



Program Development Planning and Policy

2017

Program Development and Planning Policy (Revised Draft 2025)

This revised draft aligns the existing policy with OPHCD's Strategic Plan, Results-Based Management, MEAL, Safeguarding, AAP, Gender Equality and donor expectations.

OPHCD

ORGANIZATION FOR PROMOTION OF HEALTH AND COMMUNITY DEVELOPMENT



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Forward Directorate Message:

It is with great pleasure and a strong sense of responsibility that I present the Organization for Promotion of Health and Community Development (OPHCD) Program Development and Planning Policy. This policy represents a significant milestone in strengthening the organization's strategic and operational foundations and reflects our continued commitment to delivering high quality, accountable, and impactful programs for the communities we serve across Afghanistan.

Since its establishment in 2017, OPHCD has grown into a responsive and community centered organization working in some of the most challenging humanitarian and development contexts. Over the years, we have learned that effective programming is not only about responding to urgent needs but also about ensuring that every intervention is well designed, evidence based, inclusive, and aligned with both community priorities and donor expectations. This policy is therefore developed to institutionalize these principles and to ensure consistency, transparency, and excellence in all stages of program development and planning.

The evolving humanitarian and socio-economic context in Afghanistan, particularly since August 2021, has further highlighted the importance of strong planning systems. Increased vulnerability, shifting donor priorities, and complex operational constraints require OPHCD to adopt a more structured, adaptive, and forward-looking approach. This policy provides a clear framework to guide how programs are identified, designed, reviewed, approved, implemented, and monitored, ensuring that our interventions remain relevant, feasible, and sustainable.

A key strength of this policy is its emphasis on participatory and evidence informed planning. OPHCD recognizes that meaningful and lasting impact can only be achieved when communities, donors, and other stakeholders are actively engaged throughout the program cycle. This approach ensures that our programs are grounded in real needs, informed by accurate data, and designed with strong ownership and collaboration.

Furthermore, this policy reinforces OPHCD's commitment to accountability, safeguarding, gender equality, inclusion, and value for money. It establishes clear roles and responsibilities across departments and ensures that all program proposals undergo rigorous technical review and quality assurance processes. In doing so, it aims to minimize risks, enhance efficiency, and maximize the impact of our resources.

I would like to extend my sincere appreciation to all OPHCD staff, partners, and stakeholders who contributed to the development of this policy. Your technical expertise, field experience, and constructive feedback have been invaluable in shaping a practical and contextually relevant document that will serve the organization for years to come.

As we move forward, I encourage all staff to fully embrace and implement this policy in both spirit and practice. Together, we can ensure that OPHCD continues to deliver meaningful, high-quality, and sustainable interventions that improve the lives of vulnerable populations, particularly women, children, persons with disabilities, and marginalized communities.

On behalf of OPHCD, I reaffirm our commitment to excellence, integrity, and collaboration as we work toward a healthier, more resilient, and more equitable future for all communities across Afghanistan.

Muhammad Aziz Paewaston
General Director, OPHCD



1. ABOUT OPHCD.

1.1. INTRODUCTION AND LEGAL STATUS

Organization for Promotion of Health & Community Development (OPHCD) is a non-government, non-profit, non-political, impartial and independent organization registered with:

- the NGOs Department of the Ministry of Economy of the Government of Islamic Republic of Afghanistan with license No 4160

The organization established to serve the community and advocate for better coordinating and directing the available resources and activities for provision of quality services to the communities with an equitable manner. OPHCD, as a non-governmental organization committed for a joint mission with having dedicated and expert staff in public health, Water Sanitation and Hygiene, education, community development as well as volunteers who have been working in technical and managerial positions with national and international NGOs since more than one and half decade.

The members of the Board of Directors, senior Management Team (SMT) as well as the volunteers of the organization having appropriate experience, dedication and voluntarism which is a professional contribution to the health, education and development sector for achieving of more sustainable results. The core staff of OPHCD have more than one and half decade of successful experience of being directly involved in developing different policies and strategies as well as designing and implementation of projects in the areas of health, WASH, education and community development sectors such as; Primary Health care (PHC), Basic Package of Health Services (BPHS), Essential Package of Health Services (EPHS), Water & Sanitation and Hygiene, Primary education and Literacy programs, youth awareness and development, Public Nutrition, emergency preparedness and response and disaster risk reduction, trainings and coordination of different humanitarian Aids. Furthermore, the SMT and core Technical, Administration and Finance staff of the organization have up to date knowledge and rich experience of Grant Management, Project Management as well as conducting professional tasks of supportive Supervision, Monitoring, Evaluation, and Researches. Likewise, developing and on-time reporting (monthly, quarterly, annual, end of project and ad-hoc reports) to the donors and stakeholders, presenting the results of the aforementioned programs at the community, organizational, national and international levels are the expertise of the organization's technical and administrative staff.



