

COORDINATION

ADVOCACY

KNOWLEDGE
MANAGEMENT

CAPACITY
BUILDING

Strategic Plan (2017 – 2019)

ACBAR

ACBAR

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1. EXECUTIVE SUMMARY

PROCESS OVERVIEW

In August 2016, the Agency Coordinating Body for Afghan Relief and Development (ACBAR) commissioned the development of its Strategic Plan (SP) for the period 2017 – 2019. This SP followed the Strategic Review (SR) of the SP (2013 – 2016) that took place in Kabul between October and November 2015.

The methodology for the SP formulation was:



The strategic planning took place between August and October 2016. After the formulation of the SP, a Validation Meeting was held via Skype with ACBAR’s senior management and Steering Committee (SC) members. In October 2016, the final SP was presented to members at the General Assembly.

ACBAR’s goals and objectives that have guided the organisation through the last three decades have had to adjust to the shifting realities of the international humanitarian and development landscapes and the political changes in Afghanistan. The SR 2015 highlighted the organisation’s relevance, strengths, challenges and willingness to improve its functioning to better support Afghan NGOs.

This document outlines ACBAR’s strategic focus its attention on the next 3 years: i.e. Coordination, Advocacy, Knowledge Management and Capacity Building. It is anticipated that the simplicity of this framing will assist ACBAR to advance its role as a collective voice NGOs operating in Afghanistan.

The strategy incorporates insights and feedback from a wide consultation with stakeholders (from the SR 2015 and SP 2016 processes), including: Steering Committee members, staff, donors, UN partners, INGOs, NGOs, government, civil society and other coordinating fora. It offers a flexible and values-driven framework, which defines ACBAR’s role while providing room to further develop and operationalize specific priority areas until 2019.

SUCSESSES	CHALLENGES
ACBAR remains a primary channel for Government Ministries to pass and receive information with NGOs in Kabul and the provinces	The tendency of Government Ministries to increase bureaucratic regulations which impede and delay NGO activities
It is a platform for discussions in different sectors (e.g. health, education, Citizen’s Charter, Brussels Conference) and for sharing information between different humanitarian & development stakeholders	ACBAR members have a wide range of advocacy interests and priorities, which makes it difficult for ACBAR to meet all of the expectations
ACBAR publishes advocacy papers of recognised quality	Some ACBAR members are not active and do not attend meetings and networking opportunities
It provides training and capacity building of NGO members and local NGOs in provinces who have less access to professional development	The low professional capacity of some local NGO staff in provinces reduces training effectiveness
It supports the development of humanitarian national NGOs (Twinning Programme)	The high turnover in NGO and INGO staff affects commitment to Twinning Programme objectives

2. VISION AND MISSION

VISION

Effective NGOs, Stronger Communities

MISSION

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

VALUES

The *Code of Conduct* is a set of shared norms, principles and values – developed by ACBAR, AWN, ANCB, and SWABAC – that aims to guide the NGO conduct in Afghanistan. Below are ACBAR’s six general principles as promoted by the *Code of Conduct*:

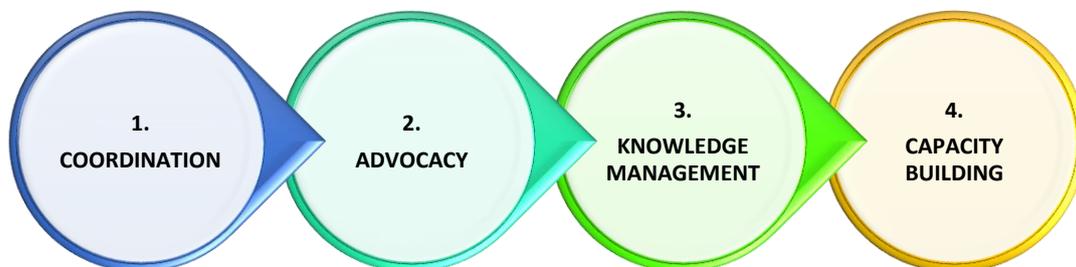
- 1 We are committed to comply strictly with international humanitarian principles and human rights law
- 2 Our work is based on the principle of DO NO HARM and it focuses on responding to emergencies, to chronic needs, reducing the impact of disasters and climate change, and dealing with the root causes of poverty, meeting basic needs, and enabling communities to become resilient and self-sufficient
- 3 We are accountable to those who we seek to assist, to those providing the resources, and to legal authorities
- 4 We are transparent in our dealings with the government and community partners, the public, donors and other interested parties
- 5 We are independent and we strive to maintain our autonomy according to Afghan and international law, and to resist the imposition of conditionality or corrupt practices that may compromise our missions and principles
- 6 We will not discriminate against any individual or group on the grounds of gender, political affiliation, ethnic origin, religious belief or sexual orientation

