

STRATEGIC PLAN (2017 – 2019)

VISION

Effective NGOs, Stronger Communities

MISSION

To provide an efficient platform for members to carry out effective humanitarian and development activities in Afghanistan

STRATEGIC PRIORITIES – GOALS – OBJECTIVES

COORDINATION	ADVOCACY	KNOWLEDGE MANAGEMENT	CAPACITY BUILDING
<i>Strengthen coordination responses, roles and activities to improve member engagement</i>	<i>Influence policy and represent a strong and united voice for ACBAR members to targeted audiences</i>	<i>Strengthen the collection, analysis, storage, and dissemination of information to members</i>	<i>Develop the capacity of ACBAR members and local CSOs to be more effective</i>
<ol style="list-style-type: none"> 1. Organize diversified and relevant monthly meetings (AHF, ADF, AWG, and special meetings), and quarterly directors' meetings 2. Improve the structure and follow up processes of other ACBAR meetings 3. Maintain database of contacts of ACBAR members and contacts of relevant humanitarian and development actors 	<ol style="list-style-type: none"> 1. Draw on and promote evidenced-based research to influence policies related to humanitarian and development aid and NGOs 2. Ensure that the identity and principles of NGOs are understood, respected, protected and defended 3. Enhance the profile and public awareness of both the humanitarian and development priorities and NGOs in Afghanistan 4. Create different fora to promote dialogue between NGOs and decision makers 5. Provide and support an advocacy platform for members working on sector-based issues 	<ol style="list-style-type: none"> 1. Improve the members' understanding of the NGO landscape in Afghanistan 2. Improve communication with members 3. Increase access to electronic resources for members 4. Increase members' understanding of and access to donors 	<ol style="list-style-type: none"> 1. Strengthen the institutional and service delivery capacities of ACBAR members and civil society actors 2. Improve NGO knowledge of international standards and best practice in the humanitarian and development sectors 3. Increase the capacity of NNGOs to engage with the humanitarian clusters and the humanitarian sector at large

COORDINATION

STRATEGIC AREA – GOAL – OBJECTIVES		
COORDINATION		
<i>Strengthen coordination responses, roles and activities to improve member engagement</i>		
1. Organize diversified and relevant monthly meetings (AHF, ADF, AWG, and special meetings), and quarterly directors' meetings	2. Improve the structure and follow up processes of other ACBAR meetings	3. Maintain database of contacts of ACBAR members and contacts of relevant humanitarian and development actors
Activities		
AHF: Minimum 1 presentation/ quarter from external guests (ACBAR members and humanitarian stakeholders) SOV – ACBAR monthly schedule provided for all members and minutes of meetings for those who attended	Minutes: The coordination department will condense/shorten meeting minutes, to be shared maximum 2 weeks after the meeting SOV – feedback on minutes in annual membership survey	Info-coord department will collect key contacts (Gov, UN, interagency, donors, CSO networks etc.) SOV – monthly update of ACBAR contact list
ADF: On a monthly basis, the coordination department will ensure different external guests from Gov to present on a relevant topic at each meeting SOV – Monthly schedule, minutes of meetings	Action plan: Where relevant, create action points and follow up on these one meeting after the other SOV – minutes of meetings with action points and follow up	Provide contact data to members or to wider community SOV – contact information provided to NGO members on request by email, some donor contacts posted on website regularly
AWG: Coordination Department and Advocacy manager, will ensure different themes will be discussed for the monthly meeting SOV – monthly schedule, minutes of meetings	Time keeper: The coordination department will improve time management during meetings by assigning one person to ensure that meetings do not go over the scheduled time SOV – Document name of timekeeper in meeting minutes	Regional mapping will be carried out by regional managers to improve coordination on provincial levels Expand ACBAR presence in national discussion platforms by mapping relevant events and forums at Kabul level and participate to the selected ones SOV – Annual update of lists of NGOs, CSOs by ACBAR regional managers Mapping is created # meeting/ forums where ACBAR is an active participant
DM: Director with Coordination Department will ensure a main theme/guest speaker will be arranged during each 00quarterly meeting SOV – minutes of DM meetings	Relevance of participants: The coordination department, in consultation with the Director, will suggest participant types (i.e. positions based on meeting subject) in meeting invitations	Creation of a mapping of existing coordination and policy making mechanisms in Afghanistan SOV - The mapping is created, updated and shared on the website
Create events, workshops & roundtable to discuss cross-cutting issues depending on global agenda, involving members + policy makers and government (i.e. sustainable development goals, women's day,	Increase coordination between existent clusters/working groups and ACBAR meetings:	

