ADA Strategic
Plan 2017-2021
Purpose and background of the strategic plan

This plan sets out the strategic direction for all ADA’s programme activities in the five-year period 2017-2021. The plan supersedes the current strategic plan 2015-2019, which has proved to be overly complicated, lacking in focus and was not fulfilling the demands of available donors and contextual requirements.

The new plan, the result of a participatory process, presents an agreed account of the organisation and its newly sharpened focus that is wholly owned by ADA and its staff. It sets out distinct strategic priorities, a manageable set of well-defined objectives, with accompanying broad, inter-dependent actions through which we will work towards achieving the objectives. The plan, will therefore provide clear guidance for all our planning, implementation, monitoring and evaluation over the next five years.

After having analysed the context in which we work, including the needs and interests of our target groups, and having returned to the central problem of rural poverty that we wish to address, the planning process proceeded from a review ADA’s identity, as expressed through its vision, mission and values statements. The revised statements not only provide the framework for the strategic plan, but also confirm and refine our identity as an organisation dedicated to the social and economic empowerment of disadvantaged rural communities, particularly women and youth.
The strategic plan is based upon the conclusions of a four-day externally facilitated reflection and planning workshop conducted in February 2017, in cooperation with international partner, Norwegian Church Aid. The workshop was attended by eighteen senior management and field staff members from ADA’s main Kabul office and its provincial offices in Uruzghan, Diakundi, Laghman, Jawzjan and Faryab. Workshop participants collectively contributed expertise from all ADA’s programme areas, as well as experience and technical knowledge of management, finance and administration.

A draft strategic plan was written up by the workshop facilitator, combining all the conclusions of the workshop, which was submitted to ADA for refinement and approval by ADA’s Senior Management Team and Board.

ADA PROFILE AND BACKGROUND

Afghan Development Association (ADA) is a non-governmental, non-profit and non-political organization. It promotes and provides development and humanitarian services to the people of Afghanistan, in particular to the country’s rural population.

ADA was established in 1990 with a mission to provide emergency aid and humanitarian assistance to Afghan refugees in Pakistan. ADA now operates solely in Afghanistan and over the years it has transformed itself into the one of Afghanistan’s foremost development NGOs, although it continues to respond to natural and conflict-related emergencies in the country. ADA endeavours to reach the most disadvantaged groups in Afghan society often under very difficult circumstances. Among those with whom ADA works are: farmers, poor families, women, the unemployed and the uneducated, returning refugees, internally displaced persons (IDPs) as well as a variety of community-based organisations.

With the ultimate goal of the eradication of poverty from Afghanistan, ADA has increasingly focused its interventions on contributing to more productive and sustainable livelihoods, particularly within the agricultural sector, and on strengthening basic education. Understanding that resolving conflicts at all levels of society is a prerequisite to successful development in Afghanistan, ADA has, in recent years, come to include community peacebuilding as a further focus of its activities. Similarly, the humanitarian assistance including WASH in emergency and Community Based Disaster Risk Management will remain the areas where ADA will be contributing its professional support based on its years of working experience in emergency related work.

In order to promote long-term sustainable development at the community level, ADA employs a holistic and strongly people-centred approach in delivering projects. This means working across sectors with all community stakeholders, while prioritising the rights and needs of the poor. It also means strengthening the participation of our target groups in the planning, implementation and monitoring of ADA’s projects and the promotion of local ownership of both the development process and results. In order to maximise impact and scope, we also make full use of national NGO networks and will work in partnership with other NGOs to create added value. ADA is a member of ANCB (Afghan NGOs Coordination Bureau) and is also a long-standing member of ACBAR (Agency Coordinating Body for Afghan Relief and Development) and its steering committee.

Currently, ADA is implementing projects in various aspects of livelihoods strengthening, non-formal education, and community peacebuilding in the provinces of: Kabul, Takhar, Kundoz, Jawzjan, Faryab, Daikundi, Zabul, Kandahar, Uruzgan, Laghman, Kunar and Herat Provinces.

OUR IDENTITY

Vision

_A prosperous and peaceful Afghanistan where citizens enjoy equal opportunities and receive the just benefits of development._
Mission

ADA’s mission is to enable disadvantaged rural communities to determine their own development and enhance their livelihoods by delivering projects which strengthen participation, self-reliance and resilience.

