



Afghan Development Association

Taking Pride in Development & Rebuilding of Afghanistan; Where We Put People First”



ADA, Five Year Strategic Plan 2015-2019

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EXECUTIVE SUMMARY

INTRODUCTION TO THE PAPER

For the provision of improved and effective service delivery to targeted communities and changes in its internal and external environment, the Afghan Development Association (ADA) believes it has to periodically review its, approach, procedures and functions to systematically improve the livelihood of the communities in which it operates. Considering the current political and social situation in Afghanistan, comprehensive planning is difficult under conditions characterized by uncertainty, volatility and change. Hence, we believe linear planning will not address the challenges faced today. Instead, we need to be more responsive and adaptive to the ever-changing Afghan environment by developing well thought-out plans and strategies that will achieve the desired objectives; and if required, they can be altered without jeopardizing core program objectives.

Accordingly ADA has developed this Five Year Strategic Plan document to effectively respond to the current and future challenges and the changing environment at public and private sector and the emerging role of civil society within this changing environment. This document starts off with an insight of developments and recent context leading to formulation of current strategies and approaches. It highlights the process leading to the development of the document in the light of changing circumstances taking effect generally across Afghanistan and more specifically in ADA's target areas. It also provides basic information about ADA, its past, present, services, challenges, target groups, approach and methodology towards the development of this document.

RECENT DEVELOPMENTS IN AFGHANISTAN

As Afghanistan entered another major period of transition by the end of 2014; national security have been transferred entirely to the Afghan with foreign forces in advisory role only. This will exacerbate the social challenges for the Afghan people, who will remain poor and vulnerable, and still in dire need of assistance. Consequently, the Afghan government will be forced to shoulder most of the responsibility of providing public services with less foreign aid in terms of financial and technical assistance.

In the absence of the international forces PRTs etc. the international assistance for Afghanistan is entering to a new era. Many donors have become accustomed to the presence of ISAF's military infrastructure and provincial reconstruction teams (PRTs) and to providing assistance in a highly militarized environment. Those donors now face a number of strategic questions and dilemmas regarding the provision of development assistance after 2014. The lack of resources and technical capacity put a question mark on how the government will meet the social and development challenges. The donors are looking forward to know:

- After the departure of ISAF, and in a potentially more insecure environment, how can donors continue to providing development assistance?
- Through which channels is the post-2014 development assistance best distributed?
- In absence of the security and military tools previously used to provide assistance to security and rule of law in Afghanistan, how can such assistance continue through development assistance instruments? Keeping in mind the above challenges, ADA strategic plan 2015-2019 has been developed and is a struggle to address the gapes, provide development support to the target communities and to develop the capacity

of the civil society organizations at grass-root level for effective design, implementation and monitoring of the intended projects.

INTRODUCTION TO ADA

Afghan Development Association (ADA) is a Non-Government, Non-Profit and Non-Political Organization registered with Ministry of Economy (MoEc), Government of Afghanistan and has membership of ACBAR and ANCB. It promotes and provides development and humanitarian related services to the people of Afghanistan. Since its inception in 1990, ADA has provided assistance in a myriad of sectors to the most poverty-stricken communities across Afghanistan.

Too often; services fail to reach poor people, in access, quantity and in quality. Realizing this, ADA's primary goal is to improve service provision by making it people-centric. ADA has been setting the building blocks and formulating and implementing development projects that tackle deep-rooted socio-economic, institutional, and other structural causes that underlie immediate symptoms of conflict at local levels. Transparency, accountability and efficiency are the driving factors when delivering services and goods to the people of Afghanistan.

VISION AND MISSION

Since 1990, ADA has provided assistance to the most vulnerable and needy people of Afghanistan. During this time, ADA has brought hope and opportunity to many, through the provision of basic services, the resettlement of displaced persons, and the introduction of integrated rural development programs. With a strong focus on people centered outcomes, ADA has cultivated a visionary plan to strengthen and enrich the lives of the poor, with the ultimate goal of "eradicating poverty from Afghanistan".

