describe which sectors have grown and why. If some sectors have shrunk, please explain further.

3 *Physical Conditions*

a. *Do natural disasters pose a risk to the population?*

Describe issues of flooding, draught, earthquakes and any mitigation measures at district level. Include number of incidents and dates, if possible.

4 *Safety and Security / Do No Harm*

a. Are there any threats to the safety and security of the population?

Describe any threats from armed conflict, prevalence of anti-government entities, land conflicts, tensions between social, religious, ethnic groups, competition over resources etc.

b. Which formal and informal mechanisms exist for conflict and dispute resolution at district (and/or provincial) level?

Describe procedures used to solve conflict at provincial and district levels, including formal and informal processes, shura etc.

5 *Development Priorities and Budgets*

a. Does a development plan and/or priorities exist for the district (and/or the province)?

Describe and request written versions of any development plans and/or priorities, if available.

b. How is the implementation, operation and maintenance of the development plans and/or priorities be financed?

Describe financial and human resources, budget allocations and any funding that is provided by government and/ or non-governmental organizations.

6 *Other*

If you have spare time, you may wish to discuss how the local authorities could use the district Profiles going forward.

1.3 TARGETING

Communities or community clusters are targeted using the DTM CBNA dataset as an initial stage to identify districts with particularly high levels of need and presence of IDPs/ Returnees. The in-depth provincial and district mapping provides a detailed overview of the spread of all households across the province along with schools, healthcare facilities and markets as well as the presence of (other) humanitarian actors. This data collection is complemented by focus group discussions that identify where households go to access goods, services and markets. This holistic look at the spatial relationships in the province and district provides the opportunity to better identify gaps in services and community clusters where actions/activities can be transformative beyond the population in the cluster itself.

Once the districts with the highest needs across a range of humanitarian and development indicators are identified, a meeting is held with teams who work in the region. They bring additional contextual knowledge of the area, in particular which districts and communities have not benefited from previous humanitarian and longer-term projects, which areas experience recurring humanitarian crises, and where most actors are working already. This allows us to narrow down our potential areas for engagement. The local teams use the district profile maps and their knowledge of the area to identify possible clusters of communities where the Community-Based Planning (CBP) process has most potential to be successful. This includes considering the possibility of community conflict and other issues that could undermine the process. Initial site visits and mapping then take place, which include brief discussions with the communities in question to understand which communities have a close relationship and function as a group. Once a suitable cluster is identified, the CBP process can proceed.

Relevant external tools

UN Habitat Urban Profiling Toolbox

Settlements Approach Guidance Note

Stage 2
Community-Based Planning

2.1 START-UP MEETING FOR THE COMMUNITY-BASED PLANNING PROCESS

Purpose

Familiarizing the team with the community in which they will work, as well as review the Community Action Planning process and the necessary preparations.

Objectives

- Learn about **the community and its context,**
- Ensuring that **the entire team is involved in planning, organizing and participating** in the Community-Based Planning process,
- **Review the relevant profiles** (provincial/district) and the connected **recommendations.**

Target participants

- **Stabilization, Reintegration and Resilience (SRR) team lead and co-lead,**
- Representatives from the **livelihoods team,**
- Representatives from the **construction team,**
- Representatives from **community cohesion.**

A vital aspect of the PLACES approach is that the IOM team working with the communities should, throughout the entire Community Action Planning process, involve staff from the livelihoods, construction and community cohesion units to ensure holistic and multi-sectoral profiling, targeting, engagement, planning, design, implementation, monitoring and evaluation of CAPs and projects.

Step-by-step guide

1 ***Team meeting to familiarize them with who will be involved in the CAP process.***

Involve in this meeting both SRR staff based in Kabul as well as SRR staff from the relevant field office.

Make sure to involve female staff throughout the process, including female staff who will work closely with the communities, to make female engagement from the participants/community easier.

2 ***Go through the Provincial and District profiles relevant to the chosen community.***

Let the team become familiar with the community and its context. Together go through the expected challenges and recommendations.

3 ***Start planning and organizing how the SRR team will conduct the various workshops and exercises with the community.***

Go through this toolkit with the team and prepare the exercised and all the materials needed for the various steps of the Community-Based Planning process.

If separating groups by gender for workshops, assessments or exercises, make sure to take notes and photos of the outcomes of both groups, as well as representing both of these outcomes separately when digitalizing the results in presentations. Specify what the differences are in exercise outcomes between these groups. Depending on the socio-cultural dynamics in the communities, you may also wish to hold separate workshops for specific marginalized groups that may otherwise not feel safe to raise their voice.

2.2 COMMUNITY MOBILIZATION

Purpose

Ensure local ownership and leadership in the Community-Based Planning process and prepare for the workshops.

Location

- **Community meeting space, easily accessible to all** (for example, mosque, school, public square, community centre).

Objectives

- **Sharing** contextual information about the community,
- **Understanding** how to ensure that actions/activities Do No Harm,
- **Agreeing** on workshop date, venue and participants.

Materials required

- **PLACES Infosheet** in English, Dari, Pashto,
- **Questionnaire for Community Representatives** (2.2.1),
- Pens and paper,
- Refreshments.

Target participants

- Community leaders/ elders,
- Community Development Council (CDC) members,
- Religious leaders such as Ulama Shura members and/or Mullah,
- Shura/jirga members,
- **Other existing leaders** in the community.

Duration

1 day preparation, **0.5 day** workshop.

Relevant (external) tools

NRC Community Coordination Toolbox

Architecture Sans Frontières (ASF) Participate Tools

IFRC Participatory Approach for Safe Shelter Awareness (PASSA) Manual

IOM Manual on Community-Based Mental Health and Psychosocial Support in emergencies and displacement

UN Sustainable Development Group Good practice note; Conflict Sensitivity, Peacebuilding and Sustaining Peace

Step-by-step guide

1 ***Team meeting to review and discuss findings and recommendations proposed in the provincial and district profile.***

Before entering into the communities, all team members must know what the likely challenges and potential assets are based on the provincial and district profile. Team members should also have a basic understanding of the vulnerable and marginalized groups and the potential social tensions that could arise.

2 ***Arrange and hold a meeting with the target participants.***

a. Introduction

i. Thank participants for attending and invite everyone to briefly introduce themselves.

ii. Provide an overview of IOM's work.

iii. Explain the PLACES approach and its added value (see PLACES Infosheet).

b. Questionnaire for Community Representatives (3.1.1)

i. Explain the purpose of the questionnaire and seek consent for asking questions about the communities.

ii. Go through each question and note down the answers provided.

c. Identification of participants for the workshops

i. Explain the purpose and format of the community-based area development planning workshops (3.2, 3.3, 3.4, 3.5) and the value of the Community Action Plan (CAP) for resource mobilization and referrals to other partners by the community and with support of IOM.

ii. Emphasize the importance and value of the community engagement process. Explain that IOM seeks to engage a wide range of community members (especially people on the move, women and marginalized and vulnerable groups).

iii. Invite proposals for community members to take part; however, clarify that IOM will also be identifying community members independently.

iv. Remember the basic guidelines for identifying participants:

- Approximately 20 to 25 individuals should be invited per workshop. Half of the participants should be women.
- Separate workshops can be arranged for women only with female facilitators, if preferred, in which case 20 to 25 women and 20 to 25 men will be consulted separately.
- Depending on the social dynamics in the communities, separate workshops may also be held for groups who are likely to speak up less if consulted in front of more powerful community members.
- Participants should represent all community members (especially vulnerable and marginalised groups, such as returnees, IDPs, youth, elderly, persons with disabilities), and have different occupations and backgrounds (for example, teachers, doctors, farmers, unemployed persons).
- Participants do not need to be literate.
- Community leaders should also be invited and may support the facilitation of the workshops, based on the understanding that all voices matter and no one group should dominate the conversation.

d. Prepare for the workshops

i. Set a date, time and venue for the workshops.

ii. Agree on a final list of participants and who will invite them.

iii. Reassure all invitees that no attendance will be taken to ensure data protection; however, we would like to record the number, gender and status of the participants.

2.2.1 QUESTIONNAIRE FOR COMMUNITY REPRESENTATIVES

Part A. General Information

Meeting Date: _____

Meeting Location: _____

IOM Meeting Facilitator: _____

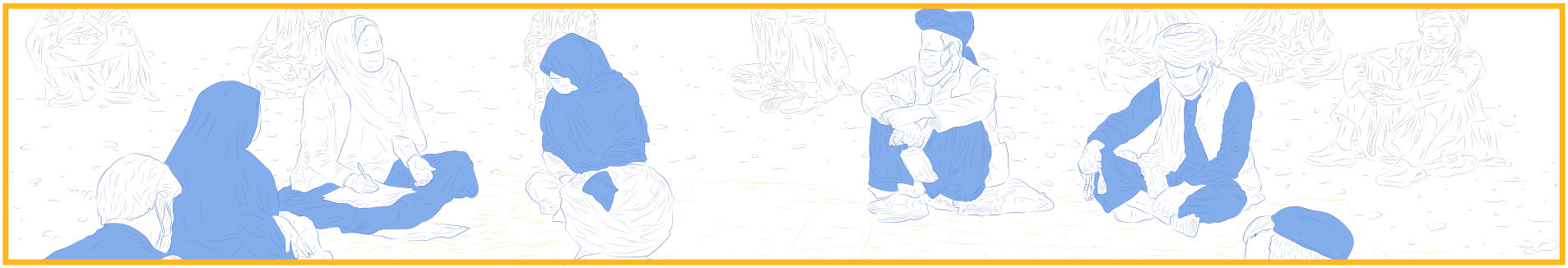
Province: _____

District: _____

Cluster of Communities: _____

Representatives:

#	Name	Male/ Female	Status (Host community/ IDP/ Returnee/ Other)	Position	Settlement / Village	Contact number
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						



Part B. Facilitated Questions

1 *Human and Social Conditions*

a. What is the historical and cultural context of the communities?

Describe relevant historical and socio-cultural facts and stories about the communities and the surrounding areas.

b. What are the migration patterns that define the population?

Describe trends of in- and/or out-migration and what the reasons are for people to leave or move to this area.

c. Are there any population groups that are particularly vulnerable?

Describe the most vulnerable groups, what their vulnerabilities are and where they live.

d. List and provide a brief description of all businesses that exist inside or near to the communities.

2 *Development Priorities and Budgets*

a. Does a development plan and/or priorities exist for the communities?

Describe and request copies of any development plans and/or priorities (if available).

b. If yes, how do the communities plan to finance the implementation, operation and maintenance of the identified development priorities?

Describe financial and human resources, budget allocations and any funding that is provided by the DfA and/ or non-governmental organizations.

c. Have other UN agencies or (I)NGOs provided assistance, or is anyone planning to provide assistance? *Please describe the details: who, what, when, status.*

d. How have past projects been financed (including implementation, maintenance, operation)?

Describe mechanism that has and/or could be used for the operation and maintenance of actions/activities. Note down any lessons learned from past projects.

3 *Safety and Security / Do No Harm*

a. Are there any threats to the safety and security of the communities?

Describe any threats from armed conflict, prevalence of resistance groups, land conflicts, tensions between social groups, competition over resources etc.

b. Which mechanisms exist for conflict resolution?

Describe procedures used to solve conflict within the communities, including formal and informal processes, shura etc.

c. What needs to be considered to ensure IOM's PLACES 'does no harm'?

Describe if there is a risk of projects contributing negatively to any pre-existing conflicts.

4 *Other*

a. Who should be invited to the Community Action Planning workshops?

Identify all social groups, especially marginalised and vulnerable groups.