Values

- **People-centred:** All that we do is based in our recognition of the inherent worth all individuals. We are committed to promoting equality among staff and the communities where we work and we strive to be inclusive and raise the participation of our target groups in our programmes and in their own communities.

- **Equity and social justice:** We respect human diversity and are committed to combatting discrimination on any grounds, including age, disability, ethnicity, gender religion, and tribal affiliation. We work to affirm the human rights of all in order to ensure that everyone is afforded dignity and treated equally and with fairness.

- **Integrity:** We will always be true to our values and our mission, acting with honesty and transparency, while ready to be held accountable by our target groups and other stakeholders for all our actions and our use of valuable resources.

- **Cooperation:** We believe in the value of teamwork, both among our staff and with our stakeholders, as a means to achieve results, but also to promote trust and non-violence.

CONTEXT IN WHICH ADA WORKS

Afghanistan overview

After almost 40 years of violent conflict, Afghanistan remains one of the poorest and least developed countries in the world. The 2015 Human Development Index (HDI) ranks Afghanistan 171st out of 188 countries and territories, placing it behind all of its southern and central Asian neighbours on key development indicators.\(^1\) Afghanistan lags in progress towards the Millennium Development Goals (MDGs) and Sustainable Development Goals (SDGs) and nearly 40% of the population of around 32 million people lives off under $US1.25 a day.\(^2\) The country remains one of the world’s most aid-dependent countries, with around 70% of the national budget financed by bilateral donors and multilateral organisations.

In the period 2001 - 2013, massive international development and military spending in the country drove economic growth at an average annual rate of around 9%,\(^3\) leading to a doubling of GNI per capita to US$1,885 (2014 at 2011 PPP).\(^4\) The departure of international military forces in 2013/2014 caused a steep drop in economic growth, to around 1.5% a year from which the economy is only just beginning to recover. The closure of over 800 military bases, small and large, deprived the economy of its largest source of revenue. By one estimate, more than 200,000 Afghans have now lost jobs in logistics, security, and other sectors of the war-driven economy, while unemployment more generally continues to grow.\(^5\) In 2011-2012, unemployment was estimated to be 9.3 per cent, but by 2014 it had risen to 24 per cent.\(^6\) While many Afghans, particularly those in urban areas, have benefited from

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\(^4\) UNDP (2016) op cit.


\(^6\) Ibid.
economic growth in terms of raised incomes, national poverty rates have risen in recent times from 36% to over 39% (2013-2014).\textsuperscript{7}

Population growth of 2.8% negates the potential benefits of projected future economic growth. Weak markets and a production base founded on poorly resourced agriculture are insufficient to create jobs for the 400,000 youth who enter the job market annually. Two out of every three Afghans aged 15-19 are not in education, vocational training, or employment.

Improved livelihoods for some, and the introduction of a basic health service reaching 85% of the population have helped raise life expectancy from 45 years in 2001 to over 60 years today, which remains a very low figure by world standards. The infant mortality rate decreased from 165 deaths in 2003 to 71 deaths per 1000 live births in 2012, while maternal mortality dropped from 1,600 deaths per 100,000 live births to 396 in 2015.\textsuperscript{8}

Since 2002, school enrolment has risen from around 1 million, mostly boys, to over 9 million children, 39% of which are girls.\textsuperscript{9} While this is a huge achievement, in 2015 UNESCO estimated the adult literacy rate (15 years +) to have reached only 34.1%, and that for youth (15-24 years) 47%, while it was calculated that over 69% of all children fail to complete the full 6-year cycle of primary education.\textsuperscript{10}

**Conflict and insecurity**

All areas of the country continue to be affected by armed conflicts for control of territory and political power between the State, on the one hand, and the Taliban, so-called ISIS and other armed opposition groups (AOGs), on the other. Since 2014, the security situation throughout the country has deteriorated. In 2016 there was severe fighting in all provinces and UNAMA reported the highest total, 11,418 (3,498 deaths and 7,920 injured), of civilian casualties on record.\textsuperscript{11} It is estimated that the GoA controls less than 70% of the country’s territory and safe movement within the country is severely limited as most main roads are unsecured and subject to illegal road checks or attack by insurgents.

