



# STRATEGY REPORT

# ACTIVITY



**113**

Survey Responses  
from Members



**16**

Country Directors



**37**

Member Regional  
Representatives



**7**

UN OCHA  
Representatives



**2**

Focus Groups with  
Regional Members

# Findings & Direction

# KEY FINDINGS



- Vision & Mission More Relevant than Ever
- Tremendous Member Support for ACBAR's mission

But...

- Governance Issues
- Eroded Member Unity & Trust
- Resources Not Aligned with *New* Context
- Patchy Service Provision
- Inadequate Decision Making Process on Key Issues

# STRATEGY DIRECTION



- Improve member services – “Back to Basics”
- Fix the foundations (Governance)
- Effective Decision Making Process for Key Issues so ACBAR & Members can Unite on these issues
- Realign and Expand Resources for *New Context*. This allows the delivery of core field advocacy and info coordination
- Design High-Level Advocacy Interventions
- Strengthen Capacity Building

# STRATEGY DIRECTION



‘Back to basics’ means delivering existing pillars well. It means focusing on execution. It means resourcing those functions so they deliver the advocacy, info coord and capacity building. It means creating the enabling conditions for members to align on key issues. It also means disciplined execution - change will not happen unless all elements of ACBAR’s services are being delivered well.

# STRATEGY DIRECTION



ACBAR's strategy does not set the advocacy direction of the organisation. Members do this through effective decision making mechanisms. The strategy is designed to enable members to dynamically come to positions on key issues as they arise.

e.g. the strategy does not decide ACBAR's position on the female NGO worker ban. The role of the strategy is to ensure there is a mechanism for considering and deciding ACBAR's position on that issue and that there are then resources and capabilities to respond to that issue as the members have decided.

# Strategy Elements



# VISION, MISSION(S) & STRUCTURE



**VISION**  
Effective NGOs, Stronger Communities

← Does Not Change

**MISSION**  
To provide an efficient platform for members to deliver effective humanitarian, development and peacebuilding activities in Afghanistan

← Add & Remove Missions Rarely

**ADVOCACY & ENABLING**

**INFO & COORD**

**CAPACITY BUILDING**

← Mission Specific

Priority/Goal  
Priority/Goal

Priority/Goal  
Priority/Goal

Priority/Goal  
Priority/Goal

← Set annually, refine every six months

# STRATEGY SUMMARY → BACK TO BASICS

## ADVOCACY & ENABLING ENVIRONMENT

- Donor/UN Education & Development Advocacy
- Girls Education Technical Working Group
- Anonymous reporting
- Kandahar & Regional Resources
- Campaigns – AWG Priority Setting
- Religious Scholars
- HAG

## INFORMATION & COORDINATION

- Member Outreach & Trust Building
- Seniority in regions
- +3 regional offices
- Existing regional offices need more resources
- Anonymous reporting
- CD Welfare
- Existing Info Coord

## CAPACITY BUILDING

- New Training/Skills Program & Forums
- MoEc Capacity Building
- Twinning Program

## GOVERNANCE & OPERATIONAL SUPPORT

- Strategy: annual not 3yr
- Performance Mgt & SC Governance Process
- SC/AB/CD Induction Training & Transitions
- Elections
- Fundraising

## ISSUES MANAGEMENT

# STRATEGY SUMMARY → BACK TO BASICS



# BACK TO BASICS → GOVERNANCE



→ Strategy: annual not 3yr

Why? This change allows more frequent resource allocation to changing priorities.

→ Performance Mgt & SC Governance Process

Why? This is to enable effective decision making and execution of the advocacy and coordination direction set by members through decision making process.

→ SC/AB/CD Induction & Training

Why? This will empower members to guide ACBAR in the directions it needs to go.

→ Elections: Only 50% change per election

Why? To ensure continuity in governance and decision making.

→ Fundraising

Why? Because the changing operating environment is demanding more of ACBAR, and ACBAR needs to resources to provide more and better quality services (advocacy, information coordination and capacity building) to members in more locations.

→ Cloud-based IT

Why? Because ACBAR needs centralised information management and needs information redundancy.

# BACK TO BASICS → INFO & COORD



## → Member Outreach & Trust Building

To ensure that when new challenging issues arise, that there are base levels of trust between members, without cliques and discrimination.