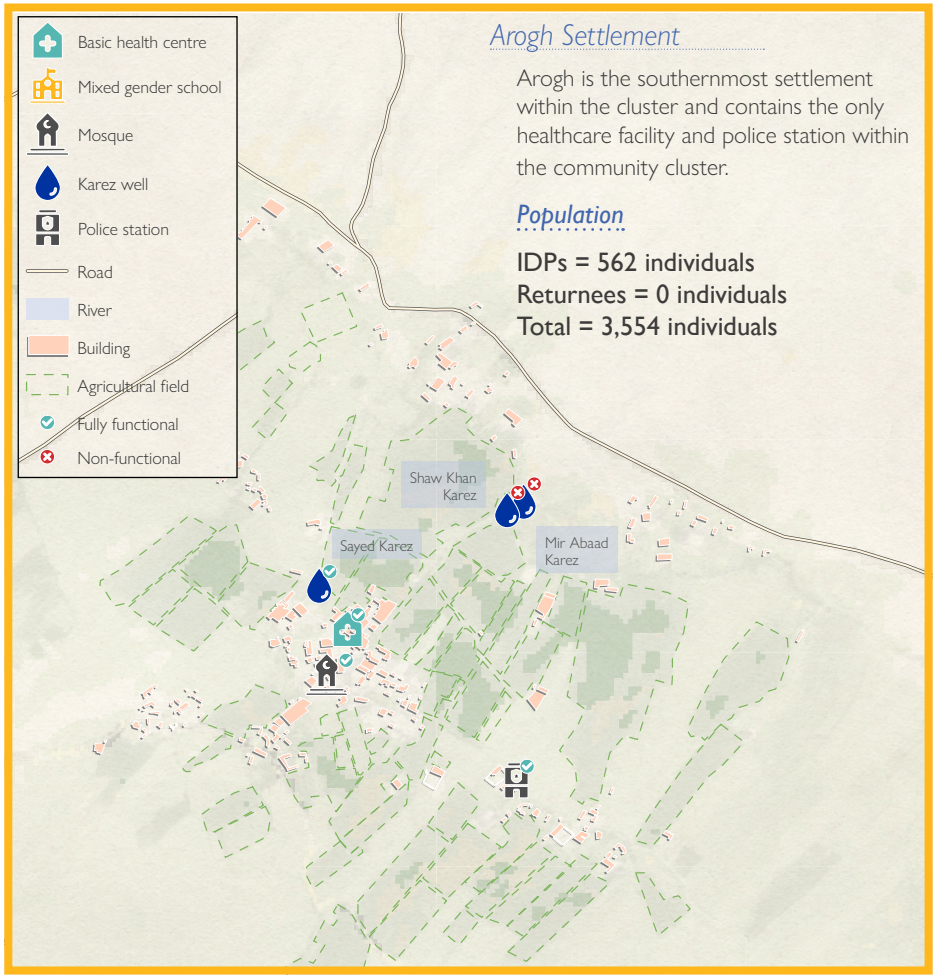
b. If you have spare time, you may wish to discuss how the Community Action Plan (CAP) could be used by the communities going forward.

2.3 COMMUNITY PROFILE: DATA COLLECTION AND MAPPING AT COMMUNITY LEVEL

Community profiling/mapping allows an in-depth look at a community or cluster of communities to plan, in consultation with community members, actions that will meet their needs. This includes much more granular mapping of the community, including understanding community service preferences as reported through consultation exercises. Spatial analysis covers:

- Mapping of buildings, fields, roads, and rivers within the community.
- Mapping of all facilities within the communities, and in the wider area where those facilities are used by community members, for instance facilities in a neighbouring local centre.
- Mapping of areas with known environmental issues, for example areas prone to flooding, landslides, drought, or areas with landmine contamination.
- Accessibility to key services (health, education, markets).
- Availability of infrastructure and other amenities.
- Service gaps, insufficient capacity.

This mapping process provides context to the formation of the communities and the degree to which they can function self-sufficiently. It allows highlighting of gaps and planning of projects, in line with community aspirations. Service gaps and other issues faced in the community can be referred to the relevant sectors, as can issues such as landmine contamination. The final product is a spatial Community Action Plan (CAP) with short, medium and long term actions and initial suggestions as to where projects could be located for maximum impact.



2.3.1 SERVICES AND INFRASTRUCTURE MAPPING AND ANALYSIS (CURRENTLY SUSPENDED)

Purpose

Develop an understanding of the availability and quality of natural assets, services and infrastructure in the communities.

Duration

0.5 day preparation, **1-3 days** mapping.

Objectives

- **Collecting** contextual information about the communities,
- **Creating an evidence-base** for actions/activities.

Location

- **Open air.**

Target participants

- Community leaders/elders,
- Women,
- Marginalized groups, for example persons with disabilities.

Materials required

- KoBo Online Form.

Step-by-step guide

1. *Download and test the KoBo Online Form on your smartphone or tablet.*
2. *Team meeting to prepare the mapping exercise.*

Develop a clear plan that outlines the order in which you will visit the communities. Consider whether you will need to walk or drive to access all parts of the communities.

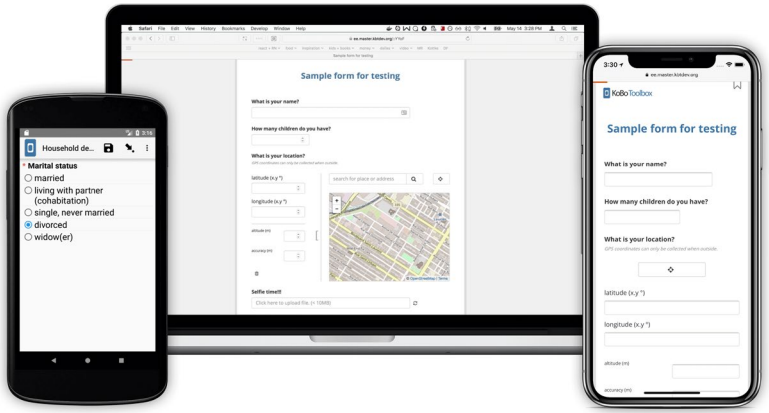
3. *Carry out the mapping.*

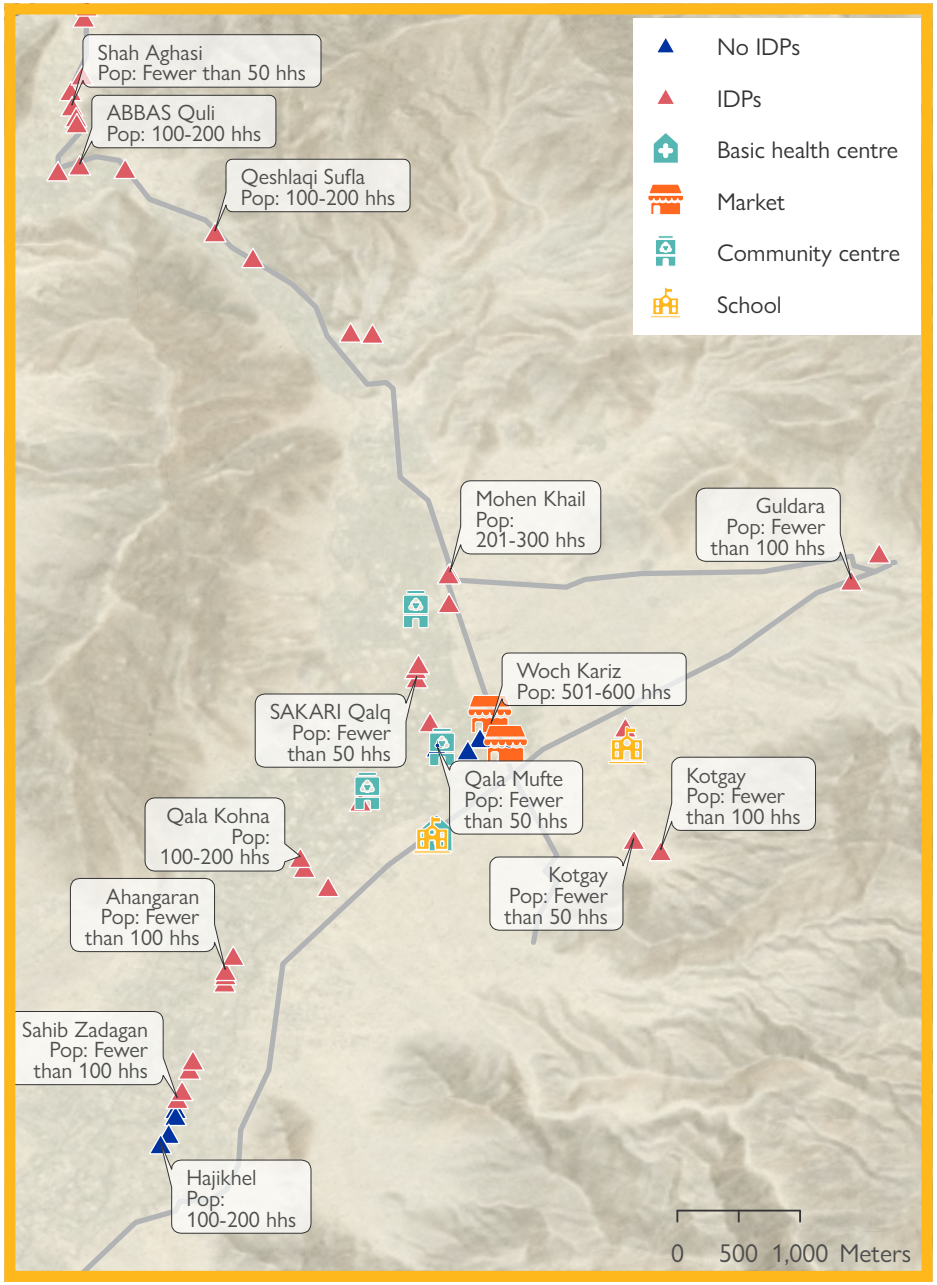
   a. Identify community members who can guide you through the communities, if need be.

   i. If possible, select both men and women to guide you because they are likely to be able to show you different sides of their communities.

   b. Record all services and infrastructure with the KoBo Online Form.

4. *Centralised analysis of the KoBo findings by the IOM Kabul team.*





2.3.2 WALKING AND TALKING

Purpose

To start community-based assessment by engaging with the community in a more informal setting while getting a feeling of the settlement through conversations, sketching, mapping and photographing areas of interest as defined by the community and facilitators. The more informal setting may provide an opportunity to reflect, encourage community involvement and build trust.

Duration

0.5 day preparation, **2-3** hours of walking around

Objectives

- **Collecting/mapping** information about the community and settlement through stories, asking questions and visual understanding
- **Obtain an over-all understanding of the settlement,** such as the living conditions, spatial arrangement, activity systems, movement flows of people and recording these with sketches, mapping and photographing (Note: Please ensure that you have informed consent if photographing individuals. Parents/ guardians must give consent if photographing children.)
- **Analyse and identify areas/features that could benefit from actions;** understand how different socio-economic groups interact with infrastructure and services and identify challenges that may impede community development
- **(If possible;** visit some households to gain an understanding of household structures (social, economic, spatial) and listen to the inhabitant's stories.

Location

- Open air

Target participants

- A representative sampling of the community (elders, women, youth, children, local experts, other stakeholders, IOM experts, people from different socio-economic backgrounds, persons with disabilities etc.)

Materials required

- Notepad
- Map of the area/settlement
- Writing/drawing pens
- Camera/phone

Step-by-step guide

1 *Make sure to organize this exercise with the community, to ensure that people are available at the time you plan it (maybe some people are only available in the late afternoon, for example). Ask people from various groups to meet you at a planned time and location for a joint walk through the area. Bring multiple facilitators, to spread out.*

2 *Walk around the settlement and map points of interest.*

Such points can be anything spatial (important buildings, polluted areas, landmarks, etc), or with a more social focus (gathering places, spaces for play for children, historical sites).

3 *While walking and mapping, engage with community members you encounter, welcoming them to join the walk if they are interested. Ask questions about the areas you walk through, listen to their stories.*

Some key topics to attempt to cover are **land ownership and access, secure/ insecure spaces, activities, movement flows, day-time and night-time changes to how space is used and perceived** (how do people move around and use public spaces).

Politely ask questions such as for example; which routes do you walk? Do you have favourite places in the settlement? Where? Why? Are there areas you avoid? Where? why? What do you do here? Do you like this area? Why yes/not? What could be done to improve this area? What have been the main positive/ negative changes over the last couple of months/ years? What caused these changes?

*Note: It is important to ask questions to understand the community and the settlement better and how movements and daily life activities link together. However, make sure to **manage expectations;** this exercise is to understand the settlement better, not to list potential actions/activities – this stage comes later in the process.

Pay attention to what is said, try to gain an understanding of movement flows, activity systems, physical conditions and safe or unsafe areas.

4 *(Visit households, if invited in. Continue the conversation and try to create an idea of the living situation at an individual level)*

*Note to facilitators: Homes are a very private environment, it is important to treat the customs of those whom we engage with respect and sensitivity. Do not enter someone's house unless you have their informed consent.

Key topics to ask about are **number of household inhabitants** (density and overcrowding concerns), **financial situation** (affordability of living in houses), **spatial layout of the households**, (room arrangements and use patterns), the **use of private/ public space, activities** and current pressing needs.