VISION STATEMENT

"Eradication of Poverty from Afghanistan"

ADA's strategic plan for the future is strongly influenced by the current conditions inside Afghanistan. ADA will continue to support poverty alleviation projects by dedicating resources towards those affected by drought, conflict and the ravages of poverty. In this manner, immediate assistance can help build a strong platform for long-term development through capacity building, self-determination and the creation of civil society. ADA believes it is the people who are the ultimate source for bringing a lasting change into their lives, and hence the country. ADA has embarked on a mission to empower people through development interventions for sustainable change and development in their socio-economic conditions. ADA formulates its mission statement in the same way to put people at the center of development process.

MISSION STATEMENT

"Empowering Needy People to Promote Social Justice and Peace"

In a jointed effort with civil society, civic institutions and private sector, we aim to support and encourage the sustainable development of education, social justice, peace and the environment; so that economically distressed communities become self-sustaining.

OBJECTIVES

ADA endeavors to reach the most disadvantaged groups in Afghan society, often under very difficult circumstances. ADA has provided much needed assistance to the most susceptible and marginalized groups including returning refugees, internally displaced persons, poor families, women, the unemployed, the uneducated as well as to community based organizations.

Particular attention is also given to the agricultural sector and rural activities that can contribute to more productive and sustainable livelihoods at grass-roots level. ADA has classified its objectives as current, short-term and medium to long-term, depending on different programs and strategies. The details of these are as following:

- ④ Support and uplift living standards of most needy and vulnerable communities;
- ④ Help resettle refugees and internally displaced persons and strengthen their livelihood coping mechanism;
- ④ Encourage repatriation and resettlement of internally displaced people and refugees;
- ④ Ensure the availability of adequate basic social services at community level;
- ④ Promote community empowerment and the establishment of self-help development organizations at grass-roots level;
- ④ Improve peace building, organization, health, income and social justice at community level;
- ④ Increase awareness on role, contribution & importance of women in community and family life;
- ④ Ensure increased opportunities for all social groups in improving individual and family life, social standing, vocational/skill development, income, participation and contribution to development work/community matters and family life;
- ④ Capacity building and promoting literacy of Afghans to meet their future needs;
- ④ Support and improvement of educational facilities and teaching mechanism;
- ④ Increase food security and production through improved agricultural inputs, services with improved access to development facilities;
- ④ Facilitate rehabilitation, protection and development of basic civil/livelihood activities and infrastructures;
- ④ Create income/employment opportunities;
- ④ Contain environmental degradation while encouraging and promoting environmental protection, conservation and use of environmentally friendly technologies;
- ④ Help communities to utilize natural resources in a safe and sustainable way;
- ④ Support communities in emergency situations and build their capacities in developing coping mechanism, mitigation and adaptation;
- ④ Organize local community members/organizations through networking in order to respond when there is natural/man-made disaster;

ADA has put all its strategies and plans in terms of a timeline to effectively realize the objectives set for the coming five years. ADA believes within the next five years it will be a much better and effective organization, contributing to Afghanistan's development via provision of quality services to communities in which it operates.

APPROACH AND METHODOLOGY

ADA is a development organization and it has long standing relationships with its target communities. It is operational in geographic regions where insecurity has kept most of the development organizations away. ADA enjoys respect and trust of communities in the areas where it serves. It strongly believes in long-term sustainable development of its target areas for the communities to become increasingly self-reliant and economically stable. In doing so ADA believes in community empowerment through capacity building to decide and design for themselves development interventions which have a lasting effect on the area. ADA has a specific methodology for its development work, where the communities are at center of all activities throughout project life cycle. In view of its vision and mission ADA exists for bringing about positive and sustainable changes in lives of the target people. In addition to local communities, ADA also realizes the importance of local government departments, private sector and partner organizations to be involved in the development cycle to ensure sustainability and widespread benefits.

