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Foreword

Strategic planning is at the foundation of an organization's sustainability which sets out where the organization is heading and why it's heading there. As Antoine de Saint-Exupery, French writer said, "A goal without a plan is just a wish". It is well clear in a non-stabilized country like Afghanistan that strategic planning is at the foundation of an organization's sustainability and activities which sets out where and why the organization is heading towards the set destiny. Optimistically, Coordination of Humanitarian Assistance (CHA) developed its first strategic plan in 2005 covering periods of 2006-2010. CHA's next two Strategic Plans (2010-2015 and 2016-2020) were developed and successfully implemented, which enabled CHA to contribute toward empowerment of marginalized and disadvantaged communities and improved quality of lives through implementation of projects in themes such as health, education, sustainable socio-economic development, agriculture and emergencies.

Given the recent progress in Afghanistan's socio-political status and changing humanitarian, development and peace environments which provide a range of opportunities, as well as a number of challenge, CHA's previous great achievements and lesson learned highlighted the need for extensive review and revision of the plan in order to adapt the right innovative strategies and approaches for the organization to seize the opportunities, overcome the challenges and ensure CHA helps the target communities to achieve lasting positive changes in their lives.

Methodology

This Strategic Plan for CHA is the result of a planning process spanning several months. It represents hard work on the part of the Strategic Planning Committee which was comprised of General Assembly members, Managing Director, senior management staff and executive management board. In large part, the process was undertaken as a result of experiential growth in the organization and the addition of new ideas emerging from the field offices.

The new strategic plan is 9 chapters that determines the overall prospect of working for CHA in next five years.

CHA together with target beneficiaries in the focus areas and with its network partners is capable to play an important role in humanitarian, development and peace activities in Afghanistan. With the past experiences, CHA will further concentrate its humanitarian, development and peace activities on expanding of the network activities and related with themes of health, education, agriculture and livestock, poverty reduction, emergencies and gender equity.

This strategic plan was approved by the board of Directors. The document is intended as a flexible strategy to guide the future and as a framework for ensuring the long-term sustainability of the organization. Each year, the plan will be reviewed by the General Assembly and will be used to create annual goals and work plans for Thematic Areas.

To make the current strategic plan practical and realistic, CHA considered it essential and made sure that the entire process was participatory by involving organization's General Assembly, internal management staff and all relevant stakeholders including governmental and non-governmental counterparts. Although new changes, developments, and new ways of working in humanitarian context such as Triple Nexus and a probable new political setting were new trends, still while developing this strategic plan, it was also made sure that the lessons learnt from previous strategic plan was cascaded and was considered to be a constructive and effective resource for generation of current strategic plan.

Generating and developing this strategic plan took place under three different stages; 1) Preparation, 2) Collecting inputs from internal and external sources, context analysis, discussions on new way of working, revision of organization's missions, setting out thematic area's goals, objectives, indicators and strategies and 3) Writing and wrap up

Stage 1: Preparations

Despite the fact that COVID-19 pandemic adversely affected the first stage of the strategic planning by limiting access to several key informants and planned face to face interviews, nonetheless during the first stage of the strategic planning, a committee was formed, resource mapping on prominent and key personalities whose views were deemed necessary was conducted, two types of questionnaires (one

internal and one external) were prepared and sent out, the committee members scrutinized and perused relevant documents including CHA's previous strategic plan to identify gaps, strengths and weaknesses, SWOT analysis was conducted, and series of meetings with CHA's Field Office Managers, Executive members, and departments were conducted for the process to be inclusive.

Stage 2: Collecting inputs from internal and external sources, context analysis, discussions on new way of working, revision of organization's missions, setting out thematic area's goals, objectives, indicators and strategies

The second stage of this strategic plan started as group meetings with discussions on organizations Vision, Mission, Core Values, Goals and Strategies for the next five years. Thematic Areas' goals, objectives and indicators were scrutinized and finalized. Also, based on the SWOT analysis results, geographic areas were identified for the next five years. At this stage, a series of meetings were held and the above mentioned topics were discussed in details.

Stage 3: Writing and Wrap Up

After the required inputs were provided by the relevant Thematic Areas, Units and Departments, the writing of the plan was divided into four major parts, each presented to the Strategic Planning Committee once a week. Comments and concerns raised during these meetings were cascaded and incorporated into the relevant parts of the strategic plan and the first draft was shared with Board of Directors for final approval. A session was held at Kabul with the organization's Executive Management Board for the purpose of orienting them on the final contents of the strategic plan.

Executive Summary

This five years Strategic Plan sets out where Coordination of Humanitarian Assistance (CHA) will be standing at the end of 2025 in terms of delivery of quality services under five thematic areas of Community Development, Health and Nutrition, Agriculture and Livestock, Education, and Disaster Management and Repatriation Affairs. Through an intensive participatory Strategic Planning Process, bearing in mind the recent context analysis and the expected trends for the next five years as well as New Way of Working (also known as Triple Nexus), CHA team was able to review the organization's previous Strategic Plan, determine the extent to which it was useful and implementable, and decide in what ways the new Strategic Plan should be different to ensure its feasibility. The Strategic Planning exercise allowed the team to review organization's mission, thematic area goals as well as strategic objectives and targets so that they better align with aspirations for the future, and come up with specific directions for a practical action plan that can be used for annual planning in the next five years. In terms of targets, the organization will be reaching around 1,041,390 individuals, 91,200 households and 14,725 communities as direct beneficiaries through its five thematic areas. In order to cover the planned beneficiaries, the organization has planned for a total amount of 100,895,401 USD. The targets, on the other hand, can be achieved if three key conditions are fulfilled: that the overall government and political setting as well as security situation is satisfactory, that is CHA continues to build its networking and be able to ensure good quality of operations and results, and that funding is available.

This plan will guide CHA's future intentions and progression in terms of organizational development, services, projects and activities. It re-affirms the organization's ambitions in terms of maintaining existing services as well as developing new ones in response to the existing and emerging needs of the communities. At the same time CHA plans to promote transparency and accountability, and enhance its public image both at the national and international levels. The organization also plans to keep its 8 core provincial offices active and functional, while looking for possible extension on focus provinces as well. Establishment and extension of Green Belt initiative will continue as per the plan for the sole intention to keep the organization sustainable for the years to come.

The following Strategic Plan is a working document that will be revised on an annual basis. All departmental and staff annual plans will be dovetailed with it, and it will be consulted on all other occasions that organization priorities are set. All departments will also create annual work plans which link to this strategy; they are available at the end of this document.

The document includes CHA's core values, structure, uses a strategic analysis to identify positive factors both within the organization and in the wider environment. The document also outlines the main strategic objectives needed to achieve the organizational mission and provides direction to achieve each of them through specific strategies set forth under each Thematic Area.

CHAPTER 1: Context Analysis

Humanitarian Overview: As a chronically neglected humanitarian crisis country, Afghanistan, the hometown of 32.2 million¹ estimated population has experienced conflict and political imbalance along with vast administrative corruption which has created and paved the ground for major risks for the civilian population. The impact of the conflict, however, goes well beyond the numbers, taking into account the extensive and durable harm caused to the physical, mental, social, and economic well-being of individuals, families, and communities. UNAMA documented 10,392 civilian casualties (3,403 killed and 6,989 injured) as a result of the armed conflict in 2019 within Afghanistan². With regards to civilians leaving the country or not willing to come, between 2012 and 2018, there were 3.5 million people internally displaced and more than 2.6 million registered refugees from Afghanistan residing outside of the country³. In 2019, more than 540,700 returnees and refugees came to Afghanistan from Iran (487,035), Pakistan (25,493), Turkey (25,715), and other countries (2,034). Following the COVID-19 pandemic, IOM reports that the flow of spontaneous returnees from Iran increased compared to previous months, primarily due to concerns about the spread of COVID-19 in Iran.

This is placing great strain on processing at the border crossing points and raises concerns about the spread of the virus given the scale of arrivals. As many returnees are going home to chronically under-developed areas with limited-to-no health service provision the risk of undetected transmission is significant⁴. More than 4.1 million people are displaced⁵ and reside in urban and rural informal settlements, characterized by overcrowding, poor ventilation, and lack of access to safe water and sanitation facilities. Even for non-displaced people, dwellings tend to house large families with multiple members sharing sleeping space, and access to services in the community are limited or non-existent. Displacement, economic instability, lack of livelihood opportunities, and cultural norms force some individuals and families to adopt negative coping mechanisms to meet urgent needs.

The humanitarian situation in Afghanistan continues to steadily decline, characterized by the United Nations declaring that Afghanistan was a country at war in 2017, as well as Afghanistan becoming the deadliest conflict on earth in 2019 according to the Humanitarian Needs Overview (HNO) 2020. Lingering effects of the worst drought in decades accompanied by relentless natural disasters including floods, earthquakes, landslides, and avalanches have exacerbated effects of the conflict, led to further displacement, and resulted in high multi-sector needs across the country. In particular, hard-to-reach districts and insecure areas are some of the worst affected, due to the lack of services for basic needs in the areas, as well as the limited access for humanitarian partners to provide assistance. According to the HNO 2020, 9.4 million Afghans will be in need of humanitarian assistance, with notably 6.99 million in need of protection. The 33% increase in the overall number of people in need from 2019 to 2020 demonstrates the deteriorating humanitarian situation.

Political Overview on NGO community:

Through 2019-2020, all parties to the war violated international humanitarian law protections. After more than a year of direct negotiations, the U.S. government and the Taliban signed a peace agreement on February 29, 2020. The agreement was signed following a seven-day reduction in violence. Despite this new agreement, there is still no official cease-fire in place and throughout 2019 and into 2020, violence continued across Afghanistan. Optimisms has increased among Afghans for a potential permanent peace with Taliban, hoping for the Intra-Afghan successful negotiations to happen not in too distant future. If the negotiations end in a success, it will definitely open doors for more Humanitarian, Development and

¹ NSIA

² <https://unama.unmissions.org/protection-of-civilians-reports>

³ https://afghanistan.iom.int/sites/default/files/Reports/afghanistan_migration_profile.pdf

⁴ https://reliefweb.int/sites/reliefweb.int/files/resources/covid-19_multi-sector_country_plan___afghanistan_final.pdf

⁵ <https://reliefweb.int/report/afghanistan/afghanistan-covid-19-situation-report-05-may-2020>

especially Peace funds to flow within the country with the purpose of reaching marginalized population who used to live under Taliban influence. Although it is crystal clear that social-economic dimensions carry important role in peace process, re-integration of the marginalized population will be a vital stage for NGO

Corruption Overview:

Anti-corruption efforts in Afghanistan are still in the early stages, though some progress has been realized over the past few years as a result of strengthened institutions and increased political support. The current government has made it a priority and initiated some important measures. Widespread corruption, however, remains one of the key challenges for security, economic development, and state building at large and progress is fragile and can only be maintained through sustained and increased efforts from civil society, government, and international partners.