5 *Record what you hear and see, but be sure to remain engaged in the conversations.*

6 *Listen to the stories and memories, as this is information that will not be found anywhere else. Pay attention to how different groups of people interact with the environment (infrastructure, services landscape and more). Are there spaces that are only used by some groups? Why? Are there spaces that are more inclusive? Why?*

2.4 COMMUNITY ACTION PLANNING WORKSHOP I: ASSESSING & UNDERSTANDING

Target participants

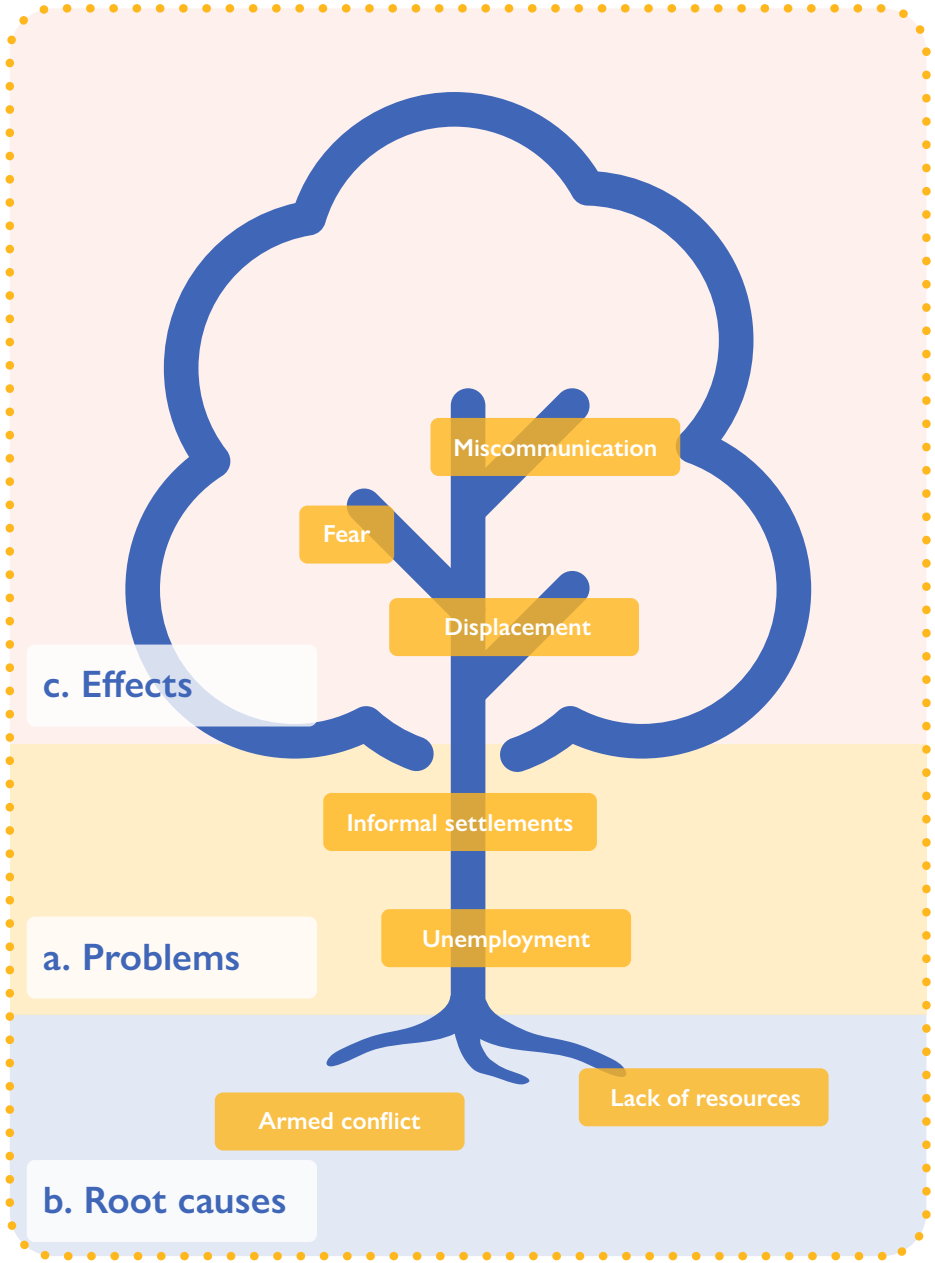
- Community members representative of all social groups including vulnerable and marginalized groups,

Remember the basic guidelines for identifying participants:

- Approximately 20 to 25 individuals should be invited per workshop. Half of the participants should be women,
- Separate workshops can be arranged for women only with female facilitators, if preferred, in which case 20 to 25 women and 20 to 25 men will be consulted separately,
- Depending on the social dynamics in the communities, separate workshops may also be held for groups who are likely to speak up less if consulted in front of more powerful community members,
- Participants should represent all community members (especially vulnerable and marginalised groups, such as returnees, IDPs, youth, elderly, persons with disabilities), and have different occupations and backgrounds (for example, teachers, doctors, unemployed persons),
- Participants do not need to be literate,
- Community leaders should also be invited and may support the facilitation of the workshops, based on the understanding that all voices matter and no one group should dominate the conversation.

Materials required

- Attendance list,
- Flipcharts or large pieces of paper,
- Different coloured marker pens,
- Index cards or post-it notes,
- Print outs of **Needs and Assets Table.**
- Print outs of **Attendance list of participants**



2.4.1 PROBLEM TREE

Purpose

Create a common narrative and understanding of the local context.

Objectives

Community members identify:

i. **Problems,** unmet needs, and/or conflicts,
ii. **Root causes** of the issues identified,
iii. **Effects** of the issues identified.

Duration

30 minutes

Location:	**Total number of participants (men/women)**	**Number of participants who classify as one or several categories/groups. Categories may be added if needed for the local context.** (Note: The sum might exceed total number of participants, as some individuals represent multiple categories/groups)						
		PwD	Youth	IDP	Returnee	Teacher	CDC	...
(Space to fill in name, if relevant)	Woman							
	Man							
	Other							

Attendance sheet

Step-by-step guide

1. Depending on the number of workshop attendees, ***ask participants to divide into smaller discussion groups.*** You may wish to allow groups to form naturally or ensure that each group is mixed and representative of the wider community.

2. ***Appoint a facilitator per group*** who will be responsible for ensuring that everyone's voice is heard.

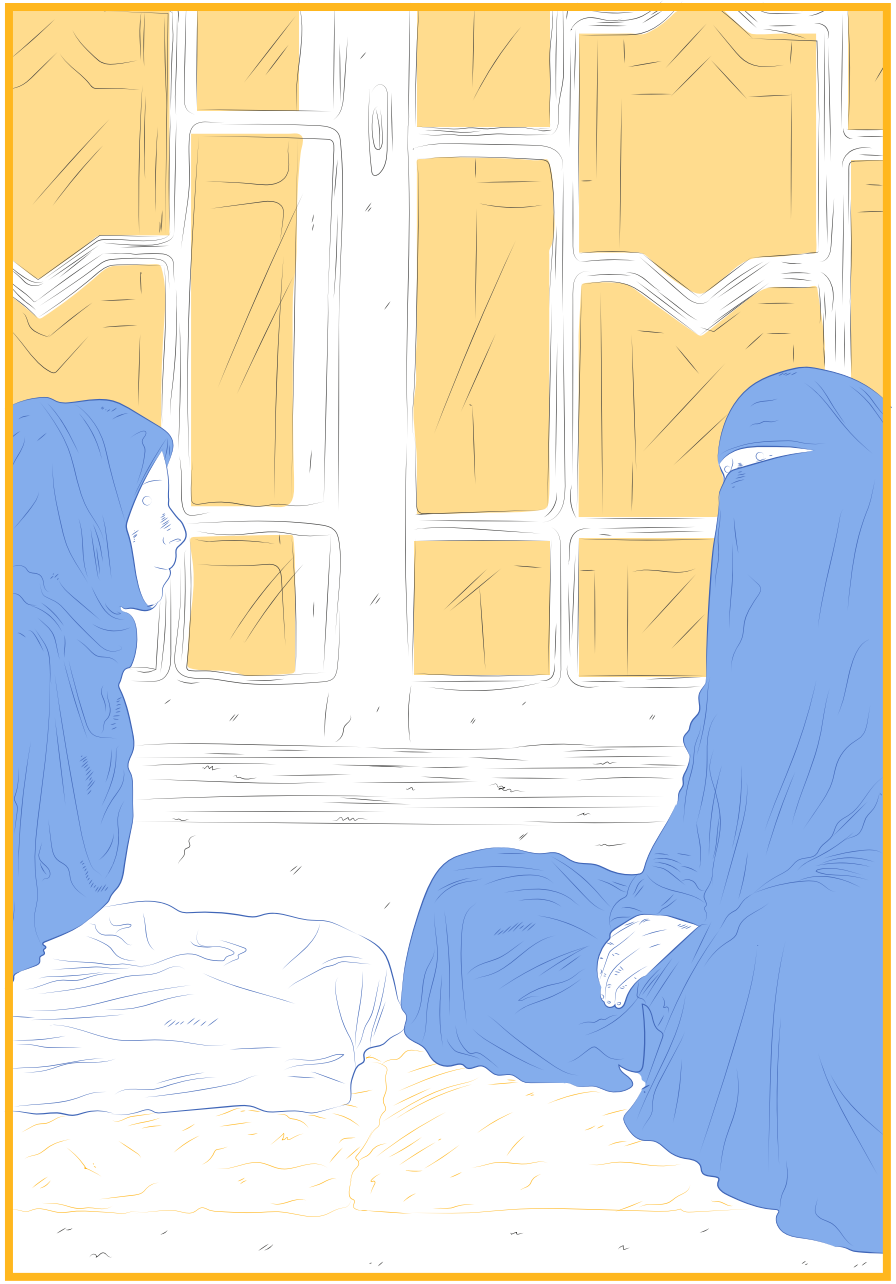
3. ***Draw a large tree with roots, a trunk and several branches and display it to all workshop participants.*** (If participants have divided into groups, ask the facilitators to draw a tree.) The tree should be used to take note of the discussion. Major and minor issues can be differentiated by using larger or smaller writing. Invite participants to discuss:

   a. **Trunk: Problems, unmet needs, and/or conflicts in their community.** (You may ask: What are the problems?)

   b. **Roots: Root cause of the issues identified.** (You may ask: Why do these problems exist?)

   c. **Branches: Effects of the issues identified.** (You may ask: What are the effects of these problems? Note: You may choose not to discuss effects, if it causes confusion.)

4. ***Facilitate an inclusive conversation*** about the perceptions of different community members. (If participants have divided into groups, allow each group to explain their findings.) Note that there is no right or wrong and that some points could fit under several categories.



2.4.2 STAKEHOLDER / SOCIAL ANALYSIS

Purpose

Create increased understanding of the roles, perceptions and dynamics of different social groups in the community and beyond.

Objectives

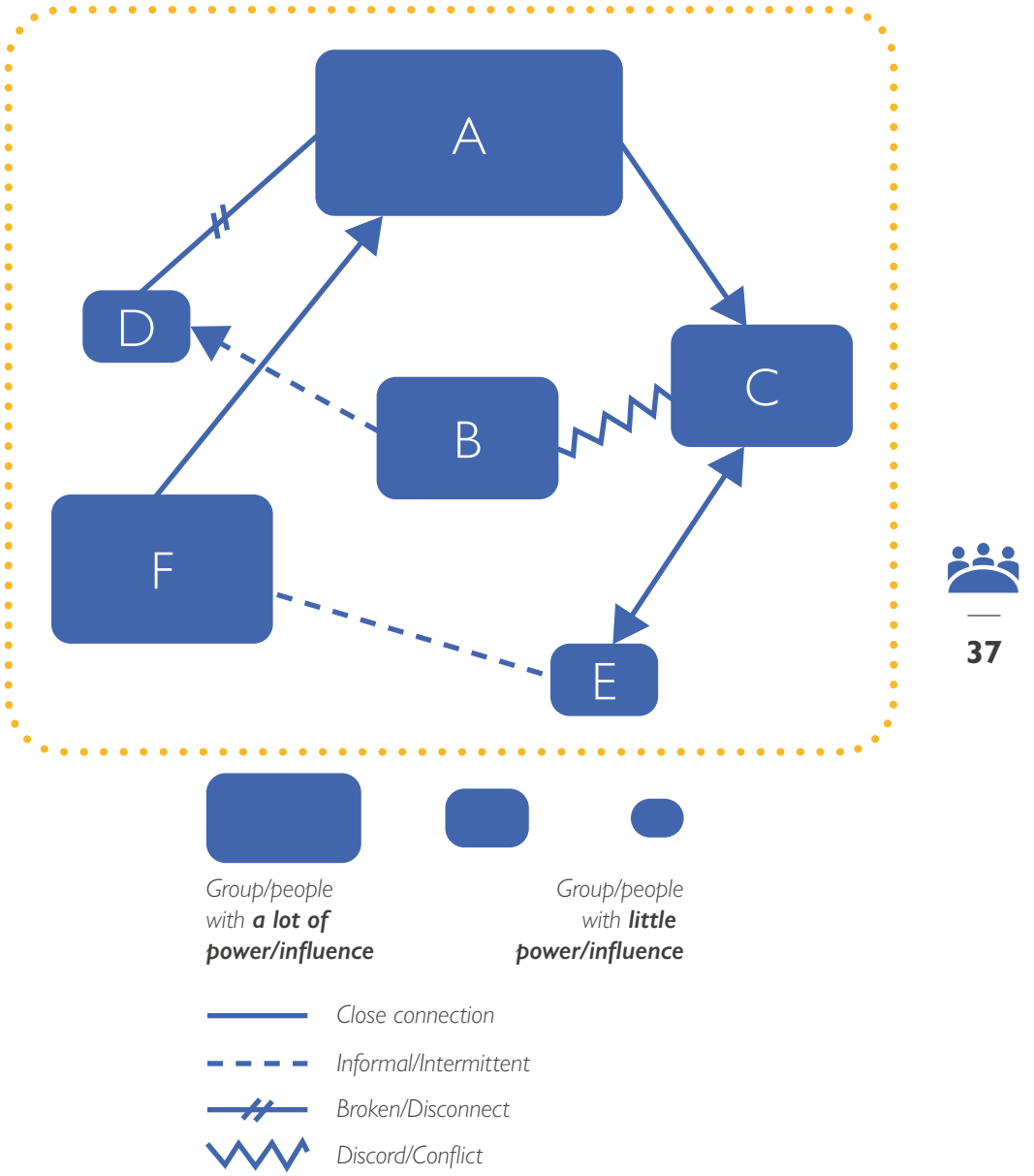
Community members identify:

i. **Social groups and their dynamics** within the community and with other communities,

ii. **What divides and connects them.**

Duration

90 minutes



Step-by-step guide

A. Identifying social groups and their dynamics

1 Depending on the number of workshop attendees, ***ask participants to divide into smaller discussion groups.*** You may wish to allow groups to form naturally or ensure that each group is mixed and representative of the wider community.