1.2. VISSION:

An empowered society with sustainable and self-reliance health, social and economic stability at the community level.

1.3. MISSION STATEMENT

OPHCD, as a non-governmental organization is striving for well-being of the society with promotion of health and sustainable development of the communities through advocating for better coordinating and directing the national policies and strategies as well as available resources and activities for provision of quality health, educational, social safety, human right and social welfare, economic, environmental and development services to the communities with the focus on the women and children, drugs users, IDPs and other marginalized group of the society with an equitable manner.

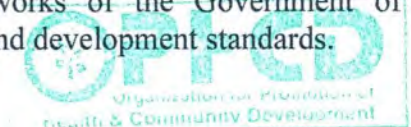
2. THE POLICY STATEMENT.

This Program Development and Planning Policy serve as a guiding framework for the staff of OPHCD in Afghanistan to support the effective design, implementation, monitoring, and evaluation of projects and programs. While the policy provides standardized procedures and general guidance, it is essential that all programming decisions remain responsive to the specific operational context in which projects are developed and implemented.

All OPHCD staff are expected to ensure that program design and delivery are culturally appropriate and fully respectful of Afghan traditions, values, and social norms. Particular attention must be given to gender sensitivity, environmental considerations, and the principles of inclusiveness and equity throughout the program cycle. OPHCD is committed to adhering to internationally recognized humanitarian standards and principles, including the SPHERE Standards and the "Do No Harm" approach. These frameworks guide the organization in ensuring quality, accountability, and ethical responsibility in all interventions. As part of the organizational induction process, all staff members are required to familiarize themselves with and apply these standards and guiding documents in their daily work to ensure consistent, high-quality, and principled programming.

3. POLICY STRATEGIC ALIGNMENT.

All program development and planning activities within OPHCD shall be fully aligned with the organization's mission, vision, and strategic objectives, ensuring coherence between project-level interventions and long-term institutional goals. OPHCD's programs must directly contribute to its strategic priorities, including humanitarian response, community resilience, health system strengthening, and sustainable development outcomes across targeted regions of Afghanistan. Every proposed project shall be reviewed against the Strategic Plan to confirm its relevance, added value, and contribution to organizational impact. In addition, all programming shall be aligned with relevant national policies and frameworks of the Government of Afghanistan, as well as internationally recognized humanitarian and development standards.



Program alignment also requires consideration of donor priorities and funding strategies. OPHCD shall ensure that project proposals are consistent with donor thematic focus areas while maintaining the organization's strategic integrity and community-driven approach.

Through this structured alignment process, OPHCD ensures that all programs are not only responsive to immediate community needs but also contribute to long-term institutional growth, sustainability, and measurable impact.

4. PROGRAM DEVELOPMENT TEAM.

It is desirable to have identified the project development team when we create or jot ideas, as the program development process requires a variety of personnel with deferent qualifications; the designing team should be recruited at this stage, because without having the design team it will not be possible to develop a project or program. Also part of design team job is to prepare proposal in response to any call or request for proposal. The program/project team's qualification and responsibilities should be specified. And a summarized job description for each position is provided.

Most often the deadline for submission of a proposal is short, therefore the team leaders should have carefully drawn up time line which should include at least one week for the general director to provide feedback on both the narrative and the Budget. Besides the program team in the CO, the project development team should include Finance persons and people from the field who provide the data's required. Genera Director should sign off on the proposal before it is sent to donor. Ideally the program staff at the field where the project is likely to be located should have focus group decision the draft proposal before signed off by the GD. Therefore, people's participation right from the stage of the proposal development is crucial for the very success of the project.

5. PROGRAM DEVELOPMENT CYCLE.

The Program Development Cycle within OPHCD provides a structured and systematic approach for identifying, designing, implementing, monitoring, and evaluating all programs and projects. It ensures that interventions are evidence-based, participatory, and aligned with both community needs and organizational priorities.

The cycle begins with **needs identification and situational analysis**, where program ideas are generated through community consultations, field assessments, stakeholder engagement, and review of secondary data. This phase ensures that all interventions are grounded in real and verified community needs.

The second phase is **concept development and prioritization**, where identified needs are translated into preliminary project concepts. These concepts are assessed against OPHCD's strategic objectives, technical capacity, and available or potential funding opportunities.