Health Overview:

Afghanistan faces a significant challenge to creating a functional medical system in a post-conflict setting. A low-income country recovering from decades of strife, the health care system has been in disarray for many years. Rebuilding the health care system in Afghanistan is currently being undertaken by a number of groups, including the Afghan government, several non-governmental organizations (NGOs), and the US government. While some progress has been made, many hurdles remain. Despite these hurdles, Afghanistan's health system has been steadily progressing over the last 17 years, with increasing coverage of health services throughout the country. In 2019, a total of 3,135 health facilities were functional⁶ in the country. Improved access and coverage of maternal, newborn, and child health and nutrition services to its populations during recent two decades, leading to reductions in maternal and under-five mortality through implementation of the Basic Package of Health Services (BPHS) and the Essential Package of Hospital Services (EPHS) can be counted as tangible progress towards a better healthcare system. For a detailed analysis of health situation within the country, refer to page xxx of this document.

Development Overview:

Despite improvements in life expectancy, incomes, and literacy, Afghanistan is extremely poor, landlocked, and highly dependent on foreign aid. Much of the population continues to suffer from shortages of housing, clean water, electricity, medical care, and jobs. Corruption, insecurity, weak governance, lack of infrastructure, and the Afghan Government's difficulty in extending rule of law to all parts of the country pose challenges to future economic growth. Afghanistan's living standards are among the lowest in the world. Since 2014, the economy has slowed, in large part because of the withdrawal of troops that had artificially inflated the country's economic growth. The international community remains committed to Afghanistan's development, pledging over \$83 billion at ten donors' conferences between 2003 and 2016. In October 2016, the donors at the Brussels conference pledged an additional \$3.8 billion in development aid annually from 2017 to 2020. Even with this help, Government of Afghanistan still faces number of challenges, including low revenue collection, anemic job creation, and high levels of corruption, weak government capacity, and poor public infrastructure. Still, Afghanistan remains one of the poorest countries in the world. In 2019 it ranked 170th out of 185 countries in the UNDP Human Development Index, a summary measure that is based on development dimensions of health, education, and living standards. Due to infusion of billions of dollars in investments, and international aid in Afghanistan nearly over the past two decades, the economy of the country experienced increment. In an update of Asian Development Outlook (ADO) 2019, ADB forecasts Afghanistan's gross domestic product (GDP) growth rate at 2.7% in 2019 to accelerate further to 3.4% in 2020 depending on the situation in the country. For a detailed analysis of development situation within the country, refer to page xxx of this document.

⁶ <http://www.emro.who.int/afg/programmes/health-system-strengthening.html>

Environmental Overview:

Despite improvements in life expectancy, incomes, and literacy, Afghanistan is extremely poor, landlocked, and highly dependent on foreign aid. Much of the population continues to suffer from shortages of housing, clean water, electricity, medical care, and jobs. Corruption, insecurity, weak governance, lack of infrastructure, and the Afghan Government's difficulty in extending rule of law to all parts of the country pose challenges to future economic growth. Afghanistan's living standards are among the lowest in the world. Since 2014, the economy has slowed, in large part because of the withdrawal of troops that had artificially inflated the country's economic growth. The international community remains committed to Afghanistan's development, pledging over \$83 billion at ten donors' conferences between 2003 and 2016. In October 2016, the donors at the Brussels conference pledged an additional \$3.8 billion in development aid annually from 2017 to 2020. Even with this help, Government of Afghanistan still faces number of challenges, including low revenue collection, anemic job creation, and high levels of corruption, weak government capacity, and poor public infrastructure. Still, Afghanistan remains one of the poorest countries in the world. In 2019 it ranked 170th out of 185 countries in the UNDP Human Development Index, a summary measure that is based on development dimensions of health, education, and living standards. Due to infusion of billions of dollars in investments, and international aid in Afghanistan nearly over the past two decades, the economy of the country experienced increment. In an update of Asian Development Outlook (ADO) 2019, ADB forecasts Afghanistan's gross domestic product (GDP) growth rate at 2.7% in 2019 to accelerate further to 3.4% in 2020 depending on the situation in the country. For a detailed analysis of development situation within the country, refer to page xxx of this document.

Agricultural Overview:

More than 75% of Afghanistan's population, and nearly 90% of those living in poverty, live in rural areas. With a 25% contribution to GDP and about half of all households receiving income from it⁷, agriculture has great potential to be one of the main drivers of economic growth while reducing unemployment. Due to the country's high population growth rate, agriculture will need to grow by at least 6% per year if rural incomes are to increase and population standards of living significantly improve. Achieving it will be challenging and require game-changing policies and investments. However, this would be possible given that, fortunately, Afghanistan has many catch-up opportunities—from revitalizing rural institutions, to rebuilding infrastructure and updating technology that offer the possibility of faster agricultural growth. For a detailed analysis of agriculture situation within the country, refer to page xxx of this document.

Education Overview:

The National Education Strategic Plan (NESP) III 2017-2021 reports significant achievements so far. The number of children enrolled in General Education (grades 1-12) has risen by almost nine times, from 0.9 million (almost none of them girls) to 9.2 million with 39% girls. The number of schools has also increased from 3,400 to 16,400. Despite these achievements, NESP III recognizes that there is still much to do with regards to equity, girls' education, and improving access and efficiency. Even with the increase in girls' enrollment, many provinces have very low female students reported, with ranges as low as 14%. The availability of female teachers is also a challenge, with NESP III reporting an average of 33% nationwide, ranging from 74% in some provinces to as low as 1.8%. With regards to efficiency, a major challenge is to increase the low overall primary attendance and retention (only 55% children aged 7-12 are attending), with wide disparities among provinces. Of the 42% of children aged 5-14 attending school, more than half of them (51%) are also involved in economic or household activities. However, there is still a huge demand for education. The priority is to improve the quality and relevance of programs, and to prepare graduates better for productive work. A large gap remains between provinces and between urban and rural areas.

⁷ <http://documents.worldbank.org/curated/en/2015/04/24421351/afghanistan-agricultural-sector-review-revitalizing-agriculture-economic-growth-job-creation-food-security>

Over the next 5 years, the Ministry of Education aims to increase current low primary attendance and improve secondary school enrolments especially for poor and disadvantaged children in rural areas where only 21% of girls and 43% of boys attend school. COVID-19 pandemic has become one of the biggest hindering threats to education service delivery worldwide and in Afghanistan which requires innovative solutions to overcome this situation and deliver education services to children. Therefore, MoE prepared a COVID-19 Emergency Response Plan in order to continue the education service delivery to students at their homes through distance learning, use of television, mobile and teaching in small groups taking the medical and health instructions into consideration. For a detailed analysis of education situation

Gender Equity Overview:

In the area of gender equity, there have been some improvements over the past few years. The inclusion of women, including in political and economic affairs is being addressed by the government through a number of National Priority Programs, such as the Citizens Charter programs as well as through the Women's Economic Empowerment Program. Notwithstanding these improvements, the situation for women and girls in Afghanistan remains challenging in many areas. Human rights groups name Afghanistan as one of the most dangerous countries for women to live in. Physical, sexual and psychological abuse as well as forced marriages persist at large scale and a strong social inertia hampers necessary improvements in women's rights in Afghanistan.

COVID -19 Pandemic:

COVID-19 poses grave dangers to the health of Afghans. People are finding it increasingly difficult to cope with the daily hardships they face due to the direct impact of lockdowns intended to slow COVID-19's spread, the lingering impacts of the drought, continued insecurity, a contraction in economic growth and a labor market that is unable to absorb the available workforce. A full picture of the economic calamity facing the country may not be known until later in the year. However, preliminary World Bank estimates show major economic and fiscal shock in Afghanistan. The virus and related containment measures, including border closures and the recent lockdown of major cities, have led to: (i) massive disruptions to productive economic activity and consumption; (ii) disruptions to imports, including of vital household items, leading to rapid inflation; (iii) reduced exports due to disruptions at border points; (iv) a sharp decline in remittances. The same analysis suggests an indicative revenue loss of up to 30 per cent (\$800m less than 2019) and at least a 5-7 per cent contraction in GDP (compared to the 3.4 per cent growth that had been originally predicted). This will have significant impact across the board but will be particularly challenging for people already living in poverty, including those who are displaced long-term. Even before COVID-19, an estimated 93 per cent of people were living on less than \$2 per person per day⁸. This indicates little capacity to absorb the economic shock of COVID-19 and the associated loss of livelihoods. This is problematic for both Afghanistan and the international community – risking turning Afghanistan into an incubator of the virus, as is the case for almost-eradicated diseases like polio. Afghanistan is one of only three countries in the world where polio remains endemic.

CHA is well aware of the general contextual situation flowing inside and outside the country and thus, is well prepared for any kind of emerging scenario based on its three decades of experience and functionality within the country. Current Strategic Plan 2021-2025 has been prepared based on the overall situation and context of the country mentioned above. For a detailed thematic area information, please refer to CHA's Thematic Area under Scope of Work.