## → ACBAR Seniority in Regions

To better assist members in solving access and local advocacy issues. To have more convening gravitas with members and stakeholders in regions.

## → +3 Regional Offices

To deliver core services (advocacy, info, coord) to the members operating in regions not currently served by ACBAR.

## → Resourcing in Regions

To at least meet the minimum needs of members on advocacy and info coord.

## → CD Welfare

To ensure the key people involved in ensuring members can operate in Afghanistan remain effective, engaged and delivering for communities.

## → Existing Info Coord

# BACK TO BASICS → ADVOCACY



→ Donor education & engagement on:

- Pressure from donors causes compromises with DFA
- Advocacy for Afghan development needs
- Top to bottom UN engagement on impact of delivery pressures

To help relieve the pressure on members to deliver at speed and compromise with the DFA on humanitarian principles.

→ Girls Education Technical Working Group

To help reduce the time it is taking to get girls back into school.

→ Anonymous reporting

To identify and sanction members that are contravening the ACBAR code of conduct.

→ Kandahar & Regional Resources

To engage effectively with senior DFA decision makers in Kandahar

→ Religious Scholars

To enhance the advocacy impact of ACBAR at various levels of engagement.

→ Campaigns with priorities set by AWG

To create a positive enabling environment with extremely carefully constructed messages.

→ HAG

# BACK TO BASICS → CAPACITY BUILDING



## → Twinning Programme

To increase the capacity of member NNGOs

## → Skills Training & Skills Forums

To increase the technical skill sets of personnel working in all member organisations, especially in the regions

## → MoEc Capacity Building

Contribute to building constructive relations with the MoEc and reduce delays in key processes.

# Issues Management



# BACK TO BASICS → ISSUES MGT



1. Elections & Representation
2. Vetting / Due Diligence & Member Sanctions
3. DFA Interference & UN Pressure to Deliver
4. Membership Size & CSOs
5. Girls Education Ban
6. Steering Committee Size
7. Ban on Women NGO Workers
8. MoU Action Plan
9. Pressures on NNGOs by DFA
10. Potential for DFA Influence on ACBAR through NNGOs