The third phase is **project design and proposal development**, during which detailed project documents are prepared, including logical frameworks, budgets, implementation

plans, risk assessments, and monitoring and evaluation frameworks. This phase must ensure compliance with donor requirements and international standards.

The fourth phase is **approval and resource mobilization**, where project proposals are reviewed internally and submitted to relevant donors or funding partners for consideration and approval.

The fifth phase is **implementation and management**, where approved projects are executed in accordance with approved plans, ensuring quality control, accountability, and efficient use of resources.

The sixth phase is **monitoring, reporting, and evaluation**, which involves continuous tracking of progress, documentation of results, reporting to stakeholders, and conducting evaluations to assess effectiveness, impact, and lessons learned.

The final phase is **learning and adaptation**, where findings from monitoring and evaluation are used to improve future programming, strengthen institutional knowledge, and enhance overall program quality.

Through this cyclical process, OPHCD ensures continuous improvement, accountability, and the delivery of high-quality, need-based, and results-oriented programs.

PROGRAM DEVELOPMENT SYCLE:



6. PROJECT CYCLE MANAGEMENT.

As part of the project developing concepts, it is informative and useful to have some information about project cycle management. One of the objectives of Project Cycle Management (PCM) is an approach to manage multiple projects or programs and to improve the quality of projects by learning from one project and applying the lessons in the following ones.

One of the main tools of PCM, apart from the overall cycle, is the logical framework. With its emphasis on participation from both partners and beneficiaries, PCM incorporated the logical framework approach (LFA) and added two main elements:

- The link between the long-term policies or the strategic framework of the organization and their execution in the form of projects (or programs).
- Learning from experiences: PCM puts a heavy emphasis on monitoring and evaluation. The main idea behind the cycle is that the quality of projects gradually improves as lessons are passed on from one project to the next. Also, within a single project there is flexibility and learning, as continuous monitoring allows the people who manage the project to adapt the activities and planning to the (changing) situation in the field.

Another benefit of PCM, both from the management point of view and the quality improvement point of view, is that it presents a standardized approach with standardized tools.

7. NEED IDENTIFICATION&PROGRAM DEVELOPMENT APPROACH.

The identification of needs is a critical foundation for effective program development. In many cases, project proposals are developed in response to donor calls for proposals. While this is an important opportunity for resource mobilization, OPHCD recognizes that program development should not be limited to external funding opportunities alone. Ideally, the program team should proactively generate a pipeline of innovative, need based project ideas. These ideas should be grounded in OPHCD's organizational capacities, mission, strategic objectives, and the specific socio-economic and geographic context of the communities we serve.

All project concepts must be based on clearly identified and verified community needs, preferably expressed directly by the affected populations through participatory approaches. This ensures that interventions remain relevant, demand-driven, and community-owned.

In addition to community identified needs, donor calls for proposals can serve as important triggers for new program and project development. In the Afghanistan context, effective program designers are expected to align emerging ideas with existing funding opportunities while maintaining strong consistency with OPHCD's strategic priorities. This requires a solid understanding of donor priorities, funding trends, eligibility criteria, and technical requirements. Program staff should continuously develop and refine project ideas that align both with community needs and donor criteria, transforming them into well structured, feasible, and results oriented project proposals. In all circumstances, a fresh and context specific needs assessment must be conducted prior to finalizing any project design. A standard needs assessment framework is attached to this policy for reference and use in future assessments.

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The existence of a structured Program Development and Planning Policy enables OPHCD to build and retain a professional and technically skilled team, reduce dependency on external recruitment, and minimize training costs. It also enhances institutional efficiency, reduces the risk of missing funding opportunities, and ensures continuous engagement with evolving sectoral trends and donor priorities. Ultimately, this policy serves as a strategic tool to guide OPHCD toward achieving its vision of sustainable development and organizational transformation.

7.1. ASSESSMENT.

7.1.1. Community /involvement.

The project is for whom? As the project is primarily for the benefit of the community, it is important that the community is fully aware of such a project. Ideally it is worthwhile doing a brain storm session in identifying the community needs. The facilitator ideally a local need to ask questions to find the root cause of the problem.