These conflicts interact with, both feeding off and creating the conditions for, a variety of often violent local-level conflicts over access to resources, in particular over water, land, and fuel wood. Open conflicts in many rural areas, the threat of terrorism in towns and cities, and the presence of Taliban ‘shadow’ administrations in many districts and provinces, mean that most Afghans are subject to insecurity.

In September 2016, the GoA succeeded in signing a peace agreement with Afghanistan’s second largest insurgent organisation, Hezb-e-Islami. While this development will not impact significantly on the general insecurity in the country, as it is the first agreement of its kind in the conflict, it has symbolic importance and fuels wider hopes for creating momentum towards a wider peace process.

**State capacities, governance, and political system**

Afghanistan’s institutions of governance remain weak, despite over 15 years of established formal democracy supported by the international community. The constitution of 2004 blurs the lines of authority between the executive, legislative, and judiciary and coordination and cooperation between the three is limited. Decision making in the current government is weak, owing to the current de facto


\textsuperscript{8} World Health Authority website: \url{http://www.who.int/gho/maternal_health/countries/afg.pdf}, accessed 1 March 2017

\textsuperscript{9} Ministry of Education (2017) National Education Strategic Plan


equal division of powers between the President and the government’s Chief Executive and the inclusion of other influential factions in the government.

Centralisation of powers in Kabul institutions, a weak system of checks and balances, and lack of effective and properly funded state structures in the provinces and districts means that the government continues to prove ineffective in extending services, providing security to, and integrating Afghanistan’s diverse ethnic populations beyond the larger urban centres. Current representative bodies at the district level (3rd tier of government) function poorly and are only weakly connected to the communities they serve.

Regardless of Afghanistan’s aid dependency, state structures are hampered by bureaucracy and low capacity. International Crisis Group reports that in September of 2016, or nine months into the Afghan fiscal year, the GoA had spent only 30 per cent of its US$2.5 billion development budget, so depriving the economy of significant financial resources.\textsuperscript{12}

Sub-national public administration at the provincial and district level is formally invested with the responsibility to provide services. In practice, authority remains largely with central line ministries in Kabul. Insufficient decentralisation of human capacities, finance, and the authority necessary to plan, implement, and monitor local services means that service provision is often of poor quality and ill-adapted to the local context. The quality and presence of services in the districts tends to decline in proportion to their distance from provincial centres and to higher levels of insecurity.

Corruption throughout the system is rife, resulting in the syphoning off of scare resources to elites and their followers and the erosion of the rule of law. In the Transparency International Corruption Perception Index for 2016, Afghanistan ranks 169 out of 176 countries, bettering only North Korea, Somalia, and five countries in the throes of intense civil war. Corruption is particularly prevalent in the banking sector, public procurement, the defence sector, the civil service, and the judicial and law enforcement agencies.\textsuperscript{13} Corruption lowers the legitimacy of the government in the country, further enabling AOGs to ‘usurp’ authority and raise support from local populations.

The justice system and the means of resolving local-level disputes and conflicts is dysfunctional. The police and courts suffer from poorly qualified officers and are subject to bias and corruption, while the continued dominance of local, informal justice mechanisms at the community level, which offer arbitration (rather than conflict resolution) under the auspices of elders and other (male) elites often with vested interests, contribute to further conflict. The low participation of women in the security forces (one female police officer for every 10,000 male officers\textsuperscript{14}) has a negative impact on girls’ and women’s access to justice.

**Inequality and social exclusion**

Socially and economically Afghanistan is a deeply unequal and divisive society, subject to marked geographical differences in wealth distribution and access to resources (with isolated rural areas being particularly disadvantaged) and riven by ethnic and tribal rivalries and conflict. The most recent statistics available show that inequality in Afghanistan is rising. The Gini coefficient increased to 31.6 in 2011-12 from 29.7 in 2007-08, while the growth rate of per capita expenditure of the richest 20 percent of the population was three times as high as that of the poorest 20 percent.\textsuperscript{15} Consumption

\begin{itemize}
\item \textsuperscript{12} International Crisis Group (2016) op. cit.
\item \textsuperscript{13} GoA (2017) op. cit.
\item \textsuperscript{14} Oxfam international website, Fighting the stigma facing Afghanistan’s women police; https://www.oxfam.org/en/countries/fighting-stigma-facing-afghanists-women-police, accessed 24.02.2017
\item \textsuperscript{15} World Bank (2014) Afghanistan Economic Update, Paper no. 87574, April 2014.
\end{itemize}
among the poorest 40% of the country is stagnant or decreasing while for the richest quintile it is growing at over 2 per cent a year.  