⁸ Afghanistan Central Statistics Organization, Afghanistan Living Conditions Survey, 2016/17

Risk Analysis and Mitigation Matrix

External Factors	Description	Likelihood (Rate1-5)	Impact (Rate 1-5)	Mitigation Measures
Security	Outbreak of war between government/ alliance force and antigovernment elements/Taliban, ISIS terrorists acts such as suicide bombing, abduction	4-5 dependent on project location	4-5	CHA regularly assess the security situation to help staff avoid security incidents and ensure that they receive regular alerts and advice from the International NGOs Safety Office (INSO), which provides security advice to NGOs. CHA has developed a Security and Safety policy that will provide safety and security information and guidance to staff, beneficiaries, and organization's properties.
Political Situation	There are three scenarios probable; 1. Long-term peace will be in place between government and Taliban, 2. There will be	4-5	2	CHA has signed the code of conduct for NGOs working in Afghanistan to be neutral and impartial and serve the population of concern without considering their ethnicity, religion, and

	<p>other emerging insurgent groups if peace is made with Taliban and 3. There will be no peace agreement. In each case, there is very high potential of risks for NGOs in the country.</p>			<p>political affiliations. Therefore, political changes may not affect CHA's work as it has the backing and patronage of communities.</p>
Natural disaster	<p>Typically associated with shocks (such as earthquakes and floods) of such magnitude that they delays or inhibits project implementation.</p>	1-2	2-3	<p>These can only be addressed through a careful process of monitoring and program adjustments. Efforts are continuously made to adopt staff and asset protection/recovery mechanisms. CHA further works with its people of concern to explore drought-resistant crops, diversified harvesting, and identify water solutions to drought. CHA also encourages alternatives to agricultural infrastructure, to mitigate the negative impact of both flooding and drought.</p>
Corruption	<p>Afghanistan is a country with considerable aid inflow, and is also among the world's most corrupt country according to Transparency International. This poses potential challenges to safeguarding donor contributions.</p>	1	1	<p>CHA has a clear anti-corruption policy as well as clear policies for all critical processes, including accounting, audits, hiring of staff and procurement. Accounts are maintained by CHA according to procedures set out in financial guidelines.</p>

Donor dependency	In Afghanistan almost all interventions depend on donor funding, including government programs.	4-5	4-5 (Projects collapse without external donor support.)	CHA will rely on donor funding for the foreseeable future. CHA will also seek funding from donors and government within the country to cover its funding gap as reflected in this Strategic Plan. This can be achieved by presenting a viable approach and robust systems including the Strategic Plan, operating manuals, policies and the establishment of effective communication with donors and potential stakeholders, as well as media campaigns.
xxx New Government Setting	It is foreseen that after successful peace negotiations, a new government setting with ex-combatants on key positions will emerge.	4-5	2	The probability of ex-combatants establishing NGO's of themselves after new government setting, where interventions at their area of dominance will be managed by these NGO's, exist. CHA will keep its impartiality and neutrality code up and running and the impact, as CHA is currently implementing interventions at insecure areas, will be of low category.
xxx Currency Inflation	There exists Afghani currency inflation risks associated with regional and international currencies such as Rupee, USD and EUR.	4-5	1	In order to mitigate the inflation risks, CHA's Control department annually conducts Afghani Currency Inflation Analysis and considers the percentage of inflation for each item to be procured for the next year.

CHAPTER 2: Introduction

Coordination of Humanitarian Assistance (CHA) is a non-profit, non-sectarian and non-political humanitarian organization. CHA is registered with Ministry of Economy in Afghanistan. The General Assembly of CHA is the highest authority to set or dissolve the policy lines. The Assembly has the authority to decide on CHA's progress, or to change or dissolve the organization. Members comprise a directorial board of cooperative organizations, community representatives and members of CHA elected by the Executive Board.

The Executive Board is responsible for executing plans and projects. It performs its functions under the authority of the Managing Director. The Board meets on quarterly basis. Its members comprise Thematic Area Program Managers, Field Office Managers, General Administration and Finance Manager, Planning Unit Manager, Finance Control Manager, and Gender Committee representative. CHA has functional offices in 8 provinces namely Kabul, Herat, Ghor, Farah, Balkh, Kandahar, Parwan, and Faryab provinces around the country. In addition, for the purpose of better implementation of the projects 55 districts are covered by CHA through implementation of various programs and projects. Currently around 1,600 Afghan technical and support staff are employed by the organization and are working in various projects focused mainly in rural areas.

CHA works through the main thematic areas of Education, Community Development, Health & Nutrition, Agriculture & Livestock and Disaster Management and Repatriation Affairs. The organization's approach is to focus at the district/marginalized community levels and provide integrated packages of assistance.

CHA has well developed policies and procedures in practice which makes it as a model national organization in Afghanistan. These policies are being revised annually in order to be on track with the latest changes in the context of the country. CHA is accountable to its partners and communities through periodic and annual progress and financial reports and regular evaluation of its activities. An online Enterprise Resource Planning system is utilized within all departments of the organization to facilitate further transparency and accountability. External auditors carry out general annual audit of CHA accounts. CHA is also using an internal audit process for project accounts in accordance with international rules and practices. Amid COVID-19 pandemic, CHA is facilitating the annual and project audits through providing all audit requirements online to the audit team.

Background and History:

In the course of its existence, CHA evolved from an organization that mainly took care of emergency relief, towards a fully-fledged institution that is active in most of the sectors related to humanitarian, development, and peace. CHA's history can be categorized into four main eras, as follows:

The emergence of the organization:

The organization was created in 1987 by a team of educated and experienced Afghan volunteers. The initial aims were to provide emergency aid for war victims in the field, to assist with the rehabilitation of rural and urban life, and to work with communities for sustainable development in Afghanistan. The first priority was to provide emergency help, in form of food and medical aid, for the civilian population in liberated areas. It was very important to provide the assistance locally, to avoid exacerbating population displacement and migration. The second priority was to assist (returning) families and communities by rehabilitating basic infrastructure, irrigation systems, roads, schools and clinics, for instance. In addition, some social services such as primary education and basic health and medical services were provided.

CHA's main office was set up in outside Afghanistan to facilitate contacts with donor agencies, maintain records and do reporting and correspondence. This office also organized programs, and field inputs. Field operations were controlled through this office and a network of project site offices in different provinces and districts. Initially, CHA's activities in Afghanistan were confined to two districts of Farah province, but in 1990 they were extended to all the districts of the province.

During Mujahedeen Rule:

During this period basic services were provided mainly by UN agencies or NGOs. In this time CHA was mostly involved in the provision of emergency services especially to the people who were adversely affected by this man-made disaster. Although clashes continued in some places, including Kabul, the Western provinces were more stable, and the majority of refugees had returned to their places of origin. Longer term programs in permanent rehabilitation and development became possible only in 1992 when refugees started returning on a larger scale. In 1991, CHA gradually began implementing projects in Ghor and Nimroz provinces, which border Farah province. During this period CHA's Kabul Office was inaugurated and was focusing on providing emergency live saving assistance to families affected by internal clashes/ conflicts between Mujahedeen factions.

After the security situation in Western provinces stabilized in 1993, CHA's main office moved to Herat city, the center of Herat province. In addition the area covered by CHA was expanded towards Kandahar. The reason for this strategic shifting was mainly for establishing and maintaining contact with donor agencies.

During Taliban Rule:

During Taliban Rule:

During the time when Taliban came to power, the country was hit by severe drought; and most of the rural communities in north, central and west of the country were affected. The regime closed all of the schooling facilities for girls and schools for boys were also functioning without any attention to the quality of teaching. The government was not able to provide basic services like health. During 1996-2000, CHA actively participated in provision of health, agriculture services as well as emergency response for the people who were affected by drought in west and south of the country. CHA also played a vital role in distribution of food as food for work and supplementary feeding programs in South, West and north of the country. CHA also concentrated on reducing the dimensions of the internal displacement of population in north, west, south and the center by channeling food for work and other basic service in the hard hit areas by the drought in rural areas and assisting the IDP camps in the urban centers and facilitating any possible return of these people to their places of origin. During this time, CHA started to build the capacity of the organization in disciplines like health, education and agriculture and founded the basis for professional delivery of these services. CHA started initiatives for building the human capacity of Afghans by launching training centers at distinct level, Civil Engineering faculty in Herat province and Galaxy English Language and Computer Training centers in Herat and Kandahar. During 90s, CHA also developed an Accounting Information System (AIS), PMIS and another computerized systems. A Gender department was also established in CHA's structure and most of the policies and procedure was reviewed and revised from gender point of view.

2001, After 9/11

Right after 9/11 CHA's main office was shifted to Kabul. With severe drought affecting every community in the country, the return and resettlement of more than one million Internally Displaced Persons and more than three million refugees, CHA played an important role in providing emergency assistance, managing transit camps in Herat for refugees coming from Iran, and delivering basic humanitarian and development services to its coverage areas. CHA provided employment opportunities to hundreds of thousands of unskilled people through active participation in reconstruction and through emergency employment projects as the likes of food and cash for work. These projects besides providing employment opportunities have had a great impact on improving law and order and stability in the country. For instance, the government Disarmament, Demobilization and Re-integration program has highly benefited from these employment creation activities.

From 2003 opportunities for rehabilitation of the country started but the new established government operation capacity was not in the extent to expand basic services especially to the rural population. CHA become an important partner in providing basic health and education services by implementing Basic Package of Health Services (BPHS) and Afghanistan Primary Education Program (APEP). Helping the establishment and promotion of local governance and the provision of block grants to communities through the National Solidarity Program (NSP) of the government and engaging and training staff of the

Ministry of Rural Rehabilitation and Development (MRRD) in the process are all important steps that CHA has taken to address the issues facing a country in transition.

In 2004 CHA expanded its area of operation to Parwan and Kapisa province through undertaking a big Education project named Afghanistan Primary Education Program (APEP). Implementing of the Building Education Support System for Teachers (BESST) was another program that CHA intended to achieve the result of first to strengthen teaching by training all school teachers in two provinces in the fundamentals of good teaching and the mastery of the subject matter they teach. Subsequently in 2004, CHA went through an organization assessment process which resulted to drafting of a 5 years strategic plan in 2005. From 2006 to 2009 CHA mainly focused on the implementation of its strategic plan which was mainly focused on basic services delivery, development of civil society and advocacy.

Strategic Plan 2005 – 2009

Within this period, CHA was functional in Kabul, Wardak, Bamyan, Faryab, Panjshir, Herat, Ghor, Farah, Balkh provinces with implementation of major projects and programs such as Orchard building and agriculture capacity building programs by FAO, BPHS package by world bank, CBHC by WHO, Teacher training, Capacity building of administrative personnel by MoLSAMD, women vocational trainings by CIDA, response to emergencies by ECHO, and National Solidarity Program by MRRD. Around 7 million people were reached across the above mentioned provinces. CHA was able to manage 79,313,112 USD for the period of 5 years. During 2005, CHA completed a major review of its policies and procedures. Consequently, comprehensive policies and procedures were developed for Human Resource Management (HRM) and Project Cycle Management. In 2009 CHA reviewed its strategic plan and brought changes as per country context.