2 ***Appoint a facilitator per group*** who will be responsible for ensuring everyone's voice is heard.

3 Hand out large pieces of paper and ***invite participants to draw a community composition map***, following some basic rules:

a. **Each social group (for example, women, youth, returnees, IDPs, CDC) should be represented in a separate circle.** The size of the circle should indicate the amount of power a social group holds.

b. **Different colours can be used to group several social groups.** Colours can also be used to indicate if the social group is a historic or new group (for instance, the term returnee might have only been introduced recently by authorities and/or development actors).

c. **Connections between social groups should be indicated through lines.** A solid line indicates a good connection. A dotted line indicates an informal connection. A line with two crossing lines through means a broken connection or disconnect. A zig-zagging line indicates conflict or discord. Arrows on either side of the lines can indicate who has power or influence over whom.

4 While the groups are discussing, ***listen and aid their thinking through questions.*** Encourage participants to think about marginalized and vulnerable groups who might not be in the room, as well as the role that gender, age and displacement status might play. Remind participants that one can be part of several social groups.

5 Once all groups have finished, ***invite them to present their findings to the other groups.*** Leave time for questions and a small discussion while the presentations are being given. As with the context scan, there are no right or wrong answers as persons might have different perceptions of their community dynamics.

Take a short break.

B. Identifying dividers and connectors

6 Based on the findings, ***facilitate a conversation about dividers and connectors.*** Encourage participants to reflect on the roles of existing systems, attitudes, actions, values, interests, symbols and events. (Note: You may simplify the table by only discussing dividers and connectors.)

7 Take note publicly by ***filling in a table*** that is visible to all. Add short explanations for why someone or something is listed as a divider or connector..

Dividers		**Connectors**	
Within a social group	*Between social groups*	*Within a social group (bonding capital)*	*Between social groups (bridging capital)*

2.4.3 NEEDS AND ASSETS TABLE

Purpose

Create a shared understanding of how needs and vulnerabilities affect different social groups, and strengthen community leadership in reducing these needs.

Objectives

Community members identify:

i. **Needs and vulnerabilities of previously identified social groups,**
ii. **They propose actions/activities** to address these needs,
iii. **Capacities or assets** to address these needs,
iv. **Options** to address remaining needs.

Duration

90 minutes

Step-by-step guide

1 Ask participants to return to their groups.

A. Understanding needs and vulnerabilities

2 Hand out templates of the table on the right for participants to fill in. Ask participants to fold the table in half so that only the columns for Step A are visible.

3 Explain the sectors used for the mapping (for instance, education, employment, environment etc.) and invite groups to identify the vulnerabilities and needs of different social groups in relation to these.

Participants should refer to the Problem Tree (2.4.1) and the Stakeholder Analysis (2.4.2) to aid their thinking but they may also add new ideas. Groups may choose to focus on the sectors that they find most pressing.

B. Proposing Community-Based actions/activities

4 Unfold the template, making both Step A and Step B visible.

5 Ask participants to think about actions or activities that they, as a community, could organize to address the Needs identified. Encourage them to think about how to include all social groups, including those most vulnerable.

C. Identifying community assets and capacities

6 Unfold the template, making Step A, B and C visible.

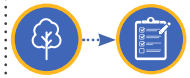
7 Explain the five types of community assets. Invite groups to identify existing assets that address the vulnerabilities and needs. Reference should be made to the previously identified dividers and connectors, and new ideas may be added.

D. Identifying remaining needs

6 Unfold the template, making Step A, B, C and D visible.

6 As groups to note down remaining needs and vulnerabilities and ideas for actions and activities that could address these, which may require assistance from IOM or other partners.

7 Invite each group to share their three most important findings and ideas, allowing time for questions and a short discussion.

Step A – Understanding needs and vulnerabilities				Step B	Step C – Identifying existing assets and capacities				Step D
Sector (based on MMICD)	Needs and vulnerabilities *(Please use the problem tree)* 	Most affected social group *(Please use the stakeholder analysis)*	Score *1: concerns powerful and vulnerable groups* *2: concerns at least one vulnerable group* *3: concerns more than one vulnerable group*	Proposed Community-Based actions/ activities	Existing community assets and capacities that can address the identified needs and vulnerabilities				Remaining needs/ assistance from IOM or other external partners
					Physical	Natural	Social/human Capital	Economic	
Education	*e.g. lack of schools*	*e.g. returnee children and girls*		*e.g. Improve access to education, convert community center to school*	*e.g. unused community centre that could serve as school building*	*e.g. potential for solar powering school building*	*e.g. social cohesion allows returnee and host community children to attend school together, or teachers with limited capacity*	*n/a*	*e.g. purchase school furniture and learning materials, refer teachers to training programmes*
Employment & Markets									
Environment & Climate Risk									
Governance, access to justice and social cohesion (e.g. community-based conflict resolutions)									
Health (physical and mental health, access to water etc.)									
Food Security									
Housing									
Rural & Urban Development (WASH, energy, transport infrastructure, public space etc.)									

2.5 COMMUNITY PLANNING WORKSHOP II: PRIORITIZING AND PLANNING

2.5.1 COMMUNITY STRATEGY

Purpose

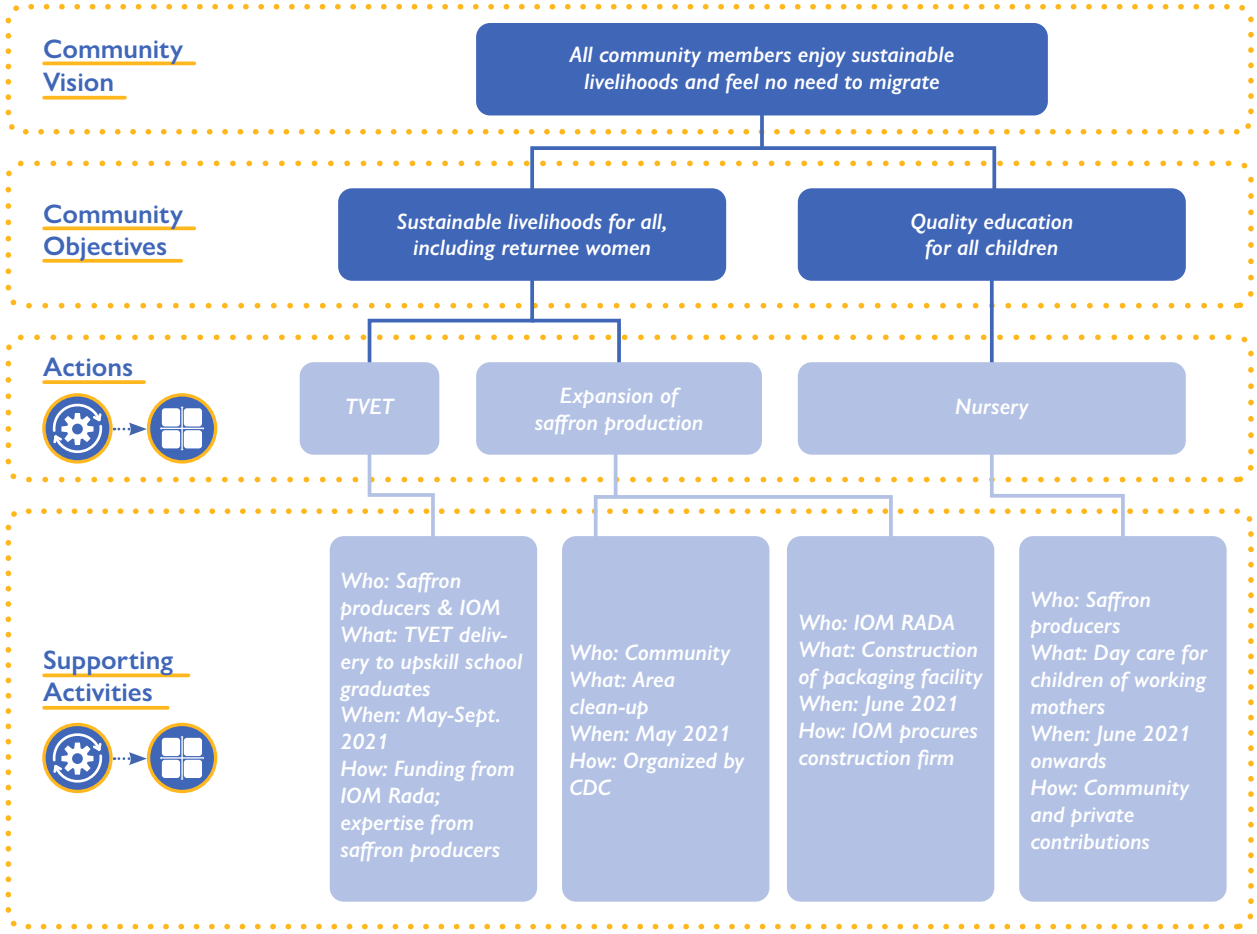
Create local ownership for community-based re-integration and development strategies.

Objectives

Community members define a shared vision and strategies for achieving it.

Duration

45 minutes



Step-by-step guide

1. ***Draw a template of a Community Strategy*** on a large piece of paper, visible to all. Use the drawing to ***explain the concept and purpose*** of the Community Strategy.

2. ***Facilitate a discussion to agree on a shared vision for the community.*** To do so, revisit the Problem Tree (2.4.1) and try to frame a vision around a community that does not suffer under the root causes or needs identified. In other words; a vision for how the community would like to be ideally. Use the template to note down the vision.

3. ***Discuss objectives for the community*** that must be reached for the vision to become a reality and write these down too. Revisit the sectors of the Needs and Assets table (2.4.3) to structure the conversation.

4. Referring to the actions proposed in the first workshop, ***ask participants to discuss which action would best contribute to which objective.*** Participants may wish to propose new ideas too. Write each action on an post-it note and add it to the Community Strategy. Try to ensure integrated proposals where a combination of economic, social and psychosocial actions feed into the objectives.

5. Use the activities section to ***provide as much detail as possible about the resources needed for each action,*** thinking about the questions: who, what, when, how.

   *Note: Encourage the community to prioritize at least 2-3 projects that they can carry out completely self-driven by the community itself, or where IOM can play a only minor part (such as training the community, awareness-raising campaign, social cohesion activities, etc).

6. ***Take a photo of the completed Community Strategy*** (important because post-it notes will be removed again in the next step).

2.5.2 PRIORITIZATION MATRIX

Purpose

Foster agreement on the prioritization of actions.

Objectives

Community members prioritize actions based on feasibility and impact.