Moreover, in ACBAR’s *Statute of Operations*, the following values support the six general principles:

Commitment and Excellence
Social and Economic Justice
Accountability and Transparency
Empowerment and Collaboration
Compassion and Empathy
Innovation and Sustainability.

Internationally, ACBAR follows the Humanitarian Accountability Partnership (HAP) and the Tokyo Mutual Accountability Framework (TMAF) principles relevant to NGOs’ activities. ACBAR is committed to uphold and promote international humanitarian principles and human rights law in accordance with the HAP, TMAF and Government of Afghanistan.

3. STRATEGIC FRAMEWORK



1. COORDINATION

ACBAR will facilitate coordination mechanisms including the coordination of communication operations. ACBAR's role is not to duplicate sectoral, cross-sectoral working groups or OCHA's humanitarian clusters that already exist. Instead ACBAR may call for ad-hoc meetings and workshops, based on member needs and solicitations.

2. ADVOCACY

ACBAR will facilitate advocacy activities through meetings, information sharing, policy discussions, analysis of key trends and issues, publications, and coordinated campaigns. These activities will be conducted at the national and international levels, and will include national NGOs (NNGOs), international (INGOs), donors, partners, and other coordinating bodies. As a coordinating body, ACBAR will represent the interests of its members in all of its work, retaining a global perspective that is relevant at a local level.

3. KNOWLEDGE MANAGEMENT

ACBAR will collect, analyze, store, and disseminate NGO relevant information to its members. The website, electronic communication and meetings will be the primary methods for disseminating this information.

4. CAPACITY BUILDING

ACBAR will work towards increasing the capacity of its member NGOs to participate in the planning, co-ordination and delivery of humanitarian and development programs in Afghanistan. ACBAR will invest in capacitating its own workforce to build the skills and resources that are needed to support its member NGOs.

| COORDINATION |

Goal

Strengthen coordination responses, roles and activities to improve member engagement

- Objective 1* Organize diversified and relevant monthly meetings for the AHF (Afghanistan Humanitarian Forum), ADF (Afghanistan Development Forum), AWG (Advocacy Working Group), special meetings, and quarterly directors' meetings
- Objective 2* Improve the structure and follow up processes of all ACBAR meetings
- Objective 3* Maintain database of contacts of ACBAR members and contacts of relevant humanitarian and development actors

| ADVOCACY |

Goal

Influence policy and represent a strong and united voice for ACBAR members to targeted audiences

- Objective 1* Draw on and promote evidenced-based research to influence policies related to humanitarian and development aid and NGOs
- Objective 2* Ensure that the identity and principles of NGOs are understood, respected, protected and defended
- Objective 3* Enhance the profile and public awareness of both the humanitarian and development priorities and NGOs in Afghanistan
- Objective 4* Create different fora to promote dialogue between NGOs and decision makers
- Objective 5* Provide and support an advocacy platform for members working on sector-based issues

| KNOWLEDGE MANAGEMENT |

Goal

Strengthen the collection, analysis, storage, and dissemination of information to members

- Objective 1* Improve members' understanding of the NGO landscape in Afghanistan
- Objective 2* Improve communication with members
- Objective 3* Increase access to electronic resources for members
- Objective 4* Increase members' understanding of and access to donors

| CAPACITY BUILDING |

Goal

Develop the capacity of ACBAR members and local CSOs to be more effective

- Objective 1* Strengthen the institutional and service delivery capacity of ACBAR members and civil society actors
- Objective 2* Improve NNGO knowledge of international standards and best practice in the humanitarian and development sectors
- Objective 3* Increase the capacity of NNGOs to engage with the humanitarian clusters and the humanitarian sector at large

4. SUMMARY

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 forums 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 NNGO 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