Constitutionally men and women enjoy full equality, but women continue to suffer extreme forms of institutional discrimination and exclusion at all levels of society, limiting their access to services such as education and healthcare, to work outside the home, and to financial resources. Violence against women and girls remains widespread and impunity for violence remains high. Despite a system of quotas for women representatives in political life, women’s participation in public life beyond the national parliament (in the provinces and communities) remains very low. The 2015 UN Gender Inequality Index ranks Afghanistan the 171st most gender-unequal place out of 180 countries. Only 5.9% of women (over the age of 25) have received some secondary education, compared to 29.8% of men, while the labour force participation rate for women is only 15.8% as compared to 79.5% for men.  

Children under the age of 15 represent approximately 47% of Afghanistan’s estimated population of 30 million. Children are considerably more likely to suffer poverty than adults. Virtually all boys and girls in Afghanistan, urban or rural, are deprived according to at least one dimension of standard sets of poverty measurement. This is despite the clear advances in health and education made over the last decade or more. Child health and nutrition in particular remains unacceptably low, with, for example, 40.9% of children under five showing signs of moderate or severe stunting. Social protection measures in the country are inadequate, so widespread domestic violence on children goes unnoticed or unpunished, and older children, between the ages of 12 – 14 in particular, are often subject to exploitation for their labour by poorer families seeking a coping strategy. While all children suffer forms of social exclusion, girls are disproportionately discriminated against, suffering similar disadvantages to boys as women do to men, including being the victims of sexual abuse and gender-based violence.  

The current youth population (ages 15-24) is estimated to be 37% of the total population. The Afghan government published a framework national youth policy in early 2015, but Afghan development policy continues largely to ignore youth interests. Afghan youth generally feel disenfranchised and excluded from the mainstream. Particular challenges facing them include: lack of participation in policy dialogue at the national level, and limited inclusion in public life and decision-making at the community-level; low access to suitable and high quality vocational training and tertiary education; a lack of jobs and employment opportunities and lack of access to resources such as credit, land, or financial training, with which to found one’s own business; insufficient programmes to build self-confidence, leadership skills and life skills for both youth women and men. It is young people, particularly young, educated men, who make up the hundreds of thousands of Afghans who continue to leave the country, often seeing refugee status in Europe.  

National development strategy and international development aid  

The current national development strategy is presented in the Afghanistan National Peace and Development Framework (ANPDF), 2017-2021. With the overall long-term goals of reducing poverty and improving the welfare of the people, the ANPDF focuses on promoting growth, job creation and improving the coverage and quality of education and health services as a means to raise incomes and reduce regional disparities between different social groups. Improved governance, and anti-corruption measures, and organizational reforms are woven into every section of this document, as a means to strengthen pubic administration, especially service provision, as well as to encourage investment and

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16 World Bank (2016) Conflict and Poverty in Afghanistan’s Transition  
17 UNDP (2016) op. cit.  
19 GoA (2017) op. cit.  
private business. The economic strategy is to modernise and develop agriculture and associated processing industries, and exploit Afghanistan’s considerable mineral wealth, with the long-term vision of transforming the country from an importing and agrarian country to an exporting agro-industrial nation.

At the Brussels donor conference in October 2016, the international community pledged a total of US$5.2 billion development aid for the 2017-2020. This represents only a modest decrease from the US$16 billion pledged for the period 2013-2016 at the Tokyo conference. Despite these official pledges, it appears that development aid to Afghanistan overall and the share available to CSOs has been declining steadily since its zenith of US$6.2 billion in 2012. It is difficult to assess what resources will be available to CSOs in the coming years, either from donors, or via the government. Donors remain committed to spending 50% of their aid ‘on budget,’ but few have in reality honoured these commitments. On the other hand, resort to placing large proportions of their aid in World Bank-administered trust funds, such as the ARTF, and channelling aid through multi-lateral aid agencies, means that only relatively small amounts of development aid has, and will in the future, been channelled directly to CSOs (in 2013, 14% of ODA to Afghanistan was channelled through civil society).