Duration

30 minutes

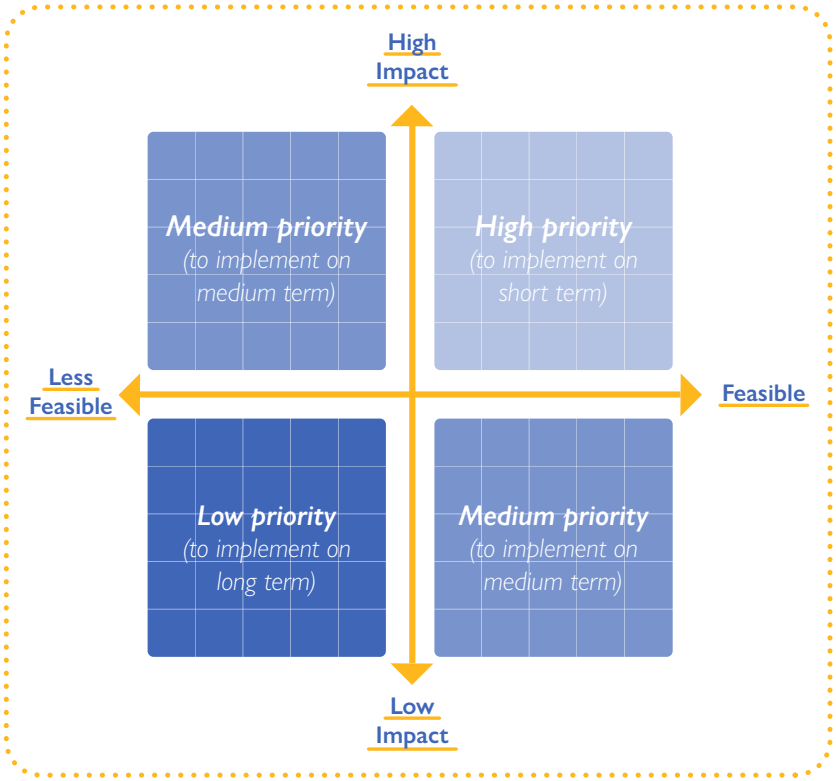
Step-by-step guide

1 ***Draw a grid matrix*** on a large piece of paper, visible to all. Explain to the participants:

a. The y axis indicates the level of impact from 0 to +10. Impact should be determined based on whether an action (i) addresses the root causes mentioned in the Problem Tree (2.4.2), and (ii) supports the most vulnerable social groups as identified in the Stakeholder Analysis (2.4.2). To determine the points a project receives and where it should be placed on the y axis, please refer to the following point system:

i. Points for projects that address Root Causes:

- 1: addresses one of the problems but not a root cause;
- 2: addresses one of the root causes;
- 3: addresses more than one of the root causes.



ii. Points for number of people reached by a project:

- 1: <50 people;
- 2: 50-100 people;
- 3:100+ people.

iii. Points for equality and inclusion

- 1: benefits powerful and vulnerable groups;
- 2: benefits at least one vulnerable group;
- 3: benefits more than one vulnerable group.

iv. 1 extra point for the most innovative projects.

b. The x axis indicates the level of feasibility from 0 to +10. Feasibility should be determined based on whether an action can leverage existing assets as identified in the Needs and Assets table (2.4.3) and its cost. Please refer to the following point system to determine where on the x axis a project should be placed:

i. Points for community-ownership:

- 1: implemented by IOM or other external actors, utilising local labour or local materials;
- 2: mostly implemented by the community, using local labour and local material with a small amount of assistance from IOM or other external actors;
- 3: fully implemented by the community without external assistance.

ii. Points for sustainability; i.e. the capacity of the community to maintain the project at a certain rate or level:

- 1: can be operated by the community but hard to maintain due to lack of skills and/or high cost;
- 2: can be operated and maintained by the community at low cost upon training;
- 3: can be fully operated and maintained by the community without external assistance.

iii. Points for financial feasibility:

- 1: at least 10% of costs can be covered by the community;
- 2: at least 30% of costs can be covered by the community;
- 3: costs can be covered by the community.

iv. 1 extra point for projects that contribute to existing development plans.

2 Take one action post-it note from the Community Strategy at a time and ***discuss with the participants where it should be located on the matrix.*** SPlan the exercise as such that time is available for discussions per action post-it and support the discussions, if there are differences in opinion.

3 ***Facilitate an open discussion*** about the results of the exercise. Explain how the location of the actions on the matrix should determine whether they are proposed for implementation in the short, medium or long term, or be excluded.

4 ***Invite final reflections,*** outline the next steps and thank participants for their input.

2.6 COMMUNITY ACTION (CAP) DEVELOPMENT

Purpose

Create a CAP that reflects the findings of the community planning exercises.

Objectives

Facilitators jointly conclude on:

- **Priority actions** and their justifications,
- **Implementation modalities**,
- **Impact, risks and risk mitigation measures**.

Duration

1 to 2 weeks

Step-by-step guide

A. Selecting priority actions

1. ***Discuss the action proposals*** of each group and agree on a final selection for the Community Action Plan (CAP). Use the Prioritization Matrix (2.5.2) to categorize actions as short, medium or long term.
2. Remember to select ***integrated actions that support economic, social and psychosocial reintegration.***
3. ***Review*** the Needs and Assets Table (2.4.3) to identify which resources are necessary, who could contribute and how.
4. Referring to the dividers/connectors table, ***identify the potential impact and risk of each action.***
5. ***Propose mitigation measures*** that can reduce the identified effects on dividers.

B. Pitching the CAP

6. ***Transfer the findings of the workshops and the CAP into the PowerPoint template.*** Remember to be succinct and focus on the information that is important for the audience to understand the logic behind the CAP. Think about what the audience needs to know to come to the same conclusion about the priority projects as you did.
7. ***Set a date for the presentation with the Technical Review Board.*** Ensure that all technical leads and team members are invited. Leave time for feedback and discussion.
8. ***Integrate feedback*** received during the presentation. Resubmit the updated presentation and CAP.

C. Referrals

9. ***Discuss and confirm partners*** who will implement the actions. This might include setting up meetings with other UN agencies and partners to share your findings and the CAP.

Action		Implementation				Impact and Risk							
			Who will provide these resources? Who should be engaged in implementation?			Impact (Consider connectors)							
Community Objective	Action (including location)	What resources will be required? (Financial, legal, physical, human and other)	Community	IOM	Third Party (Referral)	Root causes		Target population		Equality and Inclusion		Community ownership	
						Description of which root causes will be addressed and how	Score: 1: addresses one of the problems but not a root cause 2: addresses one of the root causes 3: addresses more than one of the root causes	Number and type of beneficiaries (women/ men/ IDPs/ returnees/ PwD etc.)	Score: 1: <50 people 2: 50-100 people 3:100+ people	Description of impact on equality and inclusion (esp. women, PwD, displaced populations, religious minority groups, youth etc.)	Score: 1: benefits powerful and vulnerable groups 2: benefits at least one vulnerable group 3: benefits more than one vulnerable group	Description of implementation modality	Score: 1: implemented by IOM or other external actors, utilising local labour or local materials 2: mostly implemented by the community, using local labour and local material with a small amount of assistance from IOM or other external actors 3: fully implemented by the community without external assistance
SHORT TERM (0-6 months)													
MEDIUM TERM (6-18 months)													
LONG TERM (18+ months)													

Impact and Risk (continued)											
Impact (Consider connectors) (continued)										Risk (Consider dividers)	
Sustainability		Financial feasibility		Economic impact		Environmental impact		Total score		Risk (Environ-mental, social, effects on dividers, etc.)	Mitigation Measures
Description of how the project will be operated and maintained	Score: 1: can be operated by the community but hard to maintain due to lack of skills and/or high cost 2: can be operated and maintained by the community at low cost upon training 3: can be fully operated and maintained by the community without external assistance	Cost Estimate	Score: 1: at least 10% of costs can be covered by the community 2: at least 30% of costs can be covered by the community 3: costs can be covered by the community	Description of economic impact and the value chains the projects connects with	Score: 1: creates short-term employment 2: creates long-term employment 3: creates short- and long-term employment	Description of environmental impact and considerations	Score: 1: some benefit 2: significant short or long term benefit 3: significant short- and long-term benefit				
SHORT TERM (0-6 months) (continued)											
MEDIUM TERM (6-18 months) (continued)											
LONG TERM (18+ months) (continued)											

2.7 CAP VALIDATION

2.7.1 PUBLIC DISPLAY

Purpose

Ensure community's support and ownership of the CAP.

Objectives

Facilitators present the CAP for community members to review and provide final feedback.

Duration

1 day preparation, 1 day engagement

Step-by-step guide

A. Setting up the public display

1. *Identify an appropriate venue for the CAP to be publicly displayed for one day.* The venue should be easily accessible for all community members, including women and persons with disabilities. You may wish to consider community centres, mosques, a public square or similar.
2. *Set up a series of displays* to allow community members to review the results of each of the engagement exercises as well as the final CAP.
3. Ensure that community members are *aware of the public display* and feel invited to attend.

B. Collecting feedback

4. Provide different means to enable community members to understand the information presented, ask questions and give feedback. Consider offering:
   a. **One-on-one conversations with facilitators** who note down all points raised,
   b. **Written feedback forms,**
   c. **Consultations via telephone,** and so forth.
5. Part of the day should be dedicated for the *feedback of women only.*
6. The remainder of the day can either be *open to all or dedicated to specific vulnerable and/or marginalized groups.*

2.6.2 YOU SAID - WE LISTENED

Purpose

Provide accountability to the community.

Objectives

Facilitators explain **how community's feedback has been responded to**.

Duration

1 day preparation, 1 day engagement

Step-by-step guide

A. Analysing and responding to feedback (IOM only)

1. Once the public display has ended, internally evaluate all feedback received with the IOM team. Categorize the feedback in the form of a "You said - We listened" table and provide a response to each point. Similar feedback points can be grouped.
2. Make necessary updates to the CAP.

B. Ensuring accountability

3. Return to the community to set up a final display with the updated CAP and the "You Said - We Listened" table.
4. Dedicate separate sessions to women and other vulnerable and/or marginalized groups to explain how feedback has been responded to in the CAP.

Category	**You Said** (Summary of feedback received.)	**We Listened** (Summary of how feedback has been responded to.)
e.g., feasibility	*e.g., the proposed school should not be built on land prone to flooding*	*e.g., a flood assessment will be carried out to identify a suitable location*
e.g., inclusion	*e.g., TVET training should be made accessible for persons who are not literate*	*e.g., literacy training will be provided, and trainers capacitated to deliver TVET for persons who are not literate*

Stage 3

Implementation of Stabilization, Reintegration and Resilience projects

3.1 INITIAL FEASIBILITY STUDIES

Purpose

Assess the feasibility of the CAP priority projects that are being considered for implementation by IOM.

Objectives

Technical teams conclude on:

- **Feasibility** of proposed priority projects,
- **Cost estimates**,
- **Potential implementation methods**.

Duration

1 to 2 weeks

Step-by-step guide

1. ***Coordinate the feasibility studies with technical leads.*** Discuss what information needs to be collected and who will carry out the site visit.
2. ***Return to the community for a site visit.*** Explain the purpose of the site visit without raising expectation or promising delivery of a certain project, and agree on a date and time with the community members. Reduce the number of visits by involving a multi-disciplinary team.
3. Conduct a ***debriefing with the relevant technical leads.***

3.2 REVIEW BOARD PITCH

Purpose

Pitch integrated project proposals for IOM implementation to Review Board.

Objectives

Technical teams pitch the projects, focusing on:

- **Impact** of proposed priority projects,
- **Cost-benefit** in light of existing community assets,
- **Feasibility and sustainability.**

Duration

1-3 day preparation, **2 hour** pitch

Review Board Members:

- Head of SRR;
- Head of Sub-office;
- Kabul-based Technical Leads;
- Thematically relevant Programme Mangers from other IOM Afghanistan units.

Step-by-step guide

Preparing the Pitch

1. ***Fill in the Pitch PowerPoint template.*** Remember the tips:
   - **a.** **Tell a convincing story.** Be concise and include only what the Review Board needs to know. Structure the presentation to allow them to follow your reasoning for selecting the proposed projects. How do the projects address the needs in the communities?
   - **b.** **Show that you did your research.** Anticipate questions that the Review Board is likely to ask.
   - **b.** Explain how the proposed, **multi-sectoral projects integrate with each other.**
2. ***Set a date for the pitch to the Review Board.*** Ensure all technical leads and senior management are invited. Leave time for questions and feedback.
3. Integrate the ***feedback received*** from the Review Board.

3.3 DETAILED PROJECT PROPOSALS

Purpose

Develop detailed project proposals for implementation.

Duration

1 to 2 weeks

Step-by-step guide

A. Refining the Feasibility Studies

1. ***Coordinate with the relevant technical leads on how to refine the feasibility studies.*** The initial feasibility studies can serve as a basis for in-depth assessments that will inform the detailed project proposals.
2. ***Fill in the Feasibility Study template and submit it to the relevant technical lead.*** (For construction, livelihood and business development projects only.)

B. Developing Detailed Project Proposals

1. ***Fill in the Project Proposal template and additional required forms depending on the type of project:*** (i) economic resilience, (ii) construction, and (iii) social cohesion projects (See Annex 1). Seek guidance from technical leads if needed. Be succinct and avoid copy-pasting from past proposals.
2. ***Fill in the Sanctions Checklist*** (make sure you have the latest sanctions checklist) to confirm that the proposed project is not in breach of the international sanctions regime, and develop risk mitigation measures.
3. ***Submit the Project Proposal*** to the relevant technical lead for (i) construction, (ii) livelihood and business development, or (iii) social cohesion.
4. ***Incorporate comments and feedback*** into the Project Proposal before seeking final approval from the relevant technical lead and the Head of SRR to begin implementation.