Strategic Plan 2010 – 2015

, Herat, Farah, Helmand, Kunduz, Kandahar, Ghor and Nangarhar through implementation of BPHS, NSP, Female Youth Employment Initiative (FYEI), Grape Value Chain, Improving Water Supply and Sanitary Infrastructure, Building Afghan Peace Locally (BAPL), On Farm Water Management, Solar Distribution, Post - Arrival assistance to vulnerable Afghan Returnees from Pakistan , Strengthening Health Activities for the Rural Poor, SEHAT, Grape Value Chain, People with Specific Needs, Encashment center, Perennial Horticulture Development, WASH and GREATIDEA. Throughout implementation of these projects and programs, a total number of 9,386,624 vulnerable people were reached and a total amount of 59,419,122 USD was managed financially. During this period, keeping in mind the recent development in the country, CHA management team decided to develop its new strategic plan for 2010 to 2015. The main shift in this plan was focusing on specific geographic area and sticking to the interventions which ensured long term development of the communities and empowerment rather than just providing basic services. In 2015, CHA developed its five year strategic plan covering 2016 – 2020 focusing mainly on expansion of thematic areas as well as geographic expansion to central provinces.

Strategic Plan 2016 – 2020

With the expansion the organization had over the years, a total number of 24 province namely Balkh, Faryab, Jawuzjan, Ghor, Badghis, Herat, Farah, Nimroz, Helmand, Nangarhar, Kandahar, Ghazni, Sar-e-Pul, Paktya, Samangan, Logar, Khost, Paktika, Maidan Wardak, Kabul, Parwan, Kapisa and Panjsher were covered throughout implementation of projects and programs such as Transit center management and Person with specific need (PSN), TSFP, CCNPP, WEE-RDP, IHSAN, SEHATMNDI, Expanding Community Based Outreach Vaccination, COVID-19 Emergency Response and Health System Preparedness, Emergency Agriculture Assistance, Government Health Relief Program, Natural Resource Management, PSN, TCM, TSFP, and Live Saving Assistance to Drought Affected Families. The organization was able to reach a total number of 11,478,090 vulnerable and affected target population through successful management of 67,253,287 USD in total.

In late 2018 and in the beginning of 2019, after four consecutive years of successful implementation of organization's Strategic Plan 2016 - 2020, considering the presidential elections, new government setting

after peace deal treatise on the verge, and the potential funding pool, which was basically focusing on concurrent drought and conflict in the country, CHA has had a review of its strategic plan 2016-2020 through series of strategic meetings in order to balance the improvements on set goals as well as to prevent from any deviation. As a result of these meetings, new goals and objectives as well as indicators were set for thematic areas and necessary departments were created and made functional within the organization structure.

Governance:

CHA is governed by a General Assembly which is the highest authority and has the power to determine policies and continuation or dissolution of the organization. The General Assembly preserves the authority to decide on improving work of the organization or the dissolution or changing of the policies. The General Assembly is consisted of volunteer people from like-minded and civil society organizations, community representatives and individuals from the Executive Board of the organization. The General Assembly meetings are held annually, at the end of each year.

A layer down, the Executive Board, which is supervised by the Managing Director, is responsible for implementation of plans and projects. The Executive Board members meet on quarterly bases. The members of the board are consisted of Thematic Area program managers, Field Offices managers, General Admin/Finance manager, Control Unit Manager, Planning Unit Manager, and Gender Committee head.

At the Head Office level, there is a third layer of governance namely Management. The management team is consisted of Managing Director, Thematic Area Managers, General Admin/Finance Manager and Supporting Unit Managers, who are responsible for the executive management of the organization. The management team meets twice in a month and achievements, hurdles and challenges with regards to ongoing activities are discussed and appropriate decisions are taken.

Structure:

Internally, CHA is managed by an Executive Board headed by Managing Director. There are two advisory positions, one Fundraising Advisor and other Financial Control and Audit Advisor. There are four main units directly reporting to Managing Director namely Admin and Finance Unit General Manager, Project Management Unit General Manager, Financial Control and Audit Unit General Manager and Planning Unit General Manager. General Admin and Finance Unit covers Admin, Finance, Human Resource, Inventory and Transport Units. Field Office Managers are bound to report directly to General Admin Finance Unit Manager. Five Thematic Areas of the organization namely Community Development, Health and Nutrition, Education, Agriculture and Livestock and Disaster Management and Repatriation Affairs falls under Project Management Unit/Managing Director. Each Thematic Area is managed by the specific program manager who, at the same time, oversees multiple projects being implemented under the specific theme. Managing director and program managers collectively make the decision on the technical issues of the projects. Planning Unit, which has Monitoring and Fundraising departments, is responsible for fundraising, proposal writing and regularly monitoring of the projects being implemented through five Thematic Areas.

Geographic Target Areas:

For the past five years, CHA had prioritized 13 provinces to be targeted as geographic focus area, while at the end of 2020 the organization was able to stretch its presence to 21 provinces based on availability of funds and the needs of communities. In order to align better with the foreseen country context, the organization will be targeting a total number of 24 provinces for the next five years based on first community needs and second availability of funds, current presence, past experience, financial security, availability of experienced local staff, potentiality of absorbing Green Belt initiative, and organization's winning strength in terms of competition. Target provinces are categorized into Core Provinces and Focus. Core Provinces are where CHA will keep its permanent presence and in Focus Provinces, the organization will be present and functional according to project nature. On the other hand, one Core Province can manage projects and initiatives in several Focus Provinces without having an office opened there if faced with fund restrictions. In absence of any funding source, considering minimum structure, CHA will keep its Core Offices secured and functional at all costs in order not to lose its presence.

Core Province	Parwan	Kabul (HQ)	Herat	Farah	Ghor	Kandahar	Faryab	Balkh
Focus Province	Panjsher	Logar	Badghis	Nimroz	-	Helmand	Ghormach (District)	Samangan
	Kapisa	Ghazni	-	-	-	Zabul	Jawuzjan	Sar-e-Pul
	Bamyan	Wardak	-	-	-	-	-	Kunduz
	Daikundi	Nangarhar	-	-	-	-	-	-

In exceptional cases where either the donor or the project happens to be strategic for CHA, the organization will stretch its presence to other provinces of the country as well.

Target Beneficiaries:

For the next five years, CHA will enable the ground for humanitarian, development, and peace opportunities in rural and urban communities where all groups engaged will have equal participation rights and equal value for their contribution. The term “inclusive” will be considered as proactive rather than passive.

- **Returnees and IDPs:** Returnees and IDPs are inevitable part of the community settlement of the country as a whole. They are the key actors in reintegration process of returnees in Afghanistan since 1987. Thus, it is obvious that in the humanitarian and development context, the returnees and IDPs can play their share of role.
- **Women:** CHA considers gender mainstreaming at all phases of the program. Inclusion of females as beneficiaries, who are heads of their families and have lost their male household heads, in future interventions are major part of the revision CHA had on its program priorities and Code of Conduct. However, CHA foresees potential cultural and traditional sensitivities towards active participation of women to the program activities from the target communities. The measures to mitigate such sensitivities will include a massive awareness raising in the urban communities, engaging leaders, Malik’s, and contextualizing the intervention methods.
- **Children:** An adequate well-balanced diet is the bedrock of child survival, health and development. Well-nourished children are more likely to be healthy, productive, and ready to learn. Under nutrition, by the same logic, is devastating. It blunts the intellect, saps productivity, and perpetuates poverty. Unfortunately, Afghanistan has one of the world’s highest rates of stunting in children under the age of five 41%⁹. In order to tackle with this problem and help children gain their normal and balanced diet, for the next five years, CHA will cover under 5 age children for treatment of mal-nutrition.
 Poor and marginalized people: Poor and marginalized people either from host communities or as returnees and IDPs have rarely been able to convey their messages and take part in development process, while this notion still exists among target communities. CHA will ensure this issues is addressed and that their share of equal participation to humanitarian, development and peace initiatives are ensured.
- **Youth:** Some sources show that youth makes a great portion of Afghanistan’s population reaching around 22 percent¹⁰. This indicates a great human resources potential that can be utilized to boost intervention impacts. CHA will make sure that the youth potentiality at the ground level is utilized at its

⁹ <https://www.unicef.org/afghanistan/nutrition>

¹⁰ Afghanistan Demographic Profile: http://www.indexmundi.com/afghanistan/demographics_profile.html

highest peak possible.

■ **People with disabilities:** In the communities people rarely reckon for disabled people as equal to those who are not disabled. With such a stereotype, people with disabilities have gradually been marginalized. Yet there are myriads of such people who proved that they are not literally dis-abled, but they are

differently-abled. CHA will ensure that throughout its interventions for the next five years, no one is left behind and that special attention to people with disabilities is paid.

■ **Kuchis and Nomads:** Currently Kuchis are probably destitute and least attended group in the Afghan population for their usual movements around the country. The stereotype still exists among the communities for exclusion of Kuchis within the emerging structure, solely for the purpose of Kuchis being nomads. CHA will make sure that the emerging community-based structures will consist of Kuchis as emerging social structure.

■ **Re-integration of individuals and families newly joining peace process:** The notion behind individuals who are currently standing on the opposite side and are claiming themselves to be combatants is that they shall be excluded of all aid, both governmental and international. Though, considering the peace process and new government policy on re-integration of such individuals and their families, CHA will make sure that the individuals along with their families are received at the community level through a dignified re-integration process and are included within the interventions. This will further prevent these individuals to deviate again due to lack of employment opportunities, social inclusion or a dignified re-integration process.

CHAPTER 3: 2021-2025 Perspective

The commitment to moving from delivering aid to ending need was the main outcome of the World Humanitarian Summit 2016 with the Afghanistan Sustainable Development Goals (ASDGs) and 2030 Agenda upheld as a common framework for results through the New Way of Working, also known as the Humanitarian-Development-Peace (Triple) Nexus. This approach involves a wide variety of actors, working based on their comparative advantages and over multiple years, to reduce need, vulnerability and risk and increase peace and resilience for a sustainable development. After nearly 40 years of conflict and displacement, it is clear that Afghanistan needs a new 'Way Forward' for peace and sustainable development. In this demanding context, CHA is committed to be functional towards realizing the Humanitarian-Development-Peace Nexus in Afghanistan and thus, has set its functionality to be under Triple Nexus umbrella.