Part of problem identification process is assessment, by now we have created ideas and some statements for addressing a need which will lead us for creating a new program. We are moving forward to process the theories in to a real or practical project/ program. During assessment what we have jotted will be cross checked to see real situation the degree of the problems and other parameters of the situation how many people are affected, for how long the problems exist etc. In addition to that we may come across situations which we haven't thought of them at the beginning of the process. The assessment will help us to organize and prioritize the most critical and main problems. A broad range of information will be collected during assessment, this information will lead us to choose the initial project idea and any change or adjustment could be made. And the assessment will tell us whether a program will be created or further adjustment and study is needed. In order to have the assessment provide us a more realistic need of the population we may prior to conducting actual interview or focus group discussion, let people know what the assessment is about, give them time to think ahead of the actual performance. And also, this will give us the time to approach the key or interested stakeholders for data collection purpose. it is a very effective in the process if we give a chance to the community to review and lookback what the individuals and group have said and have them discuss, the ethical values should be considered throughout the assessment and the consent of the person involved be sought prior to conduct, while sharing ideas of people it is wise not to mention the names.

In some instance we may consider the existing program or services whether they are sufficient to fulfil communities' needs or is there any part of population not able to access the services, providing a solution to such type if situation could also be a reason for developing a new program.

The questionnaire for collecting information during assessment should be prepared, developing a questionnaire is of very importance, the information gathered through assessment will be the foundation for developing a new program therefor the data has to be

correct and accurate in summary with possible maximum degree of quality. We should think about the ideas more deeply or brainstorm for jotting relevant questions to be included in the questionnaire. Part of assessment should be accessing existing or secondary data; without which verification of the gathered information, it will not be possible. However, it is not always the case because some time secondary data is not available.

[32.OPHCD Community Involvement& Adocating Strategy 2018.docx](#)

8. ANALYSIS

ANALYSIS AND INTERPRETATION OF ASSESSMENT DATA.

The analysis stage is a critical transitional step between needs assessment and program design. It ensures that collected data is systematically interpreted and translated into a clear understanding of problems, opportunities, and potential interventions. This phase forms the foundation for developing relevant, evidence-based, and context-specific programs within OPHCD.

The primary purpose of this stage is to carefully review and analyze all assessment findings to determine whether a program intervention is required, and if so, to define the nature, scope, and sector of the potential response.

The analysis process must be conducted by experienced and qualified program planners or technical staff with strong analytical and contextual understanding. It should not be treated as a mechanical exercise, but rather as a structured intellectual process that involves critical thinking and professional judgment.

Key analytical methods include **comparison, synthesis, and triangulation of data**. Assessment findings should be compared across different sources, communities, and stakeholders to identify patterns, similarities, and contradictions. Where multiple ideas or findings align, they should be synthesized into broader conclusions. Where conflicting information exists, it should be critically evaluated, and the most reliable and contextually valid evidence should be prioritized.

Whenever possible, assessment data should also be compared with secondary data sources, including national statistics, sector reports, and relevant humanitarian or development studies. This helps validate findings and strengthens the reliability of conclusions.

The outcome of the analysis should clearly define:

- Whether a program intervention is required or not
- The priority problems and opportunities identified
- The most appropriate sectoral focus and type of intervention
- A preliminary understanding of expected results and impact areas

Ultimately, the analysis stage transforms raw assessment data into a structured foundation for program design. It leads to the development of a clear problem statement, well-defined objectives, and a realistic program goal.

All analysis within OPHCD must align with the organization's Needs Assessment Guidelines and relevant annexes to ensure consistency, quality, and standardization across all program development processes.[31.OPHCD Needs Assessment Guideline 2021.docx](#)



8.1. STAKEHOLDER ANALYSIS.

Why stakeholder analyzes, because a program will be implemented to meet certain goal, and in order to meet the goals we should have a variety of stakeholders to work with us, the stakeholder analysis will enable us to select them, aiming to get support and reduce threats to your program goals. Stakeholders are individuals, groups or organizations who have an interest or stake in a project. They may have direct or indirect interests, and positive or negative. Their stake in the project may be in terms of their rights or duties or they may be affected by the outcome.

The stakeholder analysis will enable us to know which individuals, institutions and organization has a stake in the project, and to address the issues of their concern. The analysis must focus on the stakeholder relation to the intervention, interests, fears, weaknesses, and strengths, e.g. individual and groups benefiting from the project involvement, decision makers, and influential groups, the interest of the mentioned group should be taken in to account.

The stakeholder should be analyzed, in order to achieve the goals of the program the role which they will play should be considered because their participation and contribution is crucial to the success of the program. Involving stakeholder in all process of development/humanitarian emergency will give them a sense of ownership resulting in taking a degree of responsibility.

Stakeholder analysis can help to figure out misunderstandings about the program in the early stage, so that they can be mitigated, and yield useful information about stakeholders. Eventually a program can be successful \ if the need of stakeholder is met.