# BACK TO BASICS → ISSUES MGT

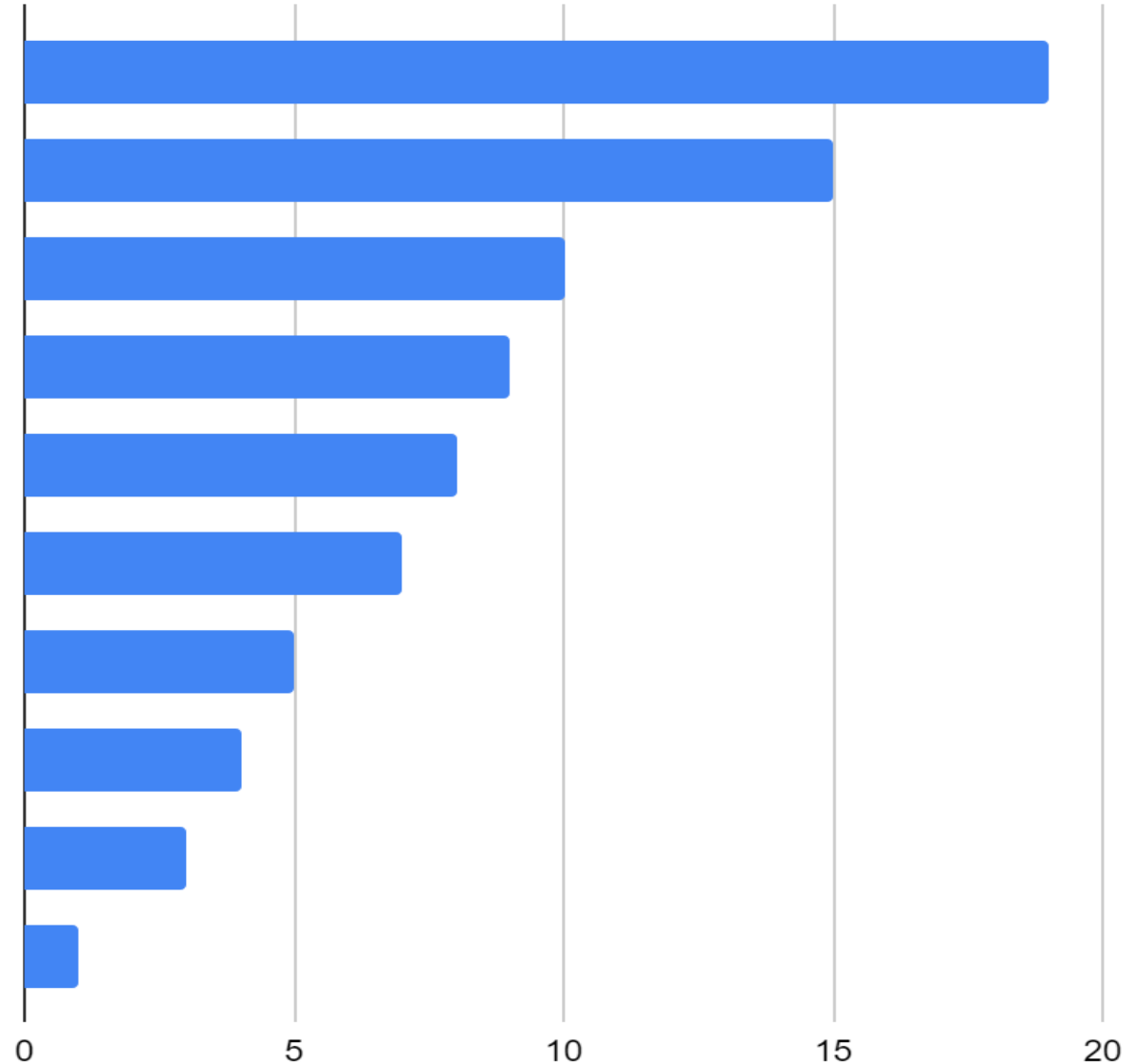


[esdo.io/vote](https://esdo.io/vote)