Considering the New Way of Working (NWoW) approach, CHA has prioritized its programs for the next five years under 5 Thematic Areas of Community Development, Health and Nutrition, Agriculture and Livestock, Education and Disaster Management and Repatriation Affairs.

Vision:

"To help Afghanistan evolve into a peaceful and developed country where people's basic needs are met, poverty is eradicated and social justice is promoted."

CHA's vision statement clearly and aptly caters to the country's most pressing humanitarian, development and peace needs as Afghanistan enters what is being described nationally and internationally as the "Transformation Decade" from 2015 to 2024 (Ministry of Foreign Affairs, 2016). The vision statement correctly recognizes three areas where Afghanistan's social economy lags behind the most and positions CHA to work towards challenging and changing the status quo.

As one of the largest and leading NGOs of the country, CHA is placed in the ideal position to play a prominent role at this critical point in history for Afghanistan in assisting it to achieve peace, with the ending of the war, humanitarian and development aimed at helping the country meet its targets. By aligning its vision statement with the current national humanitarian and development context, CHA takes ownership of this unique position that it is in to contribute to Afghanistan's evolution.

Mission:

"To empower individuals, communities, and grassroots civil society organizations by improving development indicators pertaining to health, education, agriculture, peace, gender equity and extending disaster risk

reduction support to individuals and or families in need.”

According to the new revised mission statement, CHA’s main focus for the next five years will be on designing and implementing projects and programs around health, education, agriculture and livestock, community development, and repatriation affairs and disaster management. Such clarity of mission will assist not only the executive bodies of the organization but also give a strong sense of direction to all stakeholders including employees and donors. Moreover, the mission statement ensures that CHA’s all-encompassing approach to humanitarian, peace, and development is advanced by accounting for and targeting empowerment of communities at the same time ensures that the organization targets all vulnerable persons, that is, those “in need”, and women, through promotion of gender equity.

Core Values:

CHA’s core values help define its priorities and the way in which the organization operates from within. Following the strategic planning exercise, core values are set as:

Respect: While working with the target communities, we firmly believe in respecting cultural, racial, religious, ideological diversity and principles of democracy and human rights to be a fundamental for our interventions.

Gender Equity: At CHA gender equity is an eminent part at professional work, where it is considered at every phase. We believe that rise of a women is rise of a nation.

Efficiency & Effectiveness: We believe that efficiency is irrelevant until we work on the right things. At CHA, being busy is never equal to being productive.

Belief in principles of non-violence: We believe in the equal value of every human being and the importance of valuing opinions of others; we know that change happens through people.

Leave no one behind: We believe that when everyone is included, everyone wins. We also pay special attention to vulnerable and marginalized groups of the society including disabled as well.

Integrity: Our team is strongly committed to conduct in a manner consistent with humanitarian principles, cultural values and ensures transparency and accountability. We are honest, ethical and fair in all our activities. We keep our word and deliver our promises.

Innovation: We constantly strive to re-define the standard of excellence in everything we do. At CHA, we are open to ideas that drive innovation. Our endeavor to incorporate innovation into our work is endless.

Optimistic Perspective: At CHA, we maintain an optimistic perspective towards future while keeping an eye on strategic and contextual humanitarian developments.

Organization’s Strategic Objectives for 2021-2025:

Based on the SWOT analysis conducted and the opportunities available and in order to achieve organizational mission, specific strategic objectives have been set for the next five years detailed as follows;

Strategic Objective 1: To contribute in empowerment of individuals, communities, and grassroots civil society organizations in achieving social and economic development

Strategies to achieve SO1:

- Institution development and promoting social protection
- Capacity development
- Facilitating dignified Reintegration and Reconciliation of ex-combatants

Strategic Objective 2: To assist and or capacitate individuals and communities to mitigate the risks and cope with adverse effects of disasters and forced displacements.

Strategies to achieve SO2:

- Distributing assistance for disaster affected and forced displaced populations.
- Assisting ex-combatants for a dignified re-integration process.
- Building capacity of disaster-prone and disaster-affected population.
- Implementing disasters mitigation micro projects in affected communities.

Strategic Objective 3: To improve health and nutrition standards in target areas of Afghanistan.

Strategies to achieve SO3:

- Providing coordinated quality health services pertaining to preventative, and curative quality
- health care services.
- Strengthening and supporting health system
- Health promotion

Strategic Objective 4: To assist individuals and communities to increase food security, improve agriculture and to better manage natural resources.

Strategies to achieve SO4:

- Enhancing sustainable agricultural productivities
- Improving proper water management systems
- Improving better livestock management
- Enhancing better management of natural resources

Strategic Objective 5: To increase access of individuals and communities to quality education.

Strategies to achieve SO5:

- Building capacities of teaching staffs and teaching staffs
- Providing quality face to face education
- Providing quality distance and digital education
- Providing quality Education in Emergencies
- Providing Literacy for adults as online and class base

Strategic Objective 6: To ensure gender mainstreaming within the organization.

Strategies to achieve SO6:

Reviewing policies and procedures

Validating gender inclusion in all program phases

In order to achieve the above Strategic Objectives, CHA's 5 Thematic Areas have set their internal program priorities, objectives, outcomes, outputs and indicators accordingly, which are detailed below;

Thematic Areas

Community Development:

Detailed context analysis:The United Nations defines community development as a process where community members come together to take collective action and generate solutions to common problems¹¹. It is a broad concept, applied to the practices of civic leaders, activists, involved citizens, and professionals to improve various aspects of communities, typically aiming to build stronger and more resilient local communities. Also, for sustainable community development, working on economic prosperity, **cultural vitality, social equity** and **environmental sustainability**¹⁴ is essential to promote participative democracy, sustainable development, rights, economic opportunity, equality, and social justice.

In Afghanistan, over the last fifteen years, projects and interventions have targeted 36,000 communities in rural and urban in Afghanistan with ambitious goals to catalyze economic development, bring security, deliver basic services, and build local governance capabilities¹⁴.

Based on the Afghanistan National Statistic Information Authority (NSIA) report, totally 32.2 million people are living in Afghanistan, approximately 23 million persons live within rural areas, and 7.7 million in urban areas. In addition, 1.5 million are living as nomads¹⁵. In addition, the Asia Foundation report indicated in 2019 that the annual economic growth of Afghanistan was 1.0% in 2018 and significantly reduced in 2019 – 20 due to political instability and pandemic. The report indicated that the Afghan economy has persistently experienced slow growth consequently; 1.4% annual growth in 2015, 2.3% in 2016, 2.7% in 2017, and 1.0% in 2018 which is the slowest figure since 2001. The international community which is the main driver of this growth for economic activities has dropped from USD 6.5 billion in 2010 to USD 4.3 billion in 2015 and continually fall-down and the government remains dependent on grants while a major part (51% of the budget for the fiscal year 2018/2019) is funded through donor assistance¹⁶. In addition, inequitable growth deprives rural populations including youth, IDPs, women, and PWD's from economic prosperity. Considering the fact that Afghanistan's economy is set to contract 5.5 percent in 2020 because of COVID-19, this will definitely affect all themes, including community development adversely¹⁷. Therefore, the economic growth will remain dependent on

¹¹ Community development». UNTERM. Archived from the original on 14 July 2014. Retrieved 7 July 2014

¹² https://en.wikipedia.org/wiki/Community_development

¹³ <http://www.caritd.com/showrooms/need-cultural-pillar-sustainability-traditional-buildings-and-stba>

¹⁴ <https://www.usip.org/sites/default/files/2017-04/pw127-community-based-development-in-rural-afghanistan.pdf>

¹⁵ NSIA year book 2018-19

¹⁶ A survey of the Afghan People, Afghanistan 2019, The Asia Foundation

¹⁷ <https://www.worldbank.org/en/news/press-release/2020/07/15/hit-hard-by-covid-19-afghanistan-needs-continued-international-support>

donor agencies during the next five years while the government of Afghanistan will closely focus on peace and reintegration process. The World Bank has committed to providing more than 4.70 billion USD for development projects only and the Afghanistan Reconstruction Trust Fund (ARTF) has raised more than 12.27 billion USD to be utilized for the next years based on sustainable development indicators for the development of Afghanistan¹⁸.

Poverty has grown deeper and more widespread due to drought conditions, internal displacement, and low economic growth; roughly 55% of the population lives below the national poverty line¹⁹, compared to 38.3% in 2011–12 and is inextricably linked with the quality and quantity of employment in the economy, especially when there is no social safety net and employment. Based on the World Bank report, the poverty trends since 2007 have been deteriorating from 34% in 2007-2008 to around 55% in 2016-2017, based on the national poverty line. Food insecurity and employment outcomes have also deteriorated, especially in rural areas. Recently COVID-19 has caused the poverty rate could jump to 72% in consequent during the year 2020 due to the impact of reduced incomes and higher prices²⁰. According to the World Bank (Afghanistan development update), poverty will mainly impact households and the community population is dependent on the social safety net and charities. Therefore, the World Bank together with the government of Afghanistan is committed to providing assistance 280 million USD in upcoming years to support afghan communities under humanitarian response for COVID-19.

Afghanistan has a large number of unemployed youth (under 24 years old). According to the World Bank, there is 400,000 youth yearly reach to employment age²¹, most of them are susceptible to insurgent rhetoric and provide a potential pool of supporters for armed opposition groups. Coupled with this, the World Bank also states that lack of skilled human capacity is a major constraint to economic growth, however, the population is busy in agriculture but they are mostly dissatisfied with earning wages, income and they called unpaid labor due to regular drought, shortage of own-land and lack of support where they would be counted as self-employed without paid labor which is indicating the presence of disguised unemployment. Therefore, they can be contributed as manpower in micro-enterprises and vocational trainings.

In addition, the population is mostly illiterate and it is deferred from rural to urban areas. There is a significant change in literacy rate especially in urban areas, the youth literacy rate has increased from 47 percent in 2011 to 65 percent in 2018; in rural areas, the literacy rate in general is very low at both men and women while the women literacy rate remains at worst 2.8% prevented women participation from any social and economic activities²².