Many times, the community perceives the symptoms of the problem rather than the root causes. Therefore, a thorough analysis is important. For example, people normally identify lack of water, roadways, electricity and distance to school and Hospital as problems. It is important to study the land holding patterns if minority own significant size of land and oppresses the landless majority. What are the occupations, land is suitable for growing what kind of vegetables and pulses, and for how many seasons can they do cultivation. What are the sources of water for cultivation and drinking, who owns them? Did the village face any disaster and what are the consequences of that?

Many times, the villages are rich in natural resources, water, etc., but the majority of people are poor because majority does not own land, water or other resources. They are also the most illiterate. We need to analyze the real face of poverty at the village level before anchoring any project. It is important to see who would benefit out of this project? How we can change it?

Sometimes the external facilitator would do harm than good. Many times, when you ask the local community do you want this project vegetable nursery or cattle distribution? The people would say yes. Therefore, without mentioning what project idea you have in mind, we should find out what their real needs are.

When the stakeholder is identified the next step is to understand their need and interest, interviewing stakeholder is the best way of identifying stakeholder needs and also focus group interview for men and women. In the assessment our focus is more collecting information directly related to the program and less attention is paid to see what the expectation or interest of the key stakeholder from the project is, we may approach the stakeholder for the second time or even more.

In fact, each project and program development should have a stakeholder analysis plan. And the plan should address the following issues.

- The relationship between different stakeholder and their concern in relation to the program
- Opposed and support toward project and way of treatment



- How they will be affected or will affect the project.
- Future progress in term of opportunities and creation of any type of relationship.
- Participation level and insertion time and strategies
- Stakeholder input is also very important in prioritizing the needs, and the neediness, some group of people may be affected severally then some others.
- The program has to be analyzed from all aspect or directions, funding opportunities, locally available assets, sustainability, feasibility from financial and technical point of view, culturally acceptable all should lead as to select the most appropriate type of intervention and solution supposed to be considered to the problem.
- The roles of stakeholders are identified in this stage and will develop as project progresses, deferent group of people or organizations can play different roles and also possible to identify if any interest groups, present threats to the success of the projects to provide a response plan/risk mitigation accordingly.
- The outcome of the stakeholder analysis at this stage is that the primary stakeholder is identified before the objectives of the project are finalized. This ensures that the problem analysis relates specifically to the primary stakeholders.

9. IDENTIFICATION OF TARGET GROUPS.

The identification of target groups is a critical component of the program development process and shall be based on the findings of the needs assessment, stakeholder analysis, and OPHCD's Strategic Plan. Target groups represent the individuals, households, communities, institutions, or systems that are expected to benefit directly or indirectly from a project intervention.

The primary stakeholders and beneficiary groups should initially be identified during the stakeholder analysis phase and subsequently refined and clearly articulated within the project design and Logical Framework (Log frame). Particular attention shall be given to ensuring that the selected target groups are those most affected by the identified problems and whose needs are aligned with OPHCD's strategic priorities and sectoral objectives.

In line with OPHCD's commitment to equity, inclusion, protection, and accountability to affected populations (AAP), the identification and selection of beneficiaries shall be guided by transparent and participatory approaches. Special consideration shall be given to vulnerable and marginalized populations, including women, children, persons with disabilities, internally displaced persons (IDPs), returnees, and underserved communities.

The characteristics and needs of the target groups will significantly influence the design and implementation of the project, including the type of services provided, delivery modalities, resource requirements, and risk mitigation measures.

Therefore, studies and assessments should provide adequate information regarding:

- Geographic location and accessibility.
- Demographic characteristics and population size.
- Livelihood patterns and major economic activities.
- Social and cultural norms and practices.
- Gender and protection considerations.
- Existing capacities and coping mechanisms.



- Specific vulnerabilities and priority needs.
- Community preferences and expectations.

Failure to adequately understand and incorporate cultural, social, and contextual sensitivities into project design has been a major factor contributing to the underperformance or premature suspension of many humanitarian and development interventions. Consequently, OPHCD shall ensure that all programs are designed and implemented in a manner that is culturally appropriate, conflict-sensitive, gender-responsive, and respectful of local values and traditions.

The identification of beneficiaries shall distinguish between direct (primary) and indirect (secondary) stakeholders, and sufficient information shall be documented regarding their characteristics, interests, influence, and potential roles in achieving project outcomes.