Due to its long standing involvement with the communities, successful development interventions and experience of local conditions, ADA believes it can take on the role of paving the way for appropriate and required interventions by other organizations and private businesses, which will create a mechanism for lasting development and socio-economic benefit of the target people. ADA also believes out of its experience and expertise gained over the years, it can facilitate local and central government in sound policy making which provides a conducive environment for development work, economic prosperity and well-being of the target people. ADA will share its experience, data and knowledge with government, other organizations and private sector for making the right interventions, while assist and facilitate government in policy making, which is based on actual conditions on the ground. ADA believes, this approach of facilitation, information sharing and involving all stakeholders will result in better understanding of good policy formulation, and ultimately increased development of the area and the target people.

CORE PROGRAMMATIC STRATEGIES

In a complex maze of developments over the last few years in Afghanistan the political, economic and security landscape has undergone many transformations. Government is assuming an ever increasing role in all the development initiatives. NGOs and the aid community have to adapt to the emerging rules, regulations, changing political, socio-economic and security scene of the country to be more alert and tuned to the developmental approach in ever-increasing competition and tighter regulations by the government. ADA has thus worked out a few comprehensive strategies for continuation and increasing effect of its successful development work. It has taken up mostly in very culturally rigid areas, prone to a high degree of insecurity. While responding to current situations, ADA also takes into account the possible developments over the coming years and thus applies a combination of strategies, catering to ADA's external stakeholders' expectations, requirements and needs, and at the same time improving organizational capacity and systems to emerge as a leading organization in its field for the future.

The following programmatic strategies highlight ADA's approach in response to the developments over the last few years to cater to the current and future development needs.

WORKING SECTORS

Through networks and alliances, our organization seeks new and effective ways to maximize its impact, by utilizing the resources and ideas of all those who can make a difference. Over the years of operation, our experience and focus sectors have widened to include a myriad of services ranging from agriculture and livestock to cross-cutting issues. In addition to the following sectors, ADA observes gender equity, environment, anti-corruption and counter narcotics as cross-cutting issues across the projects:

- ④ **Agriculture and Livestock** (food security, cereal and high value crops, crops and orchard management, livestock & poultry management, marketing, value chain facilitation, irrigation, technical training to farmers and their empowerment through inputs and credit provision)
- ④ **Education** (supporting formal education system for quality improvement by training teachers and schools' administrators & curriculum development, provision of literacy opportunity, child & youth protection)
- ④ **Capacity Building and Trainings** (vocational training, human rights, gender and skills training with focus on community/women empowerment, income generation & micro credit scheme)
- ④ **Peace Building and Conflict Resolution** (mobilization of local capacities for peace, establishment of peace councils, capacity building, advocacy and public awareness for peace conflict resolution, gender and human rights)
- ④ **WASH and Emergency Response** (including community based disaster risk management - CBDRM)
- ④ **Environment Protection** (climate change mitigation and climate change adaptation)
- ④ **Advocacy, Social Research and Survey**

GEOGRAPHICAL FOCUS

ADA currently works in the North, West, South-central and Southwest regions of Afghanistan, with the main office located in Kabul. Provincial offices are located in Laghman, Nangarhar, Kapisa, Parwan, Jawzjan, Faryab, Takhar, Kunduz, Zabul, Kandahar, Uruzgan, Herat, Panjshir and Paktika. ADA intends to gradually expand the geographical area to cover more provinces; the first priority will include; Farah, Bamyan, Logar, Wardak, Ghazni, Badakhshan, Baghlan and Jawzjan, while, the second priority will be given to Kunar, Samangan, Paktia and Nimroz during the functional period of ADA strategic plan 2015-2019. The humanitarian assistance and emergency response activities of ADA is spread all over the country.