Women in Afghanistan have been excessively affected by decades of economic and political instability. During the past twenty years, the government of Afghanistan and the international community has turned to increase women's participation both in quality and quantity in socio-development activities but still, a number of barriers are existing among women in society. Women and girls in Afghanistan continue to face widespread discrimination and human rights abuses. The country ranks among the least favorable on the Gender Inequality Index and the literacy rate for women is among the lowest in the world²³. Women face restrictions on their roles within the community, however, the government with the support of donors trying to bring women into leadership structure within the community but still, their presence in socio-development activities and their participation in decision-making are silence. In rural Afghanistan, women are generally barred from activities outside the household. Such norms render local governance a male-dominated activity while female mobility is constrained by customs. As a result of these norms, girls are usually prevented from attending school beyond the fourth grade and, without education or mobility, are constrained in their ability to generate income.

Intensifying violence, political uncertainty, and availability of local conflicts continue to impact confidence and growth in Afghanistan and it has fractured the social fabric of the country and, in the context of severe and persistent poverty, local disputes have the potential to turn violent and escalate. Poverty and lack of income are one of the major drivers of conflict. People who are striving to get income become easy targets for groups recruiting supporters for their armed opposition.

¹⁸ <https://www.worldbank.org/en/country/afghanistan/overview>

¹⁹ Afghanistan Development update, Jan 2020, Navigating a sea of uncertainty by world bank

²⁰ <https://blogs.worldbank.org/endpovertyinsouthasia/international-aid-vital-afghanistans-covid-19-recovery>

²¹ The World Bank Group and UNHCR (Oct 2016), Fragility and Population Movement in Afghanistan, pp 3

²² World bank report, Afghanistan development update 2019 (p36)

²³ <https://www.unicef.org/afghanistan/gender-focus>

Afghanistan is a least developed country and bounded with rich traditions and costumes but the traditions have warned and fractured due to the availability of local conflicts. Social vitality including Jirga (collective decision), Hashar (collective action), and the charity has often led in the community. Meanwhile, the government of Afghanistan has turned to its importance and re-build the traditions through NSP and CCNPP, but still, communities have developed informal yet sophisticated customary local governance structures with insufficient collective actions (Hashar) and charity for the ultra-poor people. In addition, low awareness of their rights, preventing child marriage, violence, sexual harassment, Bacha Bazi and etc; has been testified among rural community members.

During the past 20 years, the government of Afghanistan focused on development projects through sector ministries, including National Solidarity Program (NSP) covering 27,720 villages, Afghanistan Rural Enterprise Development Program (AREDP), National Area Based Development Program (NABDP) in 317 districts²⁴ in all 34 provinces have encouraged communities to contribute towards government development initiatives but still, communities are suffering from many issues including weak agriculture-based livelihoods, limited access to basic services such as potable water, reliable irrigation, and electricity, poor economic opportunities, the poor market for the existing and newborn products, and lack of access to basic infrastructure.

Currently, the Ministry of Rural Rehabilitation and Development (MRRD) has been closely working with communities through the Citizens Charter National Priority Program, covering (12600) CDCs, Women's Economic Empowerment-Rural Development Program (WEE-RDP) covering (8900) communities, Environmental and Social Management Framework (ESMF), Water and Sanitation Program (WSP), creating 12500 job opportunity thorough Comprehensive Agriculture and Rural Development-Facility (CARD-F) in (14) provinces, Afghanistan Sustainable Energy for Rural Development (ASERD) in (194) communities and the programs including peace and reintegration processes will continue for the next five years.

Based on the development context analysis above, CD Thematic Area of the organization has set its strategies, objectives, outcomes and outputs in order to achieve organization's strategic objectives as follows;

CD Thematic Area Objectives for 2021-2025

In the next five years, CHA's Community Development Thematic Area focuses on establishing community institutions, building their capacities in order to ensure sustainable livelihoods, strengthening local governance and hosting the ex-combatants for a dignified re-integration process.

In order to do so, the thematic area will mobilize and establish 4,000 communities, register them with official governmental relevant entities, and build their capacities to prioritize and lead socio-economic initiatives as well as resolute locally-emerged conflicts. The Thematic Area will also target 2,000 individuals and ex-combatants by establishing and functionalizing vocational training center, linking them with local markets for a sustainable livelihood. Easing dignified re-integration and reconciliation of 10,000 ex-combatants in 1,500 communities during next five years is also planned to be carried out through this Thematic Area.

It is expected that the established institutions will improve the local governance and act as a bridge between government and local communities in order to share their concerns and needs with government officials. These institutions will also take the lead in identifying and leading socio economic opportunities and value chain initiatives in order to bring positive changes in their livelihoods. Further to these, 10,000 ex-combatants

are reintegrated into their communities in dignified way and given part in local level decision-making. The ex-combatants will also receive livelihood and income generating skills in order to contribute actively in socio-economic development of their communities.

During the next five years, it is intended that Community Development Thematic Area will be functional in Badghis, Bamyan, Daikundi, Farah, Faryab Ghor, Helmand, Parwan, Herat, Jawzjan, Kandahar, Kapisa, Nimroz & Panjsher provinces.

²⁴ <https://www.af.undp.org/content/afghanistan/en/home/projects/NABDP.html>

are reintegrated into their communities in dignified way and given part in local level decision-making. The ex-combatants will also receive livelihood and income generating skills in order to contribute actively in socio-economic development of their communities.

During the next five years, it is intended that Community Development Thematic Area will be functional in Badghis, Bamyan, Daikundi, Farah, Faryab Ghor, Helmand, Parwan, Herat, Jawzjan, Kandahar, Kapisa, Nimroz & Panjsher provinces.

Health and Nutrition:

Detailed context analysis: Afghanistan has made significant progress in improving access and coverage of maternal, newborn, and child health and nutrition services to its populations during recent two decades, leading to reductions in maternal and under-five mortality through the implementation of the Basic Package of Health Services (BPHS) and the Essential Package of Hospital Services (EPHS).

The efforts resulted in skilled birth attendance (SBA) to increase from 11% in 2003 to 58.8% in 2018, in clients of antenatal care (ANC) to increase from 16% in 2003 to 65.2% in 2018, the contraceptive prevalence rate (CPR) to increase from 10% to 17.4%, immunization rate of BCG in under-five children to increase from 60% in 2003 to 77.5% in 2018, PENTA3 from 30% in 2003 to 60.8% in 2018. And as per Afghanistan demographic health survey, 2015 report indicates that maternal mortality ratio (MMR) is 661 per 100,000, the infant mortality rate (IMR) declined to 45 per 1,000, the Under-5 mortality rate is 55 per 1,000, and breastfeeding at age 2 is reached to 54%, and the total fertility rate 5.3.

Despite this progress, Afghanistan still ranks among the top 10 countries in the world with the highest maternal and new-born mortality (UN mortality estimation, 2019). Some critical remaining challenges are as follows:

COVID-19 pandemic affects the achievement of the health overall indicators, attract the attention of all stakeholders and donors to control and manage the COVID-19 pandemic properly. In addition, access to primary health care services remained challenging in remote and difficult-to-reach areas during the pandemic. The main problem in access to health care are getting permission to go to the doctor, getting money for advice or treatment, and long distance to a health facility. General access to both hospital and basic health services is 72% within the five-kilometer range and 28% within the 10-kilometer range. Low utilization of family planning services (mCPR 18.9% AHS 2018), limited access to cesarean section (2.7% AfDHS 2015), high levels of stunting are other main challenges existing within health sector of the country. From all children under the age of five, 36.6% are stunted, less than half of the women (41.2%) delivered at home in rural areas (AHS, 2018). One of every 20 children died before reaching their fifth birthday, a persistently high fertility rate (5.3 AfDHS 2015), and Afghanistan is still battling polio with 34 cases reported in 2020.

Afghanistan has a growth rate of 2.14 percent. This growth rate leaves Afghanistan with the youngest age structure. 47% of the population is under age 15, and only 3% of residents are age 65 or older (AfDHS 2015). Life expectancy at birth in Afghanistan is 63.8 years for males and 66.7 years for females (NSIA 2019).

Meanwhile, the overall shortage in health workers and the low capacity of existing health workers, who are involved in maternal, newborn, and child health in rural areas, remains the consistent and main challenge, causing skills imbalances and unequal distribution and maintaining of health services.

The pharmaceutical market in Afghanistan is fragmented and not very transparent. While some progress has been made on regulation, there is still very limited capacity to ensure the quality of medicines and competitive pricing. The main sources of essential medicine are the local market, which provides medicines to private pharmacies, BPHS and EPHS implementing NGOs. Most essential drugs are imported from neighbouring countries, sometimes illegally smuggled through Afghanistan's long and open borders.

The key program for the improvement health system is an investment in primary health cares through introducing BPHS and EPHS packages, contracted out the implementation of these packages in 31 provinces by NGOs. The remaining 3 provinces have been directly managed by the ministry of Public Health. The public health system shifted from contract management to performance management, delivered primary health services through SEHATMANDI project using performance base module.

CHA, as one of the committed partner of MoPH since 2003 BPHS and EPHS projects, is currently delivering health services through the SEHATMANDI project in Ghor province. CHA's Health and Nutrition Thematic Area has a successful track record of implementing large scale health projects of BPHS and EPHS in

Afghanistan since 1999 including current BPHS, HSS, IHSAN, Malaria, COVID-19, and WASH Projects in Ghor province. Such extensive presence and working in different provinces for many years have made it possible to work with communities at grassroots levels, build the trust, establish a strong network of cooperation and be fully aware of every single provincial need for health and other services.

Fully understanding the capacity of the organization in terms of delivery of quality health programs, Health and Nutrition Thematic Area of the organization has set its strategies, objectives, outcomes and outputs in order to achieve organization's strategic objectives, which are as follows;

Health and Nutrition Thematic Area Objectives for 2021-2025

For the next five years, Health and Nutrition Thematic Area has planned to provide curative primary health care to all target population, nutrition services to children and pregnant lactating women, and promote personal and environmental hygiene amongst target communities through building capacity of the target community members.

In order to achieve the above overall goal, the Thematic Area will be following specific objectives which are to provide quality preventive and curative primary health care services to 7,575 communities, facilitate nutrition services to 371,181 <5 children and 222,709 Pregnant Lactating Women (PLW), strengthen current government health system by utilization of HMIS database and supply of pharmaceuticals and medical consumables to the health centers. The Thematic Area has also primarily planned to build the capacity of 50% of the existing governmental health staff on their capacity gaps after an assessment in target provinces. Focus on personal and environmental hygiene and sanitation will also be paid, as that a total number of 7,575 communities are planned to be targeted in order to receive awareness raising session during the next five years.