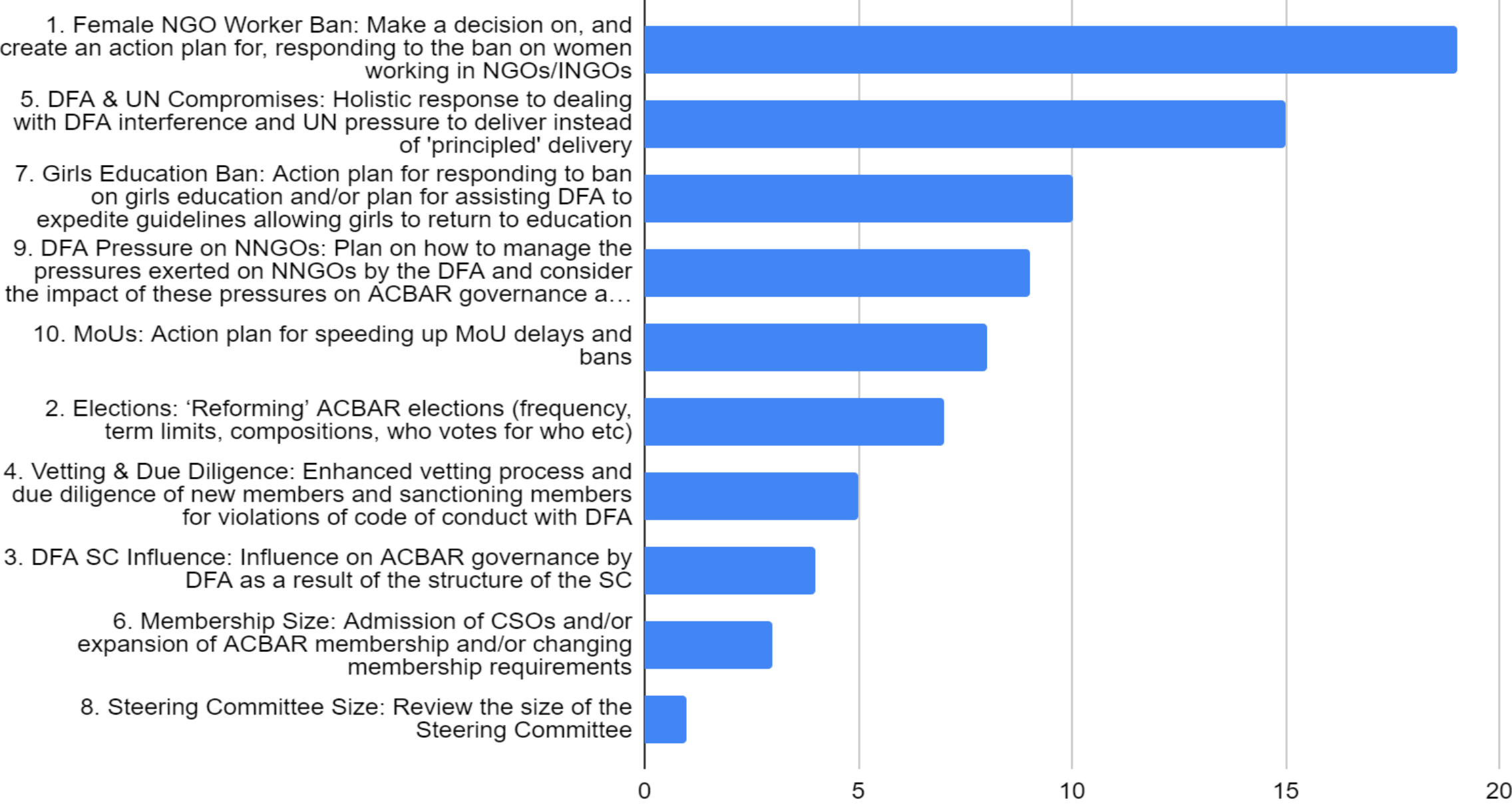
Rec 1: Facilitation

# Results of vote

1. ممنوعیت خانم ها از کار در موسسات: تصمیم گیری و ایجاد یک برنامه عملی برای پاسخ به ممنوعیت کار زنان در موسسات داخلی / بین المللی.
2. انتخابات: اصلاحات در انتخابات موسسه اکبر ( تعدد، محدودیت دوره (ای، ساختار، کی برای چه کسی رای بدهد، و غیره).
3. نفوذ مقامات حاکم بالای کمیته رهبری: نفوذ مقامات حاکم بالای مدیریت موسسه اکبر در نتیجه ساختار کمیته رهبری.
4. بررسی دقیق (دیو دیلیجینس): روند بررسی پیشرفته و دقیق از اعضا جدید و تحریم اعضا بخاطر نقض کد رفتار در تعامل با مقامات حاکم.
5. توافق ملل متحد و مقامات حاکم: پاسخ وسیع در تعامل با مداخلات مقامات حاکم و فشار ملل متحد در ارائه خدمات بعوض ارائه خدمات "اصولی".
6. تعدد عضویت: پذیرش نهاد های مدنی و/یا گسترش عضویت موسسه اکبر و/یا تغییر شرایط عضویت.
7. ممنوعیت دختران از تعلیم: طرح عملی برای پاسخ به ممنوعیت تحصیل دختران و/یا طرح برای کمک به مقامات حاکم برای تسریع در ساختن دستورالعمل ها که به دختران اجازه می دهد به تحصیل بازگردند.
8. اندازه کمیته رهبری: بررسی اندازه کمیته رهبری.
9. فشار مقامات محلی بالای موسسات داخلی: ساختن برنامه برای مدیریت فشارهای اعمال شده مقامات حاکم بالای موسسات داخلی و بررسی تاثیر این فشارها بالای مدیریت و استقلال موسسه اکبر.
10. تفاهم نامه ها: طرح اقدام برای تسریع در تاخیر و ممنوعیت تفاهم نامه.



# Results of vote



# BACK TO BASICS → ISSUES MGT



Working Group option:

- Appointed by SC
- Consults widely
- Shares preliminary decision & justification for consultation
- Takes feedback into account, makes decision.

For tougher issues:

- Independent, skilled facilitator
- Multi-day discussions

# Issues Management

# Decisions

Recommended immediate decisions to take:

- If the 'back to basics' strategic theme is what members want
- Election change to 50/50
- Prioritisation process for strategy activities and goal setting
- When/how to tackle the first set of key issues
- Fundraising Manager recruitment

# QUESTIONS



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