Project Owner

All SSR projects should have a Project Owner, who oversees the project all the way from Community Action Planning, through design and implementation, to handover. The Project Owner ensures that the project meets the needs of the community and is fully coordinated with other IOM units or organizations, as necessary. **Unless agreed otherwise, the Project Owner will be the SRR Provincial Lead.**

3.4 PROJECT IMPLEMENTATION

3.4.2 IMPLEMENTING ECONOMIC RESILIENCE ACTIVITIES

Introduction

IOM's Stabilization, Reintegration and Resilience (SRR) unit within the framework of sustainable re-integration aims to cater to the socio-economic needs of returnees as well as vulnerable host populations in high return provinces through carefully selected livelihoods and economic recovery interventions. Support is provided to small and medium enterprises (SMEs) with a high potential to contribute to economic growth, innovation, and job creation, as well as to social cohesion among various population groups (returnees, hosts, men, women, etc.). To deliver these activities, IOM applies and integrates a value chain approach into PLACES.

The Value Chain Approach works by mapping out economic sectors from start to finish through identifying existing capacities and gaps along the value chain; from input suppliers to processing and market buyers. The approach aims to develop and enhance linkages between parts of the same value chain to create opportunities for different communities to complement each other, both rural and urban. By focusing on a specific sector, the Value Chain approach seeks to create the necessary conditions to have a positive ripple effect in terms of safeguarding existing jobs, creating new ones and enabling communities to feed into their local economies.

The value chain approach as part of PLACES seeks to address the community's livelihoods needs as identified in the CAP by connecting community-based economic activities with relevant local value chains at district, provincial and/or national levels. An example is supporting small rural farm holders to sell their milk to a large dairy processing plan in a major city.

To set this type of processes in motion, SMEs receive in-kind support such as new technology, machinery and tools required to improve their products/services and business skills, and to expand into new markets. Returnees as well as most vulnerable host community individuals also receive employment retention support, apprenticeship, TVET and certification to fill skill gaps in the labour markets in the targeted provinces.

What type of livelihoods projects can be supported through PLACES?

The community-based livelihoods project should be people-centred, responsive and participatory, multi-level, partnership-oriented, sustainable, and dynamic. These projects should be able to mobilize and empower communities through skill transfer and employment generation. In addition to this, there should be good potential to connect these projects with access to finance and various markets throughout the country.

Community-based livelihoods should be in line with the findings of the market-systems analysis (see section 1.1.2) to ensure their contribution to high-potential value chains.

The following are some examples of community livelihoods projects:

- Animal husbandry,
- Bee keeping,
- Mushroom farming,
- Community nursery/gardens,
- Market rehabilitation through cash for work,
- Poultry,
- Green house,
- Community training centre,
- Fish farms,
- Artisans projects,
- Community seed banks,
- Community veterinarian clinics/agriculture service centre,
- Dairy collection/processing center,
- Common facility centre for grading, labelling and packaging of fruits,
- Small irrigation projects (irrigation canal/pond),
- TVET,
- And others.

Requests for livelihood activities

Once potential livelihoods projects have been identified, prioritized and requested by a community through Community-based Planning and the resulting CAP (Stage 2), IOM technical experts review the feasibility of these and revises them, if needed.

Step-by-step guide

1. ***Community Action Plan:*** Livelihoods Specialists should take part in the CAP and feasibility study stages, to ensure that the community and IOM decision making process is informed by a good understanding of local assets, feasibility and costs.
2. ***Adjustment of the Community Working Group (CWG).*** Based on the type of livelihood project identified, the composition of the CWG (see Stage 4) may need to be adjusted. Persons with relevant skills and businesses owners related to the proposed project should be included for their technical guidance during design, implementation and monitoring.
3. ***Project proposal:*** The project proposal should describe the goal of the project, its contribution to the CAP and connection with existing value chains. Whenever possible, the project proposal will be co-designed together with community members:
   a. *If the relevant capacity exists, IOM will reach out to the CWG (see Stage 4) and advise them to submit a detailed proposal on the selected CAP projects. This part of the process consists of the development of the proposals, including budgets, by the CWG in consultation with communities based on a simple proposal template provided by IOM (annex 1).*
   b. *In case the CWG has limited capacity, IOM can support the drafting of project proposals, including a budget and implementation plan. The CWG must endorse the project proposal through a community-wide consultative process before activities can commence.*

4 ***Consultation with industry leaders, UN agencies and partners:*** Upon consultation with industry leaders, for example from the Afghan Chamber of Commerce and Investment, UN agencies and partners, revise the project further to avoid duplication of efforts, and to ensure its integration with existing initiatives, adherence to national and international standards and contribution to the wider market system.

5 ***Selection of livelihood project participants:*** Building on the stakeholder/social analysis (stage 2, step 2.4.2) preference should be given to those who are most vulnerable and/or marginalized. In the context of Afghanistan, providing livelihood/ employment opportunities to women and youth is of utmost importance. Further criteria to consider are the community members' interests, pre-existing skills and capacities, and willingness to partake in a livelihood project.

6 ***Tendering and Procurement:*** Raise a Purchase Requisition (PR) for the relevant services, equipment and materials, evaluate the proposals and hold a kick-off meeting with the providers and community members.

7 ***Risk management plan:*** Each project should have a risk mitigation plan that describes potential implementation risks (regarding quality, cost, delays, health, safety, etc.) and mitigation measures. IOM technical staff should design the projects to ensure that no harm (environmental, social, economic, etc.) is caused as an effect of the projects. There should be extra sensitivity regarding the relationships with the local communities and the results of conflict analysis for PLACES should be considered before project approval.

One-Stop Shop

In central locations with large employment and business catchment areas, a one-stop shop will be established in close coordination with community leaders and relevant business and industry leaders (for example Afghanistan Chamber of Commerce and Investment) to provide employment and business advisory services, such as business plan development, business counseling, market linkages, product development, job linkages and referrals. The centre will be equipped with the required resources and technical team to facilitate the mentioned supports.

3.4.2 IMPLEMENTING CONSTRUCTION ACTIVITIES

Requests for construction

Construction projects will primarily be identified through Community Action Plans, though other routes are possible. In Afghanistan, the following are common: access and irrigation infrastructure, water supply networks, and the repair or construction of key facilities such as classrooms or clinics. However, the list of possible projects is open ended.

1. ***Community Action Plan:*** Engineers should take part in the CAP and feasibility study stages, to ensure that the community and IOM decision-making process is informed by a good understanding of risks, feasibility and costs.
2. ***Project Proposal:*** The design brief sets out the goal of the project is, how the construction contributes to that objective, what it links to, and how it should be implemented. *Lead: Project Owner.*
3. ***Site Selection:*** Community Engagement team to liaise with community to identify suitable land and secure necessary documentation. Field Engineer to advise on what sites are suitable. *Lead: Community Engagement team (with support from Field Engineer).*
4. ***Site Assessment:*** A preliminary Site Assessment should be carried out for all projects involving construction. **Various templates are available** depending on the type of project but, at a minimum, the site assessment should record all necessary information to inform the design, cost estimation, and risk assessment. *Lead: Field Engineer.*
5. ***Risk Management Plan:*** Identify the implementation risks (such as with regard to quality, cost, delays, construction health and safety, etc.) and mitigation measures. *Lead: Project Owner and Engineer.*
6. ***Preliminary Design:*** Including cost estimate and schedule. *Lead: Field Engineer*
7. ***Detailed Design:*** Full design package for tender, including drawings and specifications. *Lead: Engineering team.*
8. ***Tendering:*** Raise PR. Contractor site visits. Evaluate proposals. *Lead: Engineering and Procurement teams.*
9. ***Construction Monitoring:*** Regular site visits (1 per week, minimum) are required during construction. Each site visit should be documented in the site logbook and with a Site Visit Report, with site photos saved in the project folder in Sharepoint. Any instructions issued to the contractor must be recorded in writing. **Significant instructions should be issued through Procurement.** *Lead: Field Engineer.*
10. ***Project Handover:*** *Lead: Project Owner.*

Preliminary Site Assessments

A preliminary site assessment should be carried out for all projects involving construction. Different templates are available depending on the type of project but, at a minimum, the site assessment should record the following:

- **a.** ***Location and GPS;***
- **b.** ***Land ownership;***
- **c.** ***Physical conditions on site;***
  - » Soil conditions,
  - » Topography,
  - » Presence of trees, water, boulders, buildings, etc. (anything that would affect either the design or the site preparation works).
- **d.** ***Risks: Flooding, wind, landslide, etc.;***
- **e.** ***Availability of materials;***
- **f.** ***Existing infrastructure:;***
  - » Road access,
  - » Electricity,
  - » Water supply.
- **g.** ***Site plan.***

Key principles

Construction projects are undertaken according to the following key principles:

SAFE

The health and safety of all stakeholders must be prioritized throughout the lifespan of the building, through hazard mapping and risk mitigation, code-compliant design and rigorous site safety standards. This includes both the construction phase and extends to 50+ years of use. Designs must be produced (or reviewed) by fully licensed local professionals, taking account of the local hazards, and the construction process must be supervised by a qualified engineer.

SUSTAINABLE

Construction projects do not exist in isolation; they are undertaken to enable essential programming for the improvement of outcomes for the community. The long-term sustainability of the project, including environmental and social impacts, is prioritized. The full life-cycle of the facility is considered during proposal development and maintenance plans are developed with communities early in the project. Construction projects are a good opportunity to drive wider changes by mobilizing the community behind a common aim, while providing a natural opportunity for skills training and capacity building.

COMMUNITY-BASED

Communities are central to the process of building design, construction, maintenance and use. Designs should build on local knowledge and follow local practice. Materials and labour should be procured locally where possible to support local livelihoods. Skills training and capacity building of the local community should be included in all construction projects.

SAFE	**Safety standards** Designs meet accepted nationally or internationally accepted standards for structural life-safety, public health, and WASH.	**Hazard assessment** Site visits are carried out by technical staff to assess local hazards; designs and project plans are revised to mitigate these.	**Supervision** All construction projects are closely supervised by a qualified engineer to ensure quality construction and safety on site.
SUSTAINABLE	**Integrated progamming** Construction projects do not exist in isolation but are undertaken to enable essential programming.	**Life-cycle planning** The long-term sustainability of the project, including social and environmental impacts, maintenance, and community buy-in, is considered during proposal development.	**Catalytic action** Construction projects should be used to drive wider changes, such as community-building, Disaster-Risk Reduction (DRR) planning, skills training and livelihoods, etc.
COMMUNITY-BASED	**Community participation** Communities are central to the process of building design, construction, maintenance and use. IOM will engage the community as partners throughout the process.	**Local & accessible** Designs will build on local knowledge follow local practice, and be adapted to ensure safety, accessibility, and gender appropriateness.	**Livelihoods** Local procurement of materials and labour are encouraged where possible. Payments to suppliers will be timely and transparent.

KEY CONSTRUCTION RISKS

Safety on site: Construction activity poses many risks to the health and safety of the community, construction workers and our staff.

- Community – construction sites contain numerous hazards, especially when unattended. Sites should be secured to prevent access and hazards should be minimised (pits covered, sites kept clean, unstable structures secured, etc.),
- Construction workers – construction is one of the most dangerous professions worldwide. Labourers must be provided with adequate and appropriate personal protective clothing, training, and supervision,
- IOM Staff – also need to take great care when inspecting building work, wearing protective clothing where possible. Staff should alert the site supervisor to any hazards and risks they identify.

Safety in use: IOM buildings may be used by the community for 50 years or more. Inadequate design and construction supervision can lead to building collapse, risking the lives of our beneficiaries, partners and staff. Even partial failures require costly remedial action and potential reconstruction, resulting in delays to programming and higher costs.

Legal liability: The above issues, especially those related to safety, can result in legal liabilities to IOM.

Delays: Construction projects are notorious for being delayed. This increases costs and can have significant impacts on the rest of the programme. Detailed and realistic project planning, together with thorough risk assessments and close supervision, are needed to avoid delays.

Cost: Incomplete, inaccurate or inconsistent contract documentation will lead to cost over-runs. Designs must be adapted to the specific site and specifications must be detailed and appropriate.

Reputation: Reputational risk is related to physical harm; any harm caused through construction activities to the community will damage our acceptance, and harm our relationships with donors and authorities.

Fraud: Tender 'collusion', sub-contracting chains, theft, materials replacement and quality reductions to increase margins are all commonplace in the construction sector.

Security: Construction can cause disruption or inconvenience to communities, disputes (such as over land, or procurement) and physical harm to community members. This can lead to conflict both within the community and between the community and IOM.