ORGANIZATIONAL DEVELOPMENT STRATEGIES (INSTITUTIONALIZATION OF CAPACITY BUILDING)

In recent years, ADA has implemented programs in several sectors, of different nature (emergency, semi-emergency/rehabilitation and development programs) funded by various donors and ministries and in different geographical locations of the country. This geographic coverage and sectors spread based on different approaches have led to the rapid growth of ADA, and at the same time has stretched ADA's operational and managerial capacities, in order to run the programs effectively and efficiently. Meanwhile, during the past phase (2010-2014) ADA has come across certain challenges and limitations that encouraged the organization to think and become a strong proponent of developing its human, material and financial resources during the new strategic phase (2015-2019) for the efficient management

of its projects. High emphasis is given towards recruitment of personnel with the required knowledge, expertise, competence and leadership.

ADA believes that by unbundling the creative energies of its personnel and providing them an environment conducive to learning will enable them to become efficient contributors to the organization. In addition to building the capacity of its staff, ADA is also a firm believer in strengthening capacities of the target communities, local governments, local and national NGOs during the period 2015-2019.

ADA Capacity Building and Training Sector/Department will focus its energy and resources on developing programs and trainings that build the capacity of its staff, local government, local communities and NGOs in the following areas:

- ④ Improve the organizational capacity of ADA through capacity building process
- ④ Improve planning system and planning techniques
- ④ Monitoring and evaluation
- ④ Financial management and control
- ④ HRM instrument and issues of capacity development
- ④ Project management
- ④ Report writing
- ④ Community mobilization
- ④ Technical/professional skill training

Strengthen the capacities of local government in:

- ④ Management skill training
- ④ M&E skill training
- ④ Development studies
- ④ Teacher training for formal schools
- ④ Market chain development
- ④ Needs assessment
- ④ Agriculture mapping and planning

Strengthen the capacities of local communities in:

- ④ Conflict resolution
- ④ Community mobilization
- ④ Animal husbandry and animal health education
- ④ Agriculture production and productivity (farmers)
- ④ Development studies
- ④ Climate change mitigation and adaptation
- ④ Emergency response, WASH and community based disaster risk management
- ④ Cross-cutting issues

Strengthen the capacities of NGOs in:

- ④ Community mobilization
- ④ Proposal writing and LFA
- ④ Report writing
- ④ Monitoring and Evaluation (M&E) training

METHODOLOGY FOR INSTITUTIONAL CAPACITY BUILDING

ADA is in the process of developing the following set of easily applicable learning measures that will demonstrate with great rigor how capacity building initiatives can contribute to organizational effectiveness:

- ④ On the job learning
- ④ Self-learning
- ④ Learning by doing
- ④ Learning from mistakes
- ④ Learning from reading about problems related to work
- ④ Learning from stakeholders
- ④ Learning from a problematic situation
- ④ Learning through coaching

HUMAN RESOURCES MANAGEMENT

PROJECT MANAGEMENT

Inception of good project plans is not the only ingredient for a successful project. Project implementation according to the worked out plan, capacity of the project management to adapt to the needs, requirements and changing circumstances of the project, target people and focal area is crucial for successful execution of the project. ADA realizes the importance of good project management and its contribution for successful progress towards its objectives. For the coming 5 years ADA will emphasize on building the capacity of its project management staff, by forwarding increased opportunities of learning, development, exposure, awareness raising, planning, monitoring, evaluation and responsibility to organization and the target communities.

TEAMWORK

Project concept, documentation, strategies, methodologies and work plans will be prepared in close consultation and involvement by the project staff, rather than just the Head office staff. ADA will increase the role of the project staff in pre-implementation phase of the project so as to give the project staff a better understanding, contribution and sense of ownership in the projects. Head office will gradually withdraw from project planning. It will however play the role of facilitation and control for project implementation.

TRAININGS

ADA realizes that for its project staff to take over the ownership of projects, it has to build up their capacity and skills to take over the entire process all by themselves. The process has to be gradual and they will need trainings in documentations, writing, technical aspects of projects, communication, management, control, monitoring, evaluation and assessments.

EXPOSURE

A key aspect of successful project implementation is learning by seeing and sharing experiences of others. In addition to trainings, ADA will work on extensive exposure of its project staff to similar projects in various work sectors of interest. Staff will be able to share their own and others' experiences and will utilize the experiences to effectively implement their own projects.