Stakeholder Analysis Matrix

Stakeholder Group	Interests and Needs	Potential Impact of the Project	Level of Influence	Possible Role
Primary Stakeholders (Direct Beneficiaries)	Access to quality services, improved livelihoods, protection, resilience and well-being	High	Low to Medium	Beneficiaries, community representatives, participants and contributors to project implementation
Women and Girls	Access to equitable and gender-responsive services	High	Medium	Community mobilization, feedback and participation
Children and Youth	Education, health, protection and livelihood opportunities	High	Low	Active participation and behavior change
Persons with Disabilities and Vulnerable Groups	Inclusion and equal access to services	High	Low	Community engagement and feedback
Secondary Stakeholders	Institutional strengthening and improved service delivery	Medium	Medium to High	Coordination and technical support
Community Leaders and Shuras	Community development and social cohesion	Medium	High	Mobilization and local ownership
Government Authorities and Line Ministries	Policy implementation and service provision	High	High	Coordination, oversight and sustainability
Donors and Development Partners	Achievement of intended results and accountability	High	High	Funding, strategic guidance and monitoring
NGOs, UN Agencies and Cluster Partners	Complementarity and coordination	Medium	Medium	Technical collaboration and information sharing

The stakeholder analysis matrix should be reviewed and updated throughout the program cycle to reflect changes in the operating context and stakeholder dynamics.



8.2. PROBLEM ANALYSIS

We are discussing about the result of the assessment, analysis and creation of ideas.

The project purpose should address a problem or constraint, and it is very important to unearth the cause of the problem, how they affect the stakeholders and how to focus on tackling them, we should do further analysis to the problem and also for the solution/s. problem tree and solution tree will be very help full aid to study deeply both problem and solution. The identification of essential problem, based on the understanding and sources of information available, the analysis will continue to trace back the roots of the problem and provide the casual chain, consequently the effects of the problem are then traced forward as the branches and main effects of a problem.

10. DESIGNING THE PROGRAM

By now we know what the problem/s are and what solutions are considered to remove those problems, this is the time to design the intervention goals, objectives, outcomes, outputs and other elements of design aiming to deliver the intervention goal.

At this stage the design team has a chain of concepts about the program, the next step is to translate the concepts in to a real performance, and design the program, the designing tool is the logical frame work. The logical frame work is a tool to construct the solution from several designing members in a logical way, in the form of objectives etc.

10.1.Development of Objectives, Outcomes and Logical Framework.

Following the completion of the needs assessment and problem analysis, the project team shall formulate clear goals, objectives, outcomes, outputs, activities, and inputs using the Logical Framework Approach (LFA). The Logical Framework serves as a key planning and management tool that provides a systematic basis for project design, implementation, monitoring, evaluation, and reporting.

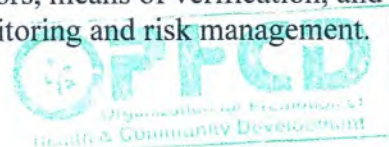
The overall Goal represents the long-term change or development impact to which the project is expected to contribute. While the project should make a significant contribution toward achieving this goal, it is generally recognized that the project alone may not be sufficient to accomplish it entirely, as broader external factors and the contributions of other stakeholders may also influence the achievement of the desired impact.

The Specific Objectives (Outcomes) describe the changes in knowledge, behavior, access, capacities, or conditions that are expected to occur among the target population as a result of the project interventions. These outcomes are achieved through the delivery of project outputs.

Outputs are the tangible products, services, or deliverables generated through project activities. Outputs should be measurable and directly linked to the achievement of the intended outcomes.

Activities are the specific actions and tasks undertaken to produce the expected outputs, while Inputs refer to the financial, human, material, and technical resources required for implementation.

For each level of the Logical Framework, measurable indicators, means of verification, and key assumptions shall be identified to facilitate performance monitoring and risk management.



Standard Logical Framework Matrix

Intervention Logic	Objectively Verifiable Indicators (OVIs)	Means of Verification (MoV)	Assumptions/Risks
GOAL (Impact)	Long-term impact indicators	National surveys, sector reports, evaluations	Stable socio-economic and political environment
OBJECTIVE 1 (Outcome)	Outcome indicators measuring change among beneficiaries	Baseline and endline surveys, project reports	Communities continue to participate actively
Output 1.1	Number and quality of outputs delivered	Monitoring reports, distribution records, attendance sheets	Required resources are available
Activities	Activity completion indicators	Work plans, activity reports	Security and access remain favorable
Inputs	Budget, staff, equipment and materials utilized	Financial records, procurement files	Timely funding and procurement processes
OBJECTIVE 2 (Outcome)	Outcome indicators	Surveys, assessments, evaluations	External conditions remain conducive
Output 2.1	Output indicators	Monitoring records and reports	Stakeholder cooperation maintained
Activities	Activity implementation progress	Work plans and field reports	Availability of qualified personnel
Inputs	Human, financial and material resources	Budget and administrative records	Adequate resources mobilized

Results Chain

Inputs → Activities → Outputs → Outcomes → Impact (Goal)

All OPHCD projects shall develop a Logical Framework Matrix that aligns with the organization's Strategic Plan, Theory of Change, MEAL Framework, and donor requirements. Indicators should be SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) and should integrate cross-cutting themes such as gender equality, protection, accountability to affected populations (AAP) disability inclusion, conflict sensitivity, and environmental sustainability.