As a result of the objectives planned through Health and Nutrition Thematic Area 7,575 target communities have access to quality primary functional healthcare services and children and pregnant lactating women are prevented and treated against malnourishment. Other than that, the capacity of 50% of the health care workers are built and the personal and environmental hygiene is improved in the target communities in Parwan, Kabul, Herat, Farah, Ghor, Kandahar, Faryab, Balkh, Badghis, and Bamiyan provinces.

Agriculture and Livestock:

Detailed context analysis: Agriculture is the most important sector of the Afghan economy (MAIL-NCADPP²⁵) and plays an important role in the livelihoods of the approximately 76% of the population and nearly 90% of the poor living in rural areas, and the 50% of all households in the country deriving at least part of their income from agriculture (World Bank 2019). Agriculture sector is not providing only food to country's people, it also plays a significant potential for creating jobs and to help women, the poor, the landless, and nomads in finding a way out of poverty and food insecurity (World Bank 2019²⁶). Also, in Afghanistan Sustainable Development Goal (A-SDG) for 2030 persisted on ending hunger, achieving food security and improving nutrition, and promoting sustainable agriculture (United Nations 2020²⁷).

Considering the country's high population growth rate (Trending economic²⁸), living of more than half of the population below the poverty line, and occurrence of numerous disasters including earthquakes, droughts, and floods (ADB 2019)²⁹; agriculture needs to grow by at least 6% per year if rural incomes are to

²⁵ Government of Islamic Republic of Afghanistan Ministry of Agriculture, Irrigation and Livestock, National Comprehensive Agriculture Development Priority Program 2016 – 2021 (<http://extwprlegs1.fao.org/docs/pdf/afg167994.pdf>).

²⁶ The World Bank: Revitalizing Agriculture for growth, jobs, and food security in Afghanistan (<https://www.worldbank.org/en/country/afghanistan/publication/revitalizing-agriculture-for-growth-jobs-and-food-security-in-afghanistan>).

²⁷ United Nations: Transforming our world: the 2030 Agenda for Sustainable Development (Goal 2; <https://sustainabledevelopment.un.org/content/documents/21252030%20Agenda%20for%20Sustainable%20Development%20web.pdf>).

²⁸ Trending Economics: <https://tradingeconomics.com/afghanistan/population>.

²⁹ Afghanistan: Progress and Remaining Challenges: <https://www.adb.org/sites/default/files/page/536801/afg-progress-challenges-discussion-paper.pdf>

increase and population standards of living significantly improve (World Bank 2019). Despite Afghanistan has received billions of dollars in aid over the past 18 years but it remains one of the poorest countries in the world (Afghanistan Times³⁰). Agriculture sector is suffering from many issues including not developed infrastructures and technologies, low agricultural productivity, (ADB 2019³¹), various disasters, not effective policy and planning for agriculture development, food insecurity, not developed irrigation systems, negative effects climate change (FAO 2019)³², the weak connection of farmers to national and international markets (USAID 2020³³). Besides these agricultural activities limiting factors, also granting donors will decline, and possibly Afghanistan is expected to face an increasing financing gap in the future (ADB 2019).

A combination of war, civil conflict, exploitation and enforced neglect have combined to leave a legacy of degraded natural resources including agriculture, especially destroyed infrastructure and fragmented rural institutions (WRMA³⁴). In Afghanistan, the water availability for irrigation purposes is mainly a function of effective rainfall and surface as well as groundwater resources. Effective water management and improving irrigation systems will influence on the agricultural growth and productivities, reducing of drought vulnerabilities and proper utilization and conservation of natural resources (e.g soil erosion, deforestation). Poor households are heavily dependent on rain-fed staple production and livestock rearing are experiencing improvements in typical food and income sources (FEWS NET 2019-2020). During 2015-2020, Afghanistan experienced various amounts of productivities for cereal crops. For instance, wheat productivities fluctuated from 4,437 thousand tons (2015-2019) to 5,100 t tons (2019) and a forecast of 4,700 thousand tons in 2020 (FAO 2020³⁵). Unstable markets for exporting and importing agriculture products is another challenge for farmers and recently, in 2020, the COVID-19 pandemic up warded pressure on prices in the market (wheat prices in Kabul increased from AFN 25 per kg in February 2020 to AFN 33 per kg) (FAO 2020 11) and influenced on the food security. Concerning high value crops productivities and exports, and results of 2019, 30% increase has been observed in the fresh fruits export in foreign countries (FP 2019³⁶), particularly in India. Also, considering climate adaptation of medicinal plants in Afghanistan, they have good potential to grow and export to other countries. Beside the corps' productivities, Livestock production is a major source of income and food for Afghan farmers and their families (for some people such as the Kuchi nomads animals are the only source of income). Based on the result of the National Statistics and Information Authority (NSIA ³⁷), Livestock prices showed a tenancy to increase in 2019 in comparison to the last year (2018).

Agriculture, as the backbone of Afghanistan's rural economy with a GDP of 21.1% (World Bank 2020³⁸), remains the foremost mechanism of poverty reduction, and women in the agricultural labor force are significant, rural Afghan women are still among the most marginalized. From employed female labors, 63% are busy with agriculture and livestock activities (WAA 2017³⁹), and for agriculture development increasing role of women in agricultural production needs to grow beyond subsistence farming into higher-value and market-oriented agricultural production (WEPA ⁴⁰).

³⁰ Afghanistan Times: <http://www.afghanistantimes.af/afghanistan-one-of-worlds-poorest-countries/>

³¹ ADB: Infrastructure Development Key to Afghanistan's Growth — ADB: <https://www.adb.org/news/infrastructure-development-key-afghanistans-growth-ADB>

³³ FAO: <http://www.fao.org/afghanistan/programmes-and-projects/en/>

³⁴ USAID: <https://www.usaid.gov/afghanistan/agriculture>

³⁵ Water Resources Management in Afghanistan: <https://cropwatch.unl.edu/documents/Water%20Resource%20Issues%20In%20Afghanistan.pdf>

<http://www.fao.org/giews/countrybrief/country.jsp?code=AFG>

Fresh plaza: <https://www.freshplaza.com/article/9131065/afghanistan-has-already-exported-255-tons-of-fruits-in-2019/#:~:text=USD%3A%201.1276-,Afghanistan%20has%20already%20exported%20255%20tons%20of%20fruits%20in%202019,the%20same%20period%20in%202018.>

³⁷ National Statistics and Information Authority (NSIA): Agricultural prospective report (<https://www.nsia.gov.af:8080/wp-content/uploads/2019/07/Agricultural-prospective-Report.pdf>)

³⁸ World Bank: <https://data.worldbank.org/indicator/NV.AGR.TOTL.ZS?locations=AF>

³⁹ Women in Agriculture in Afghanistan: <file:///C:/Users/HP/Downloads/1707-Women-in-Agriculture-in-Afghanistan.pdf>

⁴⁰ Women's Empowerment in Afghanistan: <https://asiafoundation.org/resources/pdfs/AGWEP4Pagerfinal8.5x11.pdf>

Over three decades, Coordination of Humanitarian Assistance (CHA) as a non-profit organization is delivering agriculture and livestock services (including distribution of agriculture and livestock inputs, increasing of food security, enhancing of farmers and line departments capacity building, natural resource management, agriculture emergency responses to farmers, establishment and rehabilitation of irrigation infrastructures, establishing and improving of agricultural orchards and kitchen gardens, boosting of forests and medicinal crops' cultivation in the target areas) to the country's people in various provinces and regions. Also, CHA-agriculture sector will work along with MAIL, national and international organizations for developing of agriculture and increasing of food security in Afghanistan. Agriculture sector describe their activities and planning for next 5 years in the context of triple nexus as following:

Triple nexus refers to the inter-linkages between humanitarian, development and peace actors (Learning Stream 2019⁴¹). In the lightning of triple nexus, sector in humanitarian response will prioritize the responding to the main needs of farmers' beneficiaries, and implementation of agricultural and livelihoods emergency projects, life-saving food assistance, rapid recovery of food production and early recovery of livelihoods considering male and female beneficiaries in the target areas.

For developing of agriculture and livestock affairs, efforts will be concentrated on the reducing of rural poverty by improving and increasing agricultural production through a community-based approach in designing and implementing components.

Also, increasing of woman awareness, agriculture inputs distribution to women and providing of technical training on agriculture and livestock issues, Kitchen gardens and poultry program will greatly contribute to gender mainstreaming and boosting of agriculture sector in the country.

In peace building scenario, agricultural development can contribute significantly to peace by raising incomes and employment, thereby reducing the social frustrations that give rise to violence (ADP⁴² & FAO 2020). For peace building, sector paves the ways through focusing on crop value chain, improving irrigation system and water management, increasing of crops' productivities, linking of farmers to national and international markets, establishing of small and major agricultural industries, natural resource management, enhancing farmers' capacity building, improving of livestock management and increasing of short and long projects for cash crops cultivation in Afghanistan.

Likewise, in agriculture field, researches play an important role in increasing livestock and crop yields and productivities, improving farmland productivities and reducing of yield loss due to biotic and abiotic stresses. Thus, CHA-agriculture sector will conduct agriculture researches and share their results with institutions' researchers and farmers for more exploration and application in their fields.

Bearing in mind the above agriculture, livestock and irrigation context analysis of the country, Agriculture and Livestock Thematic Area of the organization has set its strategies, objectives, outcomes and outputs in order to achieve organization's strategic objectives as follows;

Agriculture and Livestock Thematic Area Objectives for 2021-2025

In the coming five years, the Agriculture and Livestock Thematic Area will focus on assisting individuals and communities to increase food security, improve agriculture and to better manage natural resources through increase food access and availability, improve irrigation systems and livestock management and promote management of natural resources.

The Agriculture and Livestock Thematic Area will increase the access of 83,200 households in Parwan, Herat, Farah, Ghor, Badghis, Samangan, Balkh, Kunduz provinces in food security and food availability. This will be done through distribution of agriculture inputs, promotion of value chain and performing research on crops productivity. CHA's agriculture and livestock team will also improve irrigation systems in 700 communities in Herat, Farah, Badghis, Ghor, Samangan, Balkh, Kunduz provinces through construction and maintenance of irrigation systems and introduction of modern irrigation systems.