RESPONSIBILITY & ACCOUNTABILITY

For any job undertaken without a sense of responsibility or accountability will not yield results as intended. As ADA will gradually delegate the responsibility of project development to project staff, it will also clearly work out responsibilities for all the positions to guide the project forward in a successful manner. As a check and control measure responsibilities will entail accountability to organization, target people and other stakeholders. By creating such feelings among staff ADA believes, it can improve efficiency.

PLANNING

Increasing participatory approach to planning based on up-to-date Information & Data

ADA has set its strategic direction for a more intense IRD sectoral coverage in its focal geographical areas for IRD program. In order to move in a more effective manner towards its chosen course ADA in addition to other areas of work, will concentrate on further improving the procedures and functioning of its program department. In a continuously changing and highly dynamic socio-economic environment in Afghanistan, when security poses a continuous challenge generally all over the country and specifically in the core work areas of ADA, it has to adopt a system and project planning, implementation and management mechanism, flexible enough to adapt to all changing conditions. In doing so, ADA has identified the following key areas in its project planning and management to be given more consideration, in wake of changing circumstances, ADA's new set of strategies, needs and requirements of the stakeholders and to be a more transparent, flexible yet highly productive and committed organization. The areas of work will be:

PARTICIPATORY APPROACH TO PLANNING

Field staff plays a crucial part in implementation of the project and managing it to get the desired results. They are directly in contact with the target people and have the closest observation and first-hand information on the people, area and local conditions. Their feedback, contribution and involvement in project planning are critical. It is also important owing to the fact that they are the people who have to practically work on it, thus their understanding of the project is very important. ADA realizes this and it aims to give an increasing role to field staff in project planning. They will be systematically involved in planning of the new projects and will be provided with the required trainings for planning purposes as, when and where required, both internally and externally deemed feasible and necessary. In the next 3-5 years ADA plans to strengthen ownership of the planning of the field staff, while the Head Office will provide facilitation, communication and control in implementation.

In addition to involving its field staff, it is very important to involve the target people, other organizations working in the area and local government departments in planning activities and need assessments. This is mainly because the target communities are more familiar with requirements of their community; and the vast knowledge of the resources and local conditions. For the sake of effectiveness and sustainability, their contribution to project development is absolutely crucial. Government is playing an increasing role in any sort of projects being implemented anywhere in the country. At the moment they lack the capacity to develop, implement and sustain any sort of projects all by themselves. ADA realizes the current and future role of government in development works and therefore it's involving and building the capacity of government staff through all of the projects its undertaking. ADA will work to increase cooperation with other organizations in project planning to avoid

duplication of services, activities, increase effectiveness and reaching out the neediest and deserving people. Through this participatory method of planning ADA wishes to increase not just its organizational capacity and efficiency, but it will also be able to produce services to its target communities in accordance with their needs, development of the capacity of other stakeholders, information sharing, effective and targeted approach, while building confidence and trust for itself among its stakeholders.

REPORTING MECHANISM

At the moment, ADA generates monthly, quarterly and annual reports per the requirements of the donor agencies. Reports are developed and formulated in a manner that highlights project achievements, contribution towards broader goal, impact on people and focus area, stressing project constraints, problems and strengths. These reports form the basis for corrections, rectifying project direction and improving efficiency. Moving towards the standardization, ADA will focus on the staff capacity building in quality and standard reporting both internally and externally to donors and other stakeholders.

MONITORING, EVALUATION AND INTERNAL AUDIT

The overall objective of ADA's Monitoring, Evaluation and Internal Audit is to provide metrics on a myriad of key program activities that will allow its personnel to:

- ④ Monitor progress toward the overall strategic objectives
- ④ Monitor implementation of projects
- ④ Perform periodic internal audit to evaluate and report on the adequacy of internal controls as a contribution to the proper, economic and effective use of resources
- ④ Learn from both successes and obstacles and adjust implementation tactics as needed to ensure program success

Over the years ADA has been extremely focused on developing its M&E and IA procedures and building capacity of its staff. In an effort to fully build the capacity of the central and provincial staff, ADA has taken the initiative to empower them with the authority to conduct M&E functions for all projects undertaken.