<p>international disability day, World Refugee day, etc.)</p> <p>SOV – # of workshops organized</p>	<ul style="list-style-type: none"> - –AHF with HCT, CHF Advisory Board, UN clusters, UNHAS, AAG (Access Advisory Group) - ADF with HRDB (Inter agencies Education meeting), Ministries, government advisors - Create linkages with donor groups and stakeholders - Coordination with other networks, both national and international, (ANCB, AWN, SWABAC, BAAG, Interaction, ENNA, SATHI etc.) - Better information sharing between Kabul and province level coordination. Improved minutes from Provinces - Encourage replication (adapted to local context) of Kabul workshops at provincial level by sending clear guidelines to provincial managers so it facilitates the organization of events. <p>SOV - Conduct annual online survey of members to get feedback on meetings and suggestions for changes or additional sector meetings as well as information flow</p>	
<p>Special Meetings: Presentations from ACBAR members, UN, experts, research organisations on topics of interest or sectoral interest (i.e. climate change, gender, international policies, education sector, health sector, Citizen’s Charter) – one/two per quarter.</p> <p>SOV – ACBAR schedule, minutes</p>	<p>General feedback to members</p> <p>SOV – Minutes of meetings, feedback at 6 monthly general assembly to members on progress</p>	

ADVOCACY

STRATEGIC AREA – GOAL – OBJECTIVES				
ADVOCACY				
<i>Influence policy and represent a strong and united voice for ACBAR members to targeted audiences</i>				
1. Draw on and promote evidenced-based research to influence policies related to humanitarian and development aid and NGOs	2. Ensure that the identity and principles of NGOs are understood, respected, protected and defended	3. Enhance the profile and public awareness of both the humanitarian and development priorities and NGOs in Afghanistan	4. Create different fora to promote dialogue between NGOs and decision makers	5. Provide and support an advocacy platform for members working on sector-based issues
Activities				
<p>International High. Develop 1 collective, up-to-date & relevant position for each key global event ACBAR members see relevant in the next 2 years</p> <p>SOV - # position papers</p>	<p>International High. Advocate for Safeguarding humanitarian space at NATO / WARSAW Conference (and any other relevant forum, e.g. (Afghan Conference) through a position paper</p> <p>SOV - # position papers</p>	<p>International/Regional Medium. Contribute to global campaigns related to Aid/development by giving specific and expert content on Afghanistan (gathering data from ACBAR network)</p> <p>SOV - # campaign contributions</p>	<p>National High. Continue donor workshops to ensure good circulation of information between NGOs and donors, Best practices promotion</p> <p>SOV – # meetings with donors # reports showing good results, best practice published on website</p>	
<p>High. Ensure adapted and impactful diffusion of position during the selected events (physical representation, media attention, unified position among members)</p> <p>SOV - # views on website and interactions on social media # of mention in external papers # press clips</p>	<p>High. Explain what an NGO is to the broader public and community, education and religious stakeholders. Create a short statement that defines an NGOs, using non-literate tools to promote principles/CoC and radio show. The website should have a dedicated page that explains in all languages what a NGO is and what international standards it abides by.</p>	<p>Low. Upon solicitation/ needs of the members, create global campaign based on collective position of ACBAR members</p> <p>SOV - # of campaign created/ solicitation</p>	<p>Low. Expand ACBAR presence in national discussion platforms by mapping relevant events and forums at Kabul level and participate to the selected ones</p> <p>SOV – Mapping is created # meeting/ forums where ACBAR is an active participant</p>	<p>Low. Encourage replication (adapted to local context) of Kabul workshops at provincial level by sending clear guidelines to provincial managers so it facilitates the organization of events</p> <p>SOV - # of workshops organized in the region</p>