11. PROPOSAL / BUDGET PREPARATION AND FUNDING OPPORTUNITIES.

OPHCD is correlating the creation of new programs to the existing funding opportunities or existing call for proposal, or future possible fund allocations by Afghanistan Government or international donors. And even some time the call for proposal itself can be the cause of identification of new programs

At this stage think about physical proposal rather than the result based proposal, for result based proposal your logical frame work will do, but physical aspect of program proposal we should discuss what the project is going to deliver physically to the beneficiaries or physical means of proposal.

List all the services, material, work, performing period, beneficiaries, location, and each should be provided with information about quantity and with information about the quality or specifications.



The budget has to be detailed by item or prepare a breakdown, the project budget should cover all expenses, and presented in a way to satisfy the reader for its suitability and reasonability, attach a narrative describing all items, in some instances we may present the budget as part of logical frame work enabling the reader to know how much each deliverable organized in the form of objectives will cost.

12. SETUP AND PLANNING PHASE.

Having no plan means planning to fail, planning is the foundation for performing with success, managing firmly and fulfils requirement for accountability. Planning is also the process to state the course of action for performance. Moreover, planning will help us to use the available resources effectively and have control over expenditure and minimize the chances of loose.

The successful implementation of a program largely depends to the planning, planning safe time and money and is the essential part of professional program management. Program schedule should contain, WBS work breakdown structure, budget planning and the coding/clients, time, resources and successful management to keep the performance on schedule.

Planning will enable us to perform in the right time with right manner, prevent delays in summery planning will enable us to perform within the specified budget and performance period and with a quality result or production.

The program documentation management should be e, all progress made until now should be properly processed to a usable document.

Make a plan how to manage the stakeholders; one of the main causes of failure with interventions is inadequate involvement of stakeholders. OPHCD will provide sufficient efforts for creating a dialog environment among the entire key stakeholder of the project and will encourage them to be an active member of the program during planning and implementations. The stakeholder management plan will address the following issues, engagement thought out the cycle.

- How to involve the stakeholders?
- Who has been involved?
- Who has not been involved?
- Who is responsible for making a decision about stakeholder?
- How to manage each stakeholder expectations?
- And how to convert the opposing stakeholder in to support stakeholder and in case of un successful to convert them how prevent adverse effect?
- The result of stakeholder analysis did in the identification part should be used to make a comprehensive plan for the purpose of managing the stakeholders.

13. PROGRAM/PROJECT WORK PLAN:

- This is more of physical implementation of the program or making the deliverables happen.
- The overall performance period has to be specified.
- The resources needed to be specified.
- List of all the deliverables should be provided.



- Provide WBS work breakdown structure should be provided

14. PROJECT/PROGRAM CLOSE OUT PLAN.

Plan how the program will be transformed to external stakeholders, make a plan how to close the program. The plan should include possible extension by locals, donors or profitmaking sectors, possibility of duplicating in another region or by another firm, Warranty and guarantee plan, training for last users and any test, and to ensure that the program deliverables are all provided.

15. PROGRAM/PROJECT TECHNICAL REQUIREMENT AND PARTNERSHIP

The use of partner should be considered from very beginning of the project development. During program identification, design and planning process if all member of the community is involved by given a chance to express their opinion either directly or by representation is essential to address real needs and interest, communities input will help us to design an intervention resulting to social and economic well-being.

During implementation the partnership issue will be studied from a different perspective. It is about delivering the services which might not be feasible for OPHCD to do it by itself, for example if a program will contain construction job, as per Afghan government law NGOs are not allowed to perform construction, and also the quality control part of construction needs to be conducted by certified laboratories. Also, OPHCD part of responsibility as a NGO operating in Afghanistan is to contribute toward providing employment opportunities to individuals and for organization. The partnership plan will specify the type of partner, training and orientation, insertion time, checking the quality of the product and coordination.

Capacity assessment: OPHCD will conduct an internal capacity assessment for insuring whether the organization will have the required technical capacity to implement the project. This activity needs to be conducted at an earlier stage, to consider the involvement of any partners, or any other option covering the gaps if the organization capacity assessment will result any.