ADA believes that participatory M&E and IA is the cornerstone of successful project implementation; and gives an increasing role to all stakeholders in its project monitoring and evaluation, especially, the target groups and local government authorities in its project sites. This in turn results in increasing the effectiveness and control of individual projects and highlighting the needs and requirements of the community. M&E and IA will further develop measures to appraise project progress towards the objectives at each stage of the implementation. These measures will provide a check & balance system for the project and outcomes of these measures will form a basis for planning of the next stages of intervention.

FINANCE

FINANCIAL SUSTAINABILITY

All staff members, program beneficiaries, volunteers and board members generally have a responsibility to prevent financial mismanagement. Therefore, ADA believes that it is imperative to have internal financial control mechanisms and polices in place. With a focus on budget, receipts of income and expenditure, ADA reviews its financial situation on a monthly basis. The qualified and experienced staff in ADA Administration and Finance

department ensure that financial controls are in place and adhered to, and, more specifically, that:

- ④ Expenditures remain within the budget
- ④ Expenditures are only for the purposes set out in the budget
- ④ Financial documentation, including quotations, invoices and receipts are collected

ADA is a firm believer in safeguarding all grant property, whether cash or other assets; and has applied measures that prevents misuse of funds.

FINANCE SYSTEM IN BRIEF

ADA uses Microsoft's financial software "QuickBooks" for preparing financial statements. QuickBooks provides ADA with accuracy that manual bookkeeping won't. Microsoft excel is also used to some extent for budgets and reports to meet donors' requirements.

BUDGETING

Project budgets are prepared by the Head office program department, supervised by the program director, and assisted by the finance department. The field offices provide information on quantities to be used and local prices. The methodology of budgeting is based on the following steps:

- ④ A logical framework is prepared with outputs and activities. The activities are placed in a timetable
- ④ The resources needed for undertaking these activities are defined, and the number of resources needed for each activity is determined
- ④ The budget is prepared, by calculating the total number of resources needed and multiplying this with the resource cost.

The method of budgeting followed by ADA, also called Activity-Based Budgeting, is basically sound. In addition, the budgets are very clear with resource quantities, resource costs and the total project costs by budget line. The budgets usually show projected annual expenditures and expenditures for the entire project duration. Initially, ADA prepares budgets in a detailed ADA designed format as mentioned above which can stand as a financial action plan for project managers. Afterward, the format is converted to meet different donors' format and requirements.

SOURCES OF FUNDING

ADA has developed into one of the biggest national NGOs' in Afghanistan. This is reflected in the growth of its budget. Over the past years ADA's expenditures have grown two-fold, from approximately 8.6 million US dollars in 2010 to 14.5 million US dollars in 2014. In terms of funding diversification, ADA has made good progress. Though ADA is still heavily donor funded organization. Furthermore, the recent acceptance of Regional Agriculture Development Program-South has given ADA a large exposure with USAID. ADA's annual turnover (2010-2014) and contribution in various sectors and their funding is illustrated in the diagram below.