Historically, the major part of development aid in Afghanistan (58%) has been directed towards the social sector, with the economic sector accounting for 24%, and humanitarian work a further 9%. Within the social sector, 66% is directed towards government and civil society, a category that includes public finance management, anti-corruption measures, democratic participation, elections, human rights, women’s equality and conflict prevention, peace and security. Education, in particular, has received strong support from the donor community. It is expected that donor funding of these preferences, which to correspond with current Afghan government priorities, will continue in the coming period.

Given these trends, ADA expects that there will be sufficient potential financial resources available for its key programmatic priorities of community livelihoods, education and community peacebuilding, although the organisation will almost certainly have to look to international NGOs for the lion’s share of it funding.

Our target groups: Rural communities

General

77% of all Afghans live in rural communities and around 85% of the population is reliant on income from agriculture, livestock and related production. However, agriculture is under-developed, often not providing the basis for full employment, but yielding sufficient only to provide for subsistence and insecure household livelihoods. Typically, rural communities display very low levels of social and economic development and are largely isolated from the mainstream of Afghan political and economic life. Access to essential services and infrastructure, such as education, health, safe water, and sanitation are severely restricted owing to the limited reach of the state beyond the larger cities, a weak system of sub-national governance, lack of investment, extensive damage by decades of war to roads and other economic infrastructures, and disruption to freedom of movement, trade, and economic production from the insecurity resulting from continuing armed conflict.

An estimated 84 percent of the poor live in rural areas. A majority of the rural population still lacks safe drinking water, under-five child mortality has been estimated to be as high as 23%, and access to school for both girls and boys continues to be wholly inadequate. Rural adult literacy rates are less than

21 Baobab, 2015, Aid Trends: Afghanistan Country Profile 2015
half of urban adult literacy rate for both males and females, while the youth literacy rate in rural areas is 39%, compared to 71% in urban areas.  

Rural poverty and its drivers has heightened the impact of frequent natural disasters, such as flooding, drought and earthquakes, and contributed to deforestation, over-grazing, and food insecurity.

**Farmers**

Despite the importance of agriculture and husbandry for rural livelihoods, Afghanistan is heavily dependent on the neighbouring countries for its food security. Most Afghan farmers struggle to produce sufficient to provide a sustainable income. Farmers remain to farm using traditional and outdated farming tools and methods, with no research and development to help them improve their outputs. With little mechanisation, the costs of production are high and farmers have limited access to inputs and extension services. Frequent natural disasters including drought and flooding, and lack of storing capacity means that significant production is lost or wasted each year. Farmer’s also face considerable challenges in bringing their produce to market, owing to lack of business skills and knowledge of agribusiness, lack of basic education, distance from markets and poor infrastructure, low access to credit and capital inputs, lack of processing and supporting industries, and limited consumer demand in such a poor country.

**Women**

Cultural conservatism is more pronounced in Afghanistan’s rural areas than in the major towns. As a result, rural women are subject to greater restrictions on their participation in all aspects of life than their urban sisters. One in five Afghan women is literate, but the literacy rate for women in rural areas is three times lower than in urban areas.  

The culture of female seclusion places severe limits on rural women’s participation in economic and development activities outside of the home, such as farming, livestock and horticulture. Insecurity in many of the areas where ADA works further constrains women’s freedom of movement. With power largely invested in men, particularly older men, women are often not allowed to be involved in income generation activities, form their own associations, or participate in decision-making outside of the household. This being said, the GoA have noted that ‘some potential already exists in the small-business space and in agriculture that can be built on to increase the productivity of [women in] these sectors’.  

**IDPs and refugee returnees**

The number of internally displaced people (IDPs) is estimated to be over 1.2 million. In 2016 663,295 Afghans spontaneously returned from other countries and the rate of return from Pakistan since July 2016 has been estimated at around 4,000 individuals per day. Large numbers of both IDPs and returnees end up settling for longer or shorter periods in rural areas. Both groups commonly have urgent humanitarian needs, as well as lasting solutions to existential and development challenges. Most of the IDPs have lost their houses, land and other material assets and they are living without food security. Very often they are completely dependent upon others in the community for meeting their basic needs, such as: food, clothing, shelter, and drinking water. In order to exit the dependency trap IDPs and returnees alike often require significant assistance in finding paid employment and access to land as means of restoring their livelihoods and achieving household security.