3.4.3 IMPLEMENTING COMMUNITY COHESION ACTIVITIES

Purpose

Community cohesion is an integral part of (re)integration and is defined by a shared sense of belonging and mutual respect among members of one or multiple communities. Community cohesion activities aim to increase acceptance, belonging, social justice and equity. A key mechanism to achieve community cohesion is to increase community members' exposure to one another by creating safe spaces for people from different socio-economic and cultural backgrounds to interact.

When to implement Community Cohesion activities

As with all PLACES activities, community cohesion activities should be implemented based on the findings of the spatial profiling (stage 1) and the community-based planning (stage 2). Importantly, community cohesion activities are not just relevant in contexts of conflict or where there is a lack of community cohesion. They are also beneficial to maintain and strengthen existing positive community relations. Activities may include work on Housing, Land and Property (HLP) rights, Community-Based Dispute Resolution, small grants for community-led activities such as sport competitions or festivities, community clean up campaigns and so forth.

Step-by-Step Guide

1. **Be creative and localise the activities.** Define the details of the community cohesion activity with direct input from a representative group of community members. Be inspired but not limited by what has worked in other contexts. Importantly, assess potential risks and appropriate mitigation mechanisms, and remember to follow the key principles below.

2. **Co-create a detailed project proposal** (using the template), together with the community, ideally building on or using other ongoing or planned CAP activities as an entry point.

3. **Build partnerships.** Liaise with other IOM teams, UN agencies and partners who may have experience or are active in the space of community cohesion to avoid duplication of efforts, build synergies and learn from their lessons.

4. **Choose the right implementation modality.** Decide and discuss with IOM colleagues about the feasibility and benefits of implementing the activity directly compared to hiring an Implementing Partner. Carry out the relevant procurement processes to either purchase materials for direct implementation or commission a suitable Implementing Partner.

   *Note: Collaborating with local Implementing Partners such as NGOs, CSOs or activists has the potential to increase the impact of the activity by strengthening and carving out more space for Afghanistan's civil society. When selecting Implementing Partners through a competitive procurement process, consideration should be given to their composition. Where possible, PLACES seeks to support qualified women-led/ - focused and youth-focused partners.

5. **Monitor the activities closely** and introduce changes and mitigation measures as needed in close collaboration with community members.

Key principles

Accountability to Affected Populations:[4] Accountability to Affected Populations (AAP) is an active commitment by humanitarian and development actors to use power responsibly by taking account of, giving account to, and being held to account by the people they seek to assist.

Conflict Sensitivity and Do No Harm:[5,6] Conflict-sensitivity forms part of the essential Do No Harm principle. It aims to ensure that assistance does not exacerbate root and/or proximate factors, or ignite pre-existing or new triggers of conflict. Regardless of whether an activity seeks to work around, in or on conflict, it must be ensured that it does not increase conflict by prioritizing safety and dignity, fostering empowerment and participation, and being non-discriminatory and needs-based.

Context Sensitivity and Localization: Community cohesion activities should build on and enhance, rather than duplicate existing social structures. A commitment to context sensitivity and localization requires an in-depth understanding of a given community's socio-economic and cultural dynamics. Introducing incremental, localized steps to enhance community cohesion is likely to be more effective than applying external solutions that risk causing alienation, resistance and/or outright rejection by community members.

Gender Mainstreaming:[7&8] Gender equality is not only a fundamental human right, but a necessary foundation for a peaceful, prosperous and sustainable world. War, violent conflict, terrorism and violent extremism have differential and devastating consequences for women and girls. In the face of this, women all over the world are

leading movements for peace and to rebuild communities, and there is strong evidence suggesting that women's participation in peace processes contributes to longer, more resilient peace after conflict. Community cohesion activities should be based on recognition that men and women, boys and girls often have different priorities, constraints and preferences, and that these considerations must be addressed.

Human Rights:[5] A Human Rights Based Approach (HRBA) ensures that people are recognized as key actors in their own development rather than seen as passive recipients of commodities and services provided by duty bearers. The emphasis is on applying HRBA principles namely, participation, accountability, equality and non-discrimination, empowerment and legality (rule of law) as stimulants for empowering communities and increasing their level of participation in development and governance. The principle promotes a relationship in which duty bearers and rights holders account to each other.

Inclusion:[9] Community cohesion activities should be inclusive of a wide range of People on the Move and their host communities, including persons of diverse ages, gender identities, gender expressions, ancestries, ethnicities, socio-economic backgrounds, sexual orientations, sex characteristics, family structures, marital statuses, and physical and mental abilities. Wherever possible, activities should be designed to support entire communities, inclusive of civil society, private sector, local leaders and marginalized groups.

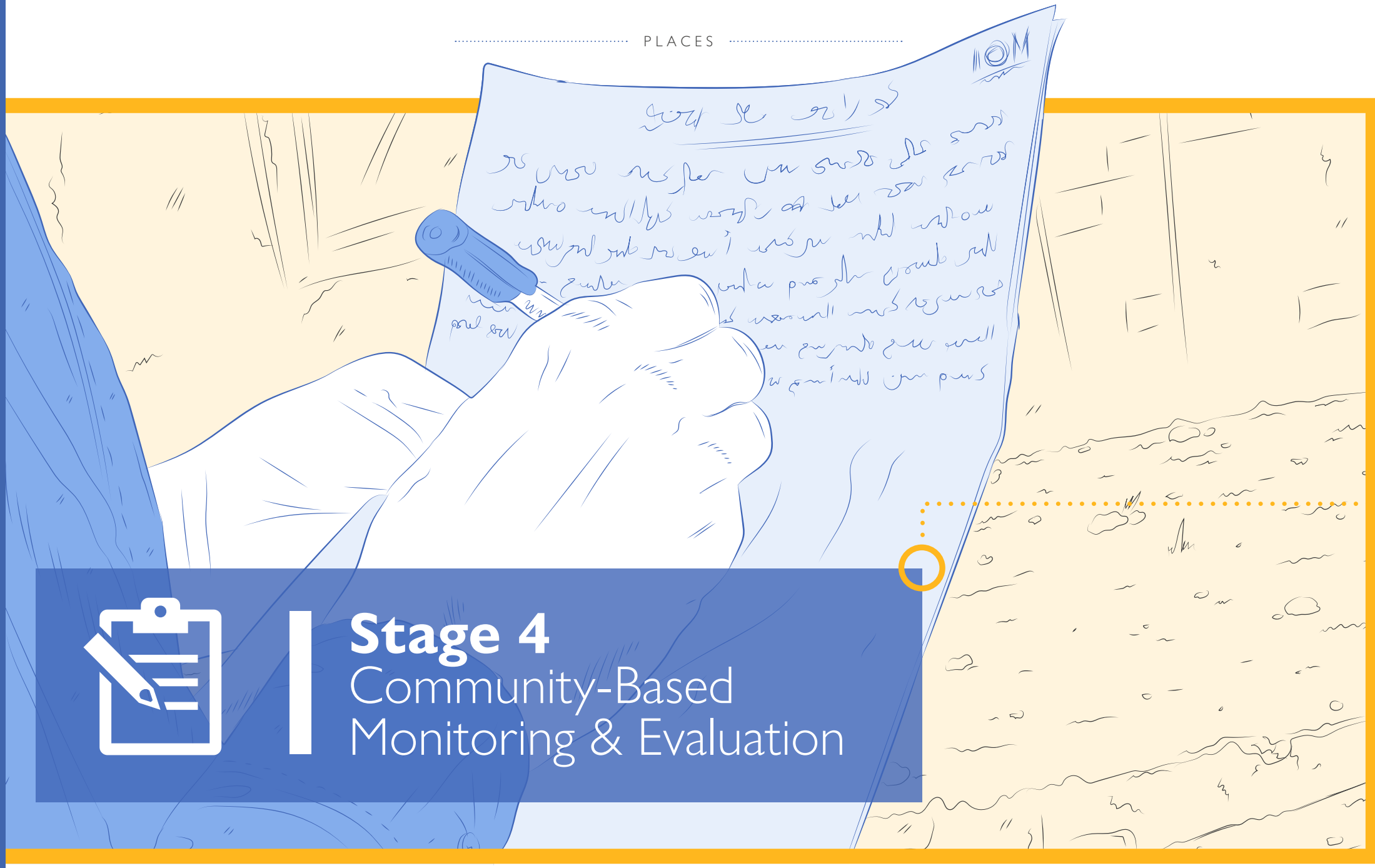
Youth:[5] The youth perspectives should be deliberately included in all community cohesion activities to obtain their meaningful participation at all levels and structures of governance. Meaningful youth participation is about creating opportunities and breaking barriers that hinder youth from being actively involved in various aspects of governance.

	Working **around** conflict?	Working **in** conflict?	Working **on** conflict?
Understanding the interaction between conflict and development	Conflict is perceived as a disruptive factor over which little influence can currently be exercised. Programming can continue without being negatively affected (although care should be taken to ensure that programming is conflict-sensitive/does not instigate or fuel conflict).	Programming can be negatively affected by, or have a negative impact on conflict dynamics.	Programming can maximise opportunities to positively affect conflict prevention dynamics.

Source: Conducting a Conflict and Development Analysis, United Nations Development Group[10]

Inspiring Community-based Practices

Sector	Name	Website	Description
Public Space	Forever Playground / Skateistan	Skateistan's new skatepark in Bamyan, Afghanistan | Forever Playground	Skateparks in Afghanistan that aim to improve the quality of life of children and youth
	Changing Faces Competition	HOME | Public Space Network	Public space improvement competition between urban neighbourhoods
	Block by Block	Block by Block	Computer-based participatory design of public spaces
Community Cohesion	Human Library	Unjudge someone - The Human Library Organization	Project to foster social cohesion and fight stereotypes by bringing individuals with different backgrounds together to share their stories
	Little Free Library	Take a Book. Share a Book. - Little Free Library	Book exchange programme for urban areas
Access / Mobility	Addressing the World	whitePaperAddressing-TheWorldEn.pdf (upu.int)	Developing address and street naming systems to improve access to services and livelihoods
	World Bicycle Relief	Mobilized Communities – World Bicycle Relief WBR-FAO-Assessment.pdf (worldbicyclerelief.org)	Bicycle schemes to increase communities' access to basic services and livelihoods
Sustainability	Pocket Parks	Home | Pocketparks	Small green spaces that have social, economic and environmental benefits for urban areas
	Farm Philly	Farm Philly | Programs and initiatives | City of Philadelphia	Urban agriculture in Philadelphia to increase access to fresh produce in marginalized neighbourhoods
	RegenVillages	RegenVillages	Sustainable, circular communities
Water	Fog Catchers	Peruvians harvesting water from fog | Sustainable Footprint	Harvesting water from fog
	Snowmelt Harvesting	Snowmelt Harvesting | Grow Here (grow-here.com)	Harvesting water from snow
Energy	Barefoot College / Solar Mamas	Barefoot College InternationalSolar | Barefoot College International	Training for women to provide rural areas with solar panels



Stage 4
Community-Based Monitoring & Evaluation

4.1 COMMUNITY-BASED MONITORING & EVALUATION

IOM follows a multi-dimensional M&E process, where activities are monitored for their progress and impact. IOM-internal and third-party monitoring are complemented by Community-Based M&E as described in this section.

Purpose

Monitoring and Evaluation of community-based development projects and activities that foster economic, social and psychosocial reintegration in areas of high return in Afghanistan.

Objectives

To enable communities to hold IOM, local stakeholders and partners to account and measure impact by implementing community-based M&E using quantitative/qualitative indicators.

Target participants

Community Development Councils, community members and representatives (including returnees, women and youth) and relevant humanitarian and development organizations operating at the provincial level.

Materials required

- The IOM Afghanistan MEAL Guidelines, IOM Reintegration Handbook and relevant M&E tools and checklists (internal),
- IOM sanctions checklist (internal),
- CAP logbook and CAP Calendar (external),
- IOM project handover agreement (external).

Step-by-step guide

A. Creating a Community Working Group

Select a Community Working Group

Once a CAP is developed, M&E staff should, in collaboration with staff from livelihoods, construction and community cohesion, convene a meeting with the target community with the aim of creating a Community Working Group (CWG). The CWG should consist of community volunteers that will be responsible for supporting IOM staff in the implementation of projects as well as the Community-based M&E and project maintenance post-completion (see ToR in Annex 2). IOM staff should explore which existing formal or informal community groups are active in the community (women's associations, CDCs, elders and others) to connect with community members that could become part of the CWG. They should be invited to the introductory meeting.

While IOM M&E staff will be responsible for monitoring and evaluating the CAPs, the CWG will serve as a useful interlocutor to record observations and report issues or feedback to IOM throughout the project life cycle. At this stage it is crucial to manage communities' expectations and discuss what can be expected after the project ends and is handed over as well as what other factors might affect the achievement of the community project, such as the security, economic or socio-political situation.