16. RISK MANAGEMENT

Imagination is the key factor for successful planning; while planning we should be able to imagine the sequences of events for a particular performance. Same for risks, the situation or events which are beyond the control of the program or OPHCD, we should be able to imagine and assume the possibility of occurrence of any events which will be the cause of stopping the project performance especially during the implementation or any other adverse effect on the project, and relevant response plan should be in place in case of unusual events. This issue is covered in the logical frame work, but that may cover only the result-based risk and not cover the risks of the implementation process.

Risk management plan will contain the following:

- Assessment and analysis.
- Probability and sequence.
- Identification (internal external) and treatments /consequences.
- Increase probability of success and decreases failure.
- Included in the monitoring process.
- Role and responsibilities and resources



17. PROJECT/ PROGRAM SCHEDULE.

Use any software to develop your schedule; the schedule will contain the WBS, allocation of fund to each activity, time allocation to each activity etc. More over the schedule will define the sequences of the events, responsibilities and how to adjust performances in case of not meeting the milestones.

18. QUALITY CONTROL/ASSURANCE.

Make the quality control plan, define each activity and make plan how to control the quality of the proposed service, equipment and material. The personnel, the budget, the equipment needed to control the quality including partnership should be defined.

19. SAFETY AND SECURITY.

Prepare the safety/security plan; the plan should be prepared in accordance to the provisions provided in the Safety and Security policies.

20. FEEDBACK POLICY.

Part of the program development process is feedback from the beneficiaries, after completion of each program or phases of a program OPHCD establishes a mechanism for receiving feedback from the beneficiaries and also from other stakeholders, the feedback will inform us from the level of satisfaction of the beneficiaries and also any unintended impact which might occur after completing the implementation.

21. PROGRAM IMPLEMENTATION.

The document developed in the previous phases will be used to implement the project or program, including log frame, project schedule, stakeholder management plan and budget plan. The other aspect of implementation management is the coordination plan, the coordination plan includes, coordination meetings, reports and report formats, insertion of partners, deployment of resources, scheduling, and so on.

22. QUALITY CONTROL/QUALITY ASSURANCE.

For distribution and relief projects the M&E program will be enough to have control over the quality of the services supposed to be provided, but for program or project with higher magnitude and actual construction the quality control/assurance plan developed in the previous phases should be implemented.

23. PROGRAM /PROJECT END.

Implement the plan program/project close out plan considering donor requirements.

After completion conduct Impact evaluation/s

1: Possible extension /Duplication

Even though the idea of the project is tested in one of the communities, it is not necessary that it will be accepted in another village which is 10 km away. Therefore dialogue with the community should normally take one or two weeks to find if this is also the felt need in this village as well.

In order that the community has ownership of this project, it is necessary that the local community understand the nuts and bolts of the project how it will benefit and what will change.

2: Reports

3: Programmatic transition (one of the best options is to transfer the program to the community)

4: Administrative close out

5: Review statues of program scope

6: Program team

7: Partnership/subcontract management

8: Risk assumption

9: Contingency plan

24. MONITORING AND EVALUATION.

OPHCD M & E framework for the program implementation consist of:

- M&E program design.
- M&E and program implementation.
- Lesson learned documented

The Evaluation and Monitoring frame work needs to be developed for each and every project.

The M&E framework should be based on the log frame of the project in terms of tracking the key results from the project on monthly basis. In the log frame at the output level, indicators and sources of collecting the data are clearly spelt out. This monthly tracker of the results would enable us to review whether we are on track with our progress.

The monitoring will tell us about the achievement of the objectives, outputs, inputs (activities) and the evaluation will tell us about the effectiveness of the performances at a mid-term review and also about the impact of project after completion.

Mid-Term Evaluation or Final evaluation would help us to assess whether there is difference from the base line and the results achieved. If the project is implemented in several villages, it may be successful in one and failure in the other. Therefore, it is not the results alone, but the reasons why the project failed in Village A and why it succeeded in village B. The reasoning would help us to re-position the project.

25. CHANGES IN THE MANUAL

All the changes found necessary in the manual should be proposed in the Board of Directors meeting and upon the approval of the board changes will be incorporated in the manual.

26. Change control history:

Version No:	Approval date:	Approved by:	Change:
001	Jan,2021	Board of Trustee General Director	
002	December,2025	Board of Trustee General Director	

Signature..... Date.....

APPROVED BY:

After the review of the policy, on behalf of the OPHCD Board of Trustees, the said manual is hereby approved and ready to be implemented henceforth.

Reviewed and Approved: Board of Trustee