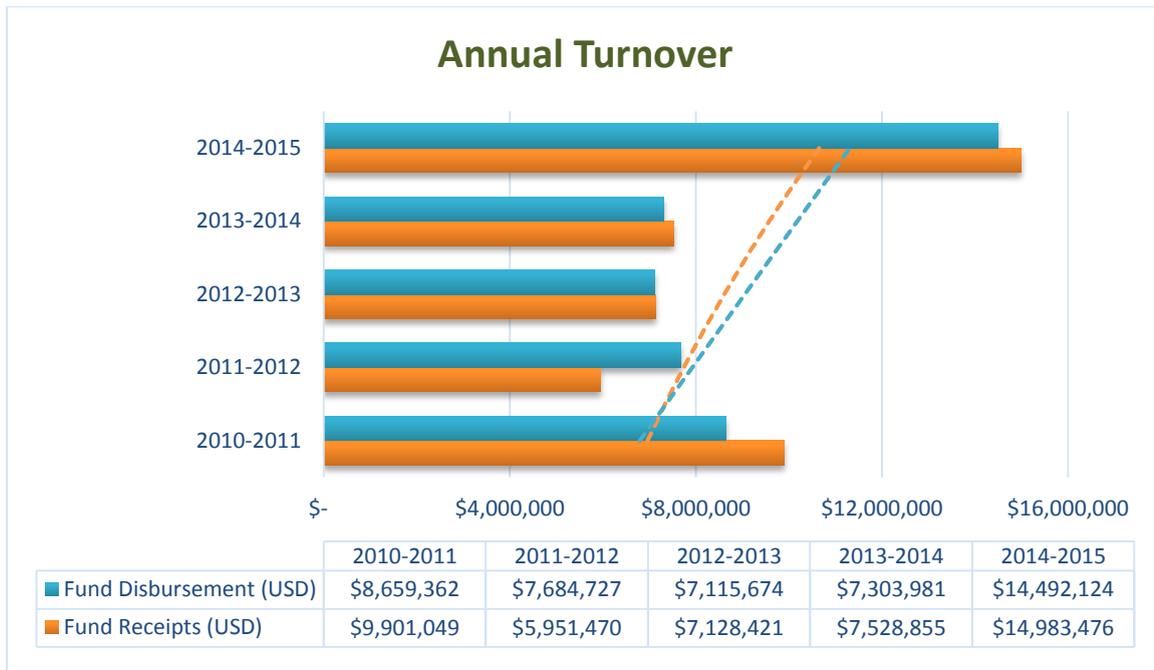


Figure 1: Project Fund Flow (2010 - 2014)