1. **IOM staff should explain the role of the CWG**, setting out clear expectations and linking its relevance to the given project. CWG members must be able to articulate community concerns and interests as well as serve as a community dispute resolution mechanism. They should also be informed that CWG members and their relatives may not serve as a contractor for any services required relating to the community project.

2. Once the role of the CWG is clearly communicated, IOM staff should request the meeting's attendees - who are familiar with and representative of the community - **to volunteer to be part of the CWG.** Careful consideration should be given to encouraging a balanced representation in relation to gender and marginalized groups.

3. **All meeting attendees should vote on and select among the volunteers**, informally by a show of hands or through anonymous voting methods. IOM staff should encourage the community to select individuals who are able to devote time and energy to active CWG participation. Where possible, CWGs should build on, rather than duplicate existing community structures. If, for example, a shura or CDC exists, then the CWG may be integrated into these structures. Adjustments may have to be made to the existing structures to ensure the representation of women and marginalized groups.

4 **The selected CWG members should discuss and agree on a suitable structure**, for example designating specific activities or roles among them.

Explain the project to the CWG

IOM staff should clearly define and explain the given CAP, including an overview of the specific set of indicators that will be used. By understanding the indicators and the data IOM will need to collect, the CWG will be in a stronger position to collect that data.

Secondary data sources (such as relevant government statistics) will be difficult to find, if they exist at all. IOM staff should go in with the assumption that the target community and M&E team will be the only sources of data.

The measurement methods for assessing progress against indicators should be adapted to the reality of target communities, and where obtaining scientific data is not possible, IOM staff members can rely on community perceptions through a specifically designed community project survey.

Technical expertise within the CWG

Where possible, the CWG is strongly encouraged to identify, nominate and vote for a member that is a technical expert in the field of the relevant community project. If the nominated technical expert consents to becoming a CWG member, their principal role will be to provide expert advice on an ad-hoc basis and should train up to three other CWG members on key maintenance of the relevant infrastructure (such as cleaning and repair of solar panels).

As an incentive to enable this training and the purchase of essential tools, funding should be allocated in the relevant IOM project proposals.

B. Onboarding and equipping the CWG

IOM staff should follow the specific guidance detailed in the MEAL guidelines depending on the type of activity, such as for infrastructure projects or cash for work. IOM's first meeting with the selected CWG should be a mandatory onboarding session that includes:

- **a.** *An overview of each CWG members' role,*
- **a.** *Available communication channels between the CWG and the designated M&E focal point,*
- **a.** *Development and maintenance of a CAP logbook and CAP calendar,*
- **a.** *A briefing on available community feedback mechanisms with special, consideration for protection mainstreaming principles,*
- **a.** *Dispute resolution mechanisms where cases of conflict arise, such as between the CWG and the CAP's designated service provider.*

1 **Create a CAP Logbook**

IOM staff will help the CWG to develop a CAP logbook, which the CWG should then update with relevant CAP status updates and observations, community meetings' outcomes and discussed or agreed upon solutions, as well as community feedback or complaints received, and any next steps. The logbook should be updated on an ad hoc basis, ideally monthly, following any relevant meetings and individual or joint project site visits. The CAP logbook can be used by the CWG to discuss with IOM any corrective actions required.

2 **Select a CAP logbook keeper**

Once the CAP logbook is developed, members of the CWG should be nominated (and informally agreed on by other CWG members) to be the 'logbook keeper'. There should be a female and a male logbook keeper or CWG representative whom community members can approach if they have complaints. The logbook keepers will be responsible for safeguarding the logbook, which should be available for any community member to access upon request and in presence of the logbook keeper. The logbook keepers may also fill in the logbook upon request of a community member who might prefer to provide feedback verbally. The role of logbook keeper may rotate between CWG.

The CWG is responsible for reviewing the CAP and therefore for bringing the community together to discuss the CAP progress, outstanding actions and any relevant challenges or obstacles, as well as to brainstorm on possible solutions.

IOM staff should conduct joint visits with the CWG to verify that the logbook is up to date, monitor the CWG' efforts, collect feedback and discuss any challenges. These points are then discussed with the IOM team leader in the respective provinces, and resolved in coordination with the technical leads based in Kabul.

3 Develop a CAP Calendar

The CWG should develop a CAP calendar to schedule regular community meetings, site visits (individual or joint), a CAP status review (monthly, for example) and an overall CAP review (one year later). The CWG should ask community members how often they would like to meet to discuss the project's progress. Once every three to six months should be sufficient.

The objective of these meetings is to ensure the CWG' accountability before the community and to give the opportunity for community members to give status updates regarding IOM's project(s), report any issues or feedback, and a discussion on possible corrective actions (for example a community funding pool) where relevant. The details of these meetings should be recorded in the CAP logbook.

4 Communicate on CWG Feedback Mechanism

The M&E team should inform both the CWG and the communities in question – during the initial community meetings – of the available feedback mechanisms in place. The CWG should meet with the community to introduce the CAP logbook as an anonymous available resource for reporting feedback and/or complaints (which they can access and fill in themselves or report directly to a CWG member who will then log the discussion), while also consulting the community on any preferences of suggestions they might have. A key role of the CWG will be to hear and report community members' feedback to a designated IOM M&E focal point, on an ad-hoc basis. Feedback should also be recorded anonymously in the CAP logbook and monitoring table. Other feedback channels might also be of relevance, such as the role of IOM's regular implementing partner Awaaz – who continues to receive and report feedback directly to IOM's Programme Support Unit.

It is important to note that feedback received could be from a small portion of a community and may not be representative of all voices, needs and concerns. Feedback data may present a distorted or incomplete picture and IOM has a responsibility to quality-assure the incoming feedback by triangulating findings through other monitoring and assessment data (such as PDM surveys, ongoing M&E activities or key informant interviews), as well as feedback via implementing partners.

CAP Calendar

CAP Name:

Project Implementation Period:

Date	Location/ Venue	Number of attendees	Event Details: (e.g. Meeting, Monthly CAP status review, CWG site visit, IOM-CWG joint site visit, etc)

CAP Logbook

CAP Name:

Project Implementation Period:

Date	Location	CAP Status Update	Observations	Feedback and/or Complaints	Solutions Discussed	Agreed Solutions	Next steps

C. Evaluation and Handover

IOM M&E staff should evaluate the achievement of the community project using the standard IOM evaluation tools and the evaluation checklist detailed in the MEAL guidelines, including the Reintegration Sustainability Survey. The evaluation should include an analysis of the information received from the community, including feedback received via the CWG and the information found in the CAP logbook (which should be returned to the relevant CWG logbook keeper upon completion of analysis).

IOM Project Handover Process

The handover of IOM project(s) to the community should be explained at the start and end of the project. IOM staff should clearly set expectations in an interactive community meeting that includes the presence of the CWG. Specifically, IOM staff should explain the overall project life cycle, from designing a CAP to handover – the latter entailing an official ceremony and signing of papers with the CWG in the presence of the targeted community whereby the CWG commits to maintaining oversight of the project and developing a maintenance system to ensure the project's sustainability.

Handover Checklist

- ☐ Set clear expectations at the start of the project,
  - Brief the community and CWG on the project handover process.
- ☐ Complete or revisit the internal-only sanctions checklist,
  - This is mandatory for all IOM community project handovers;
  - As part of the checklist' risk mitigation measures, there should be a strong community involvement, and the community members to which the project is handed over should be vetted to ensure due diligence and that there is no conflict of interest.
- ☐ Organize and host a handover ceremony at the project's end.
  - IOM and the CWG, in the presence of the target community, should sign the IOM project handover agreement;
  - The CWG should be strongly encouraged to conduct a project status review one year after the handover to assess if it is still functioning as it should.

Annexes & Endnotes

ANNEX 1. PROJECT PROPOSAL TEMPLATE

SRR Project Proposal

Province			**CAP Date**	
District			**CAP Revision Date**	
Community/ Cluster			**Prepared by**	
Type of Project (choose multiple, if they apply)			**Title**	
			Date	
			Signature	
Project Title				
Project CAP Number			**Reviewed by**	
Project Code			**Title**	
GPS Latittude			**Date**	
GPS Latitude			**Signature**	
Beneficiaries	**Number**	**$ / Beneficiary**		
Direct	**0**	**#DIV/0!**		
Indirect	**0**	**#DIV/0!**	**Approved by**	
Total	**0**	**#DIV/0!**	**Title**	
Beneficiary Score	**0**		**Date**	
Total Impact Score				
Budget	**Community**	**IOM**	**Signature**	
Breakdown	0	0		
Total				

PROJECT DETAILS			
Context			
Problem Statement			
Project Description			
Rationale for selected project		**Scoring guide** 1: Addresses 1+ problem, no root cause 2: Addresses 1 root cause 3: Addresses 1+ root causes	**Score**
Community Ownership and Existing Assets		1: Fully implemented by IOM or other angency 2: Implemented by community with assistance 3: Fully implemented by community	
Key Stakeholders			
Connection to other projects			

BUDGET							
Description	**Qty**	**Unit Cost**	**Total Cost**	**Community Contribu**	**IOM Contribution**	**Scoring guide**	**Score**
Item 1						1: Community contribute 10% 2: Community contribute 30% 3: Community contribute 100%	
Item 2							
Item 3							
Total							

EXPECTED RESULTS AND IMPACT							
Beneficiaries	**Returnee**	**IDP**	**Host**	**Total**	**Impact**	**Impact scoring guide**	**Score**
Direct - Male						1: Moderate short-term benefit only 2: Medium long-term or significant short-term benefit 3: Significant long-term benefit	0
Direct - Female							0
Indirect - Male							0
Indirect - Female							0
Justification							
Equality & Inclusion						**Scoring guide**	**Score**
						1: Doesn't address inequalities 2: Benefits vulnerable group/s 3: Actively addresses inequalities	
Economic Impact						1: Short-term employment 2: Long-term employment 3: Short & Longterm employment	
Environmental Impact						1: Harm is minimised 2: Moderate benefit 3: Significant benefit	

RISKS AND MITIGATION STRATEGIES		
	Risk	**Mitigation**
Environmental		
Social (incl. e.g. GBV)		
Economic		

IMPLEMENTATION							
Implemenation Methodology							
Implementation Schedule	**Tasks**	**Responsible**	**W1**	**W2**	**W3**	**W4**	**W5**
	1						
	2						
	3						
	4						

MONITORING & EVALUATION			
Community-based M&E			
IOM M&E			
Exit Strategy / Maintenance and Operations Plan		**Scoring guide** 1: Hard to sustain 2: Can be partially sustained with some training or support 3: Can be fully sustained	**Score**

ANNEX 2. COMMUNITY WORKING GROUP - TERMS OF REFERENCE

The main reason for establishing this Community Working Group (CWG) is to support IOM in implementing a high-quality standard of work. As part of the CWG' responsibility, the selected community members will:

- **a.** *In coordination with IOM, support the community in tracking progress and recording feedback of the CAP implementation for the duration of IOM's project;*
- **a.** *Organize regular community meetings per the agreed CAP calendar;*
- **a.** *Visit IOM project sites and activities as agreed with IOM at the onset of the project, and consistent with the CAP;*
- **a.** *Identify and record in the CAP logbook and report any important observations, including discussion outcomes, community feedback or complaints received, potential solutions and actions taken related to IOM's project(s);*
- **a.** *Receive and record feedback and/or complaints from the community members in relation to IOM's project(s) in the CAP logbook and relay those to IOM;*
- **a.** *Provide IOM with regular updates using the CAP logbook on the project progress and community feedback;*
- **a.** *Serve as a dispute resolution mechanism for community members;*
- **a.** *Attend the official project handover ceremony, including the signing of the official community project handover agreement with IOM;*
- **a.** *Continue to serve as CWG once the IOM project(s) are handed over to help ensure the sustainable continuity and maintenance of the said project;*
- **a.** *The CWG commits to conducting a project review one year after completion.*

We, members of Community Working Group of ……village, ……district, …… province, hereby, confirm to closely observe and follow up the activities of ……..project from start to end of the project, and report to the IOM staff focal person when required. For regular reports, the IOM focal person will contact one of the CWG members and he/she will provide update information on project progress and implementation status.

Name	Position	Village/CDC	Contact number	Signature/ fingerprint

ENDNOTES

1 IOM Handbook on Protection and Assistance for Migrants Vulnerable to Violence, Exploitation and Abuse (forthcoming)
2 Participation in Practice: Community-Based Planning Manual
3 The State of Humanitarian Shelter and Settlement' 2018 (Setchell, C).
4 Accountability to Affected Populations Framework, IOM
5 Conducting a conflict and development analysis, United Nations Development Group
6 IOM's Humanitarian policy - Principles for humanitarian action
7 www.unwomen.org
8 www.dgf.ug
9 www.iom.int/social-inclusion-iom-programming
10 https://unsdg.un.org/sites/default/files/UNDP_CDA-Report_v1.3-final-opt-low.pdf

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