	SOV - # leaflets and non-literate booklets # webpages # of storylines in radio drama			
Medium. Create a network of think tanks, relevant publications, dialogue platforms, NGO networks & international media for the diffusion of positions SOV – Stakeholder mapping				
National High. Based on members’ solicitation, develop and advocate collective positions to influence Afghan laws and policies pertaining to Afghanistan’s development and humanitarian activities (i.e. NGO law advisory group, Income tax law advisory group, labour law, information law) SOV - # of working groups created with government	National High. Improve acceptance of NGOs by government officials at provincial level by creating specific content targeting government officials (roles and responsibilities) SOV - # of briefing paper # of meetings at provincial level with ACBAR regional manager	National High. Promote transparency, accountability and ethics among NGO members: CoC printouts, more transparency of ACBAR to set example (Annual report online, Anti-corruption policy, audit) SOV - Code of conduct is printed out # of Annual reports published on website	National Medium. Promote the use of best practices to improve member’s institutions and programs on the website (i.e. articles on M&E, anti-corruption, assessments, gender with links to NGO guidelines, etc.) SOV # of documents in good practices section # of articles promoting good practice # of workshops on good practices	
High. Organize consultations between NGOs and GoA /policy makers for each law/policy created or updated pertaining to Afghanistan’s development and humanitarian activities SOV - # of policies and laws reviewed	Medium. Improve understanding of NGOs work for national media by creating a workshops on NGO principles, “ethical reporting” SOV - # of workshops with journalists	High. Improve visibility of NGO members for donors and public: Create series of stories from the field promoting members work (case studies, beneficiaries and NGO workers interviews) SOV # of stories from		

		Afghanistan # of views on website and interaction on social media		
<p>High. Actively cultivate the existing ACBAR network among aid community in Afghanistan (donors, UN agencies, other coordinating bodies and other forums) to relay positions and influence</p> <p>SOV - # invitations to events/consultations</p>	<p>High. Denounce attacks and interference on aid in Afghanistan. Highlight these attacks and the consequence on access and aid delivery would push for better protection. Optional: Can be the form of a report, if Steering Committee agrees.</p> <p>SOV - # of statements in a timely manner after attacks of NGOs</p>			
<p>High. Turn ACBAR website into a reference for key resources on Afghanistan aid sector: with laws, policies, research papers</p> <p>SOV – # of policies and laws in website # of visits</p>				
<p>Medium. Create a strong network of interested national and local journalist to ensure diffusion of ACBAR positions to Afghan media</p> <p>SOV - # of contacts made</p>		<p>Medium. With the Access Advisory Board, improve acceptance of NGO and use of NGO “services” by targeted beneficiaries: create and diffuse best practice communication tips/toolbox (for NGO to describe themselves on the field) and create non literate booklets in the next 2 years</p>		

		SOV - # of toolboxes and booklets made and distributed		
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KNOWLEDGE MANAGEMENT