**Unemployed youth**

The weakness of the rural economy and lack of employment opportunities in particular, general insecurity, and the large numbers of young people entering the job market each year has resulted in a

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22 UNESCO (2015) op. cit.
23 Ministry of Education (2017) op. cit.
24 GoA (2017) op. cit.
25 GoA (2017) ibid
growing generation of young people, particularly rural youth, who lack the resources to assert their independence or participate in society. Key development indicators for youth are lower than for their parents’ generation, while those for rural youth are lower than for urban youth. A 2013 survey of Afghan youth showed that youth employment is considerably higher in urban areas (31.7%) than in rural areas (23.5%). There is a tendency for the rural young to migrate to the bigger cities in search of secure jobs in retail, construction and the education professions, rather than seek agricultural employment. Poverty, lack of jobs and lack of decision-making power in the household and the community are all push factors behind many young men in rural areas joining anti-government insurgency forces or becoming involved in criminality.

26 Samuel Hall Consulting (2013) Afghanistan’s Future in Transition: A Participatory Assessment of the Afghan Youth
## SWOT of the Organisation and the Environment

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
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<tbody>
<tr>
<td>- Technically qualified, experienced and highly committed staff;</td>
<td>- Fundraising and lack of fundraising policy / strategy;</td>
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<td>- Efficient programme delivery;</td>
<td>- Limited financial resources with a trend of decreasing income. Dependency on a small number of international donors;</td>
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<td>- Clear and appropriate policies and standard procedures in place;</td>
<td>- M&amp;E system and policies incomplete. M&amp;E is not outcome-oriented;</td>
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<td>- Accountability and transparency, including good reporting to government, annual reports accessible to the public, and high quality reporting on results;</td>
<td>- Poor publicity and marketing. Staff communications skills (verbal and written) need improving;</td>
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<tr>
<td>- Strong relations with community and target groups;</td>
<td>- High staff turnover – many leave for better paid jobs in INGOs or government;</td>
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<td>- Good reputation with public, government, and donors;</td>
<td>- Lack of effective human resource development policy and plan;</td>
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<td>- Teamwork and internal coordination, as well as cooperation with partners;</td>
<td>- Security policy and system are in need of revision and strengthening;</td>
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<td>- Significant field presence in remote and insecure areas</td>
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<tr>
<td>- Well-equipped offices</td>
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<tr>
<th>Opportunities</th>
<th>Threats</th>
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<tbody>
<tr>
<td>- Long-term commitment of main donors to Afghanistan, at least until end of strategic period, 2021;</td>
<td>- Insecurity, particularly in areas where ADA works, may reduce access to target groups and also pose threats to staff and stakeholder safety;</td>
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<tr>
<td>- Donor interest in livelihoods (agriculture) and education.</td>
<td>- Corruption, particularly at the local level, may place ADA under pressure to respond to bribery and graft;</td>
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<tr>
<td>- Continued / increased funding of emergency projects for returnees / IDP</td>
<td>- Traditional culture and values may present barriers to project implementation, particularly with regard to strengthening participation of women, youth, and other marginalised groups;</td>
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<tr>
<td>- Continued increase in literacy rate will create more opportunities for target groups to participate in ADA projects</td>
<td>- Political instability may lead to quickly changing policies at the national level, while disrupting cooperation with government at the local level;</td>
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<td></td>
<td>- Rapid and unforeseen changes in donor policies</td>
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ADA’s STRATEGIC PRIORITIES 2017-2021

1. Rural livelihoods

1.1 Strategic Objective
Unemployed men, women and youth have secured entrepreneurial opportunities and sustainable employment

To do this we will:

- Assist the unemployed, but women in particular, to establish their own self-help and income-generating groups (CBOs).
- Provide individuals and self-help group members business training and advice for establishing and managing their own enterprises, including value chain development.
- Make vocational skills training available to the unemployed in the community, particularly women and youth, and new businesses.
- Provide job seekers (mainly youth) with training in looking for jobs and making job applications.
- Identify micro-credit institutions and any other sources of business finance relevant to our target groups and link individuals and new businesses to them.
- Facilitate linkages between CBOs and new businesses, with the markets and other relevant businesses, associations, and capacity building organisations.
- Lead an advocacy campaign in cooperation with international donors and partners, and other Afghan NGOs for the development and adoption of a national inclusive employment policy for promoting job creation in general, but particularly for women.