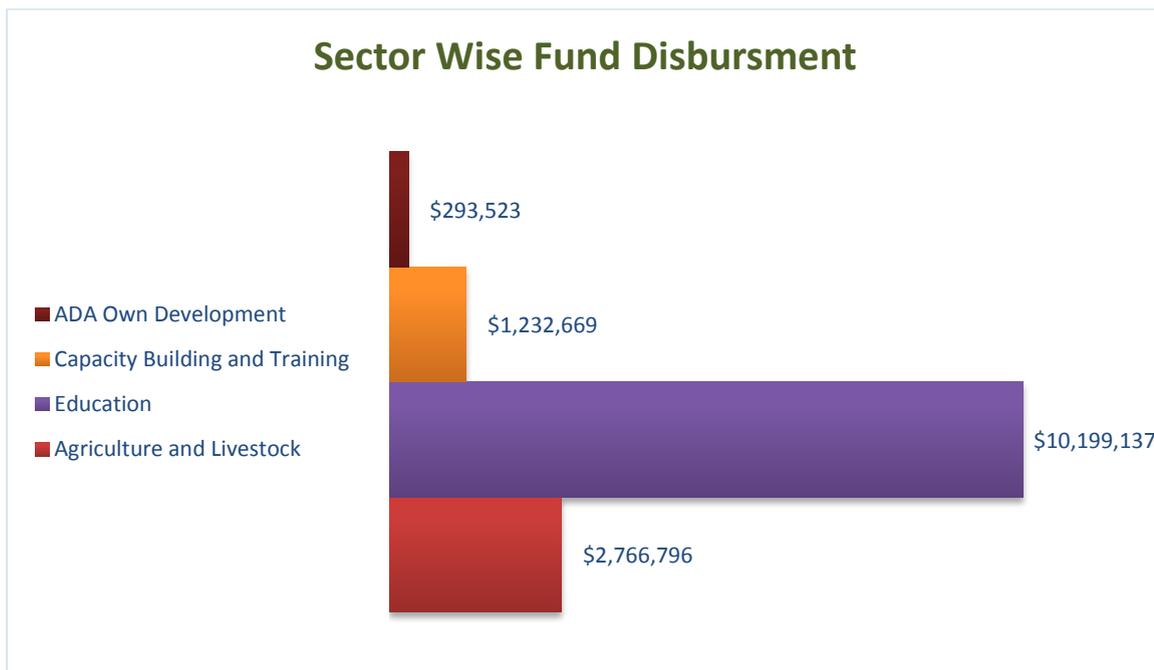


Figure 2: Sectors Wise Fund Disbursement

WAY FORWARD AND FUTURE PLANS

The impact of conflict in Afghanistan has been considerable and it has adversely effected the population and infrastructure. Transcending poverty and conflict in Afghanistan presents major challenges across all sectors of society. Accordingly, in 2011 ADA conducted a comprehensive review of the organization and modifications to program direction were made accordingly to address the mentioned challenges. Per the findings, going forward, the main components of these changes will be:

- Re-structuring - an in-depth review of the current structure is conducted and recommended changes will be implemented to increase quality and efficiency of goods and services rendered to target communities.
- Develop/update/upgrade policies and procedures - per the finding of the organizational review, ADA has developed its five year strategic plan and will further develop its current policies, manuals and procedures, i.e. HR policy, financial management policy, and procurement policy.
- Communication and coordination system - ADA will establish an effective communication and coordination system between its central and provincial offices.
- Capacity building & institutional development - ADA will further strengthen the capacity of main office and provincial offices, increase focus on recruitments of qualified and experienced people and support the development of new systems and structures; such as, Information Management System (IMS), Financial Management (FM), Internal Audit (IA) and Staff Capacity Building (SCB).
- Performance management and reporting - ADA will strengthen its system for monitoring activities, outputs and achievements on agreed work plans and log further enrich and refine monthly, quarterly and annual reporting system and will pay more attention on the quality of reports.
- Financial management & information management systems - ADA will improve the quality of information available to management in several areas. ADA will develop an electronic system for its Finance Department, Human Resources and Administration Department including a comprehensive financial reporting system. Other information systems will be developed, which will include human resources database, electronic inventory system and project management information system.
- Website - ADA will update its website to include services such as capacity building, education, youth education and development, environmental protection, WASH, peace, disaster management and agriculture & livestock.
- Partnering with other NGOs - through networks and alliances, our organization seeks new and effective ways to maximize its impact, by utilizing the resources and ideas of all those who can make a difference. Over the years of operation, our experience and focus sectors have widened to include a myriad of services ranging from agriculture and livestock to cross-cutting issues. Hence, ADA will jointly work with other NGOs to meet donors and target communities' demands.

CONCLUSION

Although there can be no doubt that the very worst period of war and uncertainty is now behind us, the picture that emerges is far from uniform. Progress has clearly been made in many respects. The basis for a market economy has been established; growth has resumed,

and people's living conditions are improving, albeit with considerable variation across the region and at a pace that is still far too slow. These accomplishments have mainly been reinforced by the financial, technical and military support provided by the international community.

Therefore, with the transition timeline nearing, and to ensure the Afghan government continue on the current positive track, the international community must devise a constructive exit strategy that ensures the continuity of the established systems and social welfare. This can mainly be accomplished via the empowerment of the Afghan-owned/operated Non-Governmental Organization (NGOs) to oversee development and humanitarian projects across Afghanistan; thus, reassuring nervous Afghans that they won't be left to fend for themselves.

Our strategic plan for the future is strongly influenced by current realities inside Afghanistan. We will continue to support poverty alleviation initiatives by mobilizing resources towards those affected by climatic extremes, environmental degradation, insecurity and chronic poverty. Sustainability and relevance of development interventions are ensured by encouraging full participation of all stakeholders at every stage of the project cycle. This has fostered a sense of ownership and empowered the communities to make decision on issues which affect their lives.