STRATEGIC AREA – GOAL – OBJECTIVES			
KNOWLEDGE MANAGEMENT			
<i>Strengthen the collection, analysis, storage, and dissemination of information to members</i>			
1. Improve the members' understanding of the NGO landscape in Afghanistan	2. Improve communication with members	3. Increase access to electronic resources for members	4. Increase members' understanding of and access to donors
Activities			
<p>Collect 3Ws (Who? Where? What?) data from all members annually: assign one staff member for 2 months to meet with NGOs and collect this data</p> <p>SOV – Data assistance collect data first quarter each year</p>	<p>Develop email categories:</p> <ul style="list-style-type: none"> - Email groups (meetings, minutes) - Email not to forward anymore: On website - No longer disseminated by ACBAR - Targeted recipient <p>SOV - Info Coord weekly update</p>	<p>Upload on the online library all relevant publications:</p> <ul style="list-style-type: none"> - Training of the webmaster and data officer in back up on how to classify documents SOV – training from Advocacy Manager or relevant course - In bi-monthly newsletter write what is new on website - Promote use of social media (signature in email, leaflets, website) <p>SOV – Advocacy department to follow up monthly Advocacy Manager and webmaster to follow up with NGO members monthly</p>	<p>Create database of all relevant donors in Afghanistan</p> <p>SoV – Info Coord annually contact all donors and update contacts</p>
<p>Mapping developed in collaboration with IMMAP and to be finalized for 1st GA of 2017</p> <p>SoV – Info-Coord to collect data annually</p>	<p>Develop email language:</p> <ul style="list-style-type: none"> - Defined relevant subject (not just forward) - FYI, FYC, FYD <p>SoV – Info Coord to prepare list of subject titles from Jan 2017</p>	<p>Create thematic pages ad hoc gathering publications and articles</p> <p>SoV – Advocacy Manager/ Webmaster to add new publications when received to library on website and thematic pages quarterly</p>	<p>Networking with donors and Embassies to receive information</p> <p>SoV – Donor conference once a year, Director / Advocacy Manager visit 3 donors each quarter</p>
<p>Enter systematically business cards details in ACBAR database on a regular basis</p> <p>SoV – Data officer to add on daily basis</p>	<p>Attachment over 5 MB only on servers (drop box, we transfer, online library etc.)</p> <p>SoV – webmaster to prepare on request</p>		<p>Publication on the website</p> <p>SoV – Advocacy Manager and Webmaster update with new publications on monthly basis</p>

CAPACITY BUILDING

STRATEGIC AREA – GOAL – OBJECTIVES		
CAPACITY BUILDING		
<i>Develop the capacity of ACBAR members and local CSOs to be more effective</i>		
1. Strengthen the institutional and service delivery capacities of ACBAR members and civil society actors	2. Improve NGO knowledge of international standards and best practice in the humanitarian and development sectors	3. Increase the capacity of NNGOs to engage with the humanitarian clusters and the humanitarian sector at large
Activities		
<p>All capacity building department staff will prepare annual training plans based on (annual) needs assessment survey of key stakeholders (members, donors, government)</p> <p>SOV – annual plan prepared in first quarter and share training schedule with relevant stakeholders</p>	<p>Share government policies and regulations, as they are updated, in training courses and on website</p> <p>SOV – laws and government regulations are updated on website annually, monthly training reports and feedback to General Assembly</p>	<p>Twinning department will develop institutional capacity of Twinning NNGOs according to their needs based on SWOT analysis</p> <p>SOV – monthly mentoring meetings to improve institutional capacity by Twinning team</p>
<p>Capacity building department will prepare and implement training courses in different provinces, on a regular basis, in order to enable NGO staff access to professional skills development (as far as budget and security will permit)</p> <p>SOV – annual plan prepared in first quarter and results shared semi-annually with members and relevant stakeholders</p>	<p>Trainers will share the SPHERE standards and other professional topics (i.e. PCM, humanitarian principles) for members on request and in training courses (in local languages)</p> <p>SOV – official requests from members, quarterly and annual reports to members</p>	<p>Twinning department will mentor NNGO Twinning Members with support of INGOs, on a monthly basis, to improve institutional capacity and humanitarian practice</p> <p>SOV – twice monthly mentoring visits by remote managers to NNGO partners</p>
<p>Capacity building department will upgrade training materials and trainers' skills regularly and translate materials into local languages</p> <p>SOV – training materials upgraded annually and training courses provided annually</p>	<p>Trainers will share examples of best practice in partnership, programme methodologies, assessments, surveys etc. in training courses (in local languages) and through website</p> <p>SOV – quarterly updates provided by training department for website under publications</p>	<p>Twinning department will identify relevant external trainings for Twinning Program members, based on needs</p> <p>SOV – review of SWOT analysis of members on a quarterly basis</p>
<p>The capacity building department remote manager will monitor impact of training on participants through post training evaluations and surveys with line managers (of participants) after each training</p> <p>SOV – evaluation report produced after each training and circulated to members annually and put on website when appropriate</p>		