1.2 Strategic Objective
Men and women farmers have diversified and increased their income

To do this we will:

- Assist local farmers to organise in groups – farmers cooperatives and livestock associations and provide trainings and practical advice for their organisational development and for all aspects of business management;
- Provide cooperative and association members with technical trainings to introduce standard and up-to-date farming and husbandry practices and standards;
- Provide farmers with inputs such as seed and fertiliser, to increase production and new tools and machinery to modernise techniques and increase mechanisation.
- Rehabilitate irrigation structures to raise production and increase the efficiency of water management;
- Provide cooperatives and associations training in value chain development and facilitate linkages between them and markets.
2. Informal education and support to schools

2.1 Strategic Objective

All those in our target communities who have missed out on formal education have achieved basic literacy and received general education.

To do this we will:

- Provide courses in accelerated learning to children who have missed out on formal education;
- Provide literacy courses to illiterate adults (men and women) in the community

2.2 Strategic Objective

Schools in our target communities are receiving effective support for the delivery of quality education.

To do this we will:

- Promote quality education, particularly for girls, among parents and community leaders in order to raise demand and support for increased and better education
- Where local education governing bodies do not exist, we will work with local authorities to assist community leaders, school administrators, teachers and parents to establish community education committees (CECs) and school management committees (SMCs) to provide community-led governance for local-level education.
- Provide CECs and SMCs training and other assistance to enable them to carry out their duties, such as draw up a school improvement plan, or participate in school management.
- Mobilise teachers and school administrators to voice their demands for adequate school equipment, stationary including text books, a better school environment, and better pay.
- Collaborate with government in providing updated teacher training courses to students and in-service training to teachers
- Provide trainings in school management to school administrators, in collaboration with the Ministry of Education
- Advocate in collaboration with national civil society and key education actors for the full implementation of national education policy, including the National Education Strategic Plan (NESP) 2017-2021, with appropriate budget allocations for primary education in rural communities.
3. Community peacebuilding

3.1 Strategic Objective

Local peace mechanisms are in place and are actively resolving community conflicts and seeking ways to reintegrate returnees and IDPs

To do this we will:

- Facilitate the establishment of community-based peace shuras
- Provide trainings to shura members on peacebuilding, conflict resolution, human rights, gender, and action plan development;
- Facilitate peace shuras to carry out conflict analyses and to develop community action plans
- Establish linkages between community-based peace shuras and provincial and national peace structures and actors
- In alliance with local and international partners and other peacebuilding NGOs, conduct advocacy for the development of a national peacebuilding policy which addresses local conflicts and community peacebuilding.

3.2 Strategic Objective

Marginalised groups are empowered to participate in peacebuilding processes in our target communities

To do this we will:

- Carry out awareness raising campaigns on human rights and gender, targeting youth and women, in particular;
- Facilitate dialogue sessions with community elders on the subject of the right to participation and the inclusion of marginalised groups, including women and youth, in local peace processes;
- Facilitate and support the inclusion of marginalised people in peace shuras
- Provide trainings on peacebuilding and conflict resolution, and functional literacy courses to marginalised groups, both individuals and their organisations.
3.3 Strategic Objective

Community leaders are promoting peace and coexistence in the community

To do this we will:

- Provide training to community leaders on peacebuilding, conflict resolution, leadership, dialogue, and facilitation skills;
- Support community leaders to carry out community dialogue on local conflicts and implement collaborative initiatives;
- Organising exposure visits on peacebuilding and conflict resolution practice elsewhere;
- Support teachers and schools to provide peace education to all students.
<table>
<thead>
<tr>
<th>Annex 1</th>
<th><strong>Acronyms used in the text</strong></th>
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<tbody>
<tr>
<td>ADA</td>
<td>Afghan Development Association</td>
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<tr>
<td>ANPDF</td>
<td>Afghanistan National Peace and Development Framework</td>
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<td>AOG</td>
<td>Armed Opposition Group</td>
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<td>CBO</td>
<td>Community-Based Organisation</td>
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<td>CDC</td>
<td>Community Development Council</td>
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<tr>
<td>CEC</td>
<td>Community Education Committee</td>
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<tr>
<td>CSO</td>
<td>Civil Society Organisation</td>
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<td>District Development Associations?</td>
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<td>GNI</td>
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<td>M&amp;E</td>
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<td>RRR</td>
<td>Reduce, Reuse, Recycle</td>
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