This Thematic Area will also support 8,000 household members in order to improve their livestock skills and practices through provision of veterinary services and distributing animal feed. Lastly, the Thematic Area also will promote better management skill of natural resources amongst 2,400 communities in four

⁴¹ https://reliefweb.int/sites/reliefweb.int/files/resources/ICVA_Nexus_briefing_paper%20%28Low%20Res%29.pdf

⁴² Agricultural Development for Peace (ADP) <https://www.researchgate.net/publication/23566047>

provinces of Afghanistan through delivering capacity building trainings to grow medicinal crops, sell it in the market and also maintain forests and greenery.

It is expected that during the coming five years, 80,000 farmers will receive fertilizers, certified wheat, 40,000 farmers will receive agriculture toolkits, 10 researches conducted in agriculture and livestock topics. 200 new small scale irrigation system will be constructed and 400 existing systems will be rehabilitated and finally 100 modern local irrigation systems will be introduced. In the livestock section, 56,000 animals will be vaccinated and dewormed, 80 metric ton of animal feed will distributed, 20 metric ton of crop seeds distributed. The Thematic Area also aims to recover 100 Hectares of forest land and 80,000 forest seedling planted. Other than that, 80,000 farmers will receive technical training and 8,000 individual receive livestock trainings.

Education:

Detailed context analysis: In 2019, there were a total number of 16,429 schools all over the country. The total number of students were 9,588,588, out of which 3,685,663 (38%) students were females. This includes all students in primary, secondary, professional, teacher training, vocational, and religious schools. The total number of teachers were 211,454 in 2019, out of which 72,480 were females.

The Percentage of Students Enrolled in General Education Schools by Sex in 2019 were 61% male and 39% female. Percentage of Teachers in General Education Schools by Sex 2019 were 64% male and 36% female. The number of students in Islamic Education were; 218,804 in Islamic Schools, 72,564 in Darul Uloom, and 70,319 in Quran Memorization schools (NSIA 2020).⁴³

Literacy Rate in Afghanistan is 43.02 % while the illiterate population in 2018 were 12,053,874 (4,848,681 male and 7,205,193 female) according to the report published by Ministry of Education on 2019.

Despite recent progress, still there are challenges in the education sector; 3.7 million children are out-of-school in Afghanistan – 60% of them are girls, and a further 300,000 children who currently access primary school are at risk of dropping out.⁴⁴ Low girl enrolment depends on to lack of female teachers, especially in rural schools. Only 16% of Afghanistan’s schools are girls only, and many of them lack proper sanitation facilities, which further hinders attendance. Certain sociocultural factors and traditional beliefs also undermine girls’ education. Girls continue to marry very young – 17% before their 15th birthday.

In some parts of the country, shortage of schools and insufficient transportation are the main obstacles to education. Geographical barriers, especially in mountainous areas, it make hard for children to reach the classroom. Children often receive a lower quality of education because only 48% of their teachers have minimum academic qualifications. The socio-political and humanitarian crises that Afghanistan faces critically affect a fragile education system. Natural disasters worsen the situation for all children.

Overall, we can say that Afghanistan’s education system is lacking in all four key school-level determinants of learning:

1.Skilled and Motivated Teachers: Less number of teachers have pedagogy skills; around 15% of primary school teachers across all grades have been absent from class. Only 4 in 10 teachers showed evidence of mastering the 4th -grade language curriculum, and less than 40% of teachers showed evidence of mastering 4thgrade mathematics curriculum. Less than a third of teachers keep a record of students’ performance and even few were able to estimate student’s performance within a twenty-point margin. Overall, less than 2 in 10 teachers deployed the teaching practices identified as promoting learning—structuring, planning, asking lower and higher-order questions, and giving feedback—in their lessons. The system used to select, and train teachers do not deliver high-quality candidates; and it does not help them deliver high-quality teaching.

2.Effective School Management: Almost none of principles are able to predict their school’s performance in terms of teacher absence, teacher content knowledge, and student’s learning outcomes. Only 13% of Afghan principals follow good practices of teacher evaluation.

⁴³ <https://www.nsia.gov.af:8080/wp-content/uploads/2020/05/Afghanistan-Statistical-Yearbook-2019-1st-Version.pdf>

⁴⁴ <https://www.unicef.org/afghanistan/reports/global-initiative-out-school-children>

3.School Inputs that Affect Teaching and Learning: Public schools in Afghanistan lack the basic necessary infrastructure and do not provide students with an adequate learning environment in the school or the classroom. Almost half of the schools do not have at least one functioning toilet. Even in schools with such facilities, there are around 169 students per toilet. In addition, around 70% of public schools lack clean drinking water and working electricity.

4.Prepared and Supported Students: Afghan students do not have the necessary support to be fully prepared for learning. Half of the students can count on someone to help them out with homework. This is reflected in the fact that most parents are illiterate.

The provision of education in Afghanistan is characterized by a combination of centralized, but typically weak, state control and often low-capacity, locally governed institutions. A vicious cycle is created in which today teachers and principals have gone through an education system that did not adequately prepare them and they struggle to teach the next generation of students. Furthermore, improving student learning is not seen as their main responsibility.⁴⁵

In 2020, COVID-19 has become one of the biggest hindering threats to education service delivery in Afghanistan which requires innovative solutions to overcome this situation and deliver education services to children. The difficult political situation in Afghanistan has had a serious impact on the education system especially after recent elections that schools were used as voting stations.

CHA with its years of experience in the education Thematic Area is well placed to aid in the much-needed development of the sector. It has been working to facilitate access to quality education for Afghan boys and girls for the last three decades both formally and informally.

While working with MoE since 2003, CHA extended the ministry's effort to rural people and bridged the existing gap in the education sector. Afghan Primary Education Program (APEP) and Building Education Support System for Teachers (BESST) were the two biggest, in scope, and Girls Right to Education in Afghanistan through Innovative Distance Education Approach (GREAT IDEA) as a new distance learning system.

Bearing in mind the above education context analysis of the country, Education Thematic Area of the organization has set its strategies, objectives, outcomes and outputs in order to achieve organization's strategic objectives as follows;

Education Thematic Area Objectives for 2021-2025

The Education Thematic Area's main focus for the next five years is to increase access individuals and communities to quality education through capacity building of teachers and administrative staff, provision of modern education, distance and digital education, Education in Emergencies, and literacy for adults.

To achieve so, Education Thematic Area's focus will be building capacities of 2,000 teachers on teaching skills and 500 principals on administrative skills to manage schools better. Staff members from education team will also provide quality education for 30,000 students in from grade 1 to 12 and accelerated education means for 10,000 out of school children from IDPs, Returnees and host communities. Finally, 10,000 adults will also be enrolled to literacy programs .

The aforementioned activities will lead to better understanding of administrative procedures and MoE policies by school principals and management, more in depth knowledge of teachers in their subject matter. Other than that, teachers will be trained on their subject matters and learner centered method of teaching and students will be given access to digital means of education.

In addition to current education systems, CHA is providing new teaching & learning system using new technology to increase access to quality education to remotest areas of the country where students suffer lack of professional learning and professional teachers. In addition, the Education Thematic Area is going

⁴⁵ <https://blogs.worldbank.org/education/learning-crisis-afghanistan>

to facilitate access to quality education for both boys and girls through Accelerated Learning, Distance Learning, Digital Learning, and Education in Emergency programs.

In the coming 5 years, this Thematic Area will contribute toward Afghanistan Sustainable Development Goals – 4 (ASDG-4) and it indirectly contributes to Triple Nexus (Humanitarian, Development, and Peace).

Parwan, Panjshir, Kapisa, Balkh, Faryab, Ghor, Herat, Kandahar and Helmand are the nine locations that Education Thematic Area will be functional for during next five years.

Disaster Management and Repatriation Affairs:

Detailed context analysis: Afghanistan is highly prone to intense and recurring natural hazards such as floods, earthquakes, snow avalanches, landslides, and droughts due to its geographical location and years of environmental degradation⁴⁶. Besides the effects of natural hazards, continues conflicts (Soviet invasion & civil and Taliban conflicts) during over the past four decades, also influenced on people, and accelerated the immigration process to foreign countries and displacement many people in somewhere else within its borders⁴⁷, and currently more than 2.6 million refugees registered in the world from Afghanistan⁴⁸. Disasters: The country's low level of socio-economic development makes it extremely vulnerable to disasters, resulting in frequent loss of lives, livelihoods, food nutrition security, water, sanitation and health, and coping capacities, and public and private property. Also, disasters have on ecosystems (especially on land and water resources) as well as at macro levels in terms of drought-induced displacements, conflicts over depleting/scarce natural resources, and straining fiscal and policy space. Several strands of scientific analyses and experiential evidence from Afghanistan indicate the increasing frequency, scale, duration, and impacts of drought in the country⁴⁹. Over three decades of conflict, coupled with environmental degradation, and insufficient investment in Disaster Management (DM) strategies, have contributed to the increasing vulnerability of the Afghan people to cope with the sudden shock of natural disasters.

Since 1980, disasters caused by natural hazards have affected 9 million people and caused over 20,000 fatalities in the country⁵⁰. In 2018, drought directly affected more than two-thirds of Afghanistan (22 out of total 34 provinces) with around 10.5 million people being most severely affected⁴. From January 2015 to June 2020, around 840,154 people were affected by natural disasters throughout Afghanistan, and on average such disasters affect 200,000 people every year⁵¹. Fortunately, the Afghanistan government has taken steps such as the development of a strategic action plan⁵², several laws, and provincial plans to advance disaster risk management.

However, these frameworks have not been properly implemented due to insufficient budgeting, a lack of human resources, and insecurity within the country. Based on the IOM report, the number of female victims from disasters is considerably higher than for male victims⁵². As an example, 70% of victims during the 7.5 magnitude Hindu Kush earthquake on 26 October 2015 were women and young girls. Poverty, insecurity, cultural issues, and low literacy rate (18%) have put Afghan women at greater risk during disasters, and have marginalized them from all decision-making processes⁵⁴. Key issues that contribute to women's vulnerability include lack of education, limited access to resources, economic conditions, and cultural issues.

⁴⁶ <https://www.worldbank.org/en/programs/afghanistan-disaster-risk-management-and-resilience-program>

⁴⁷ https://media.nationalgeographic.org/assets/file/afghan_MIG.pdf

⁴⁸ <https://www.amnesty.org/en/latest/news/2019/06/afghanistan-refugees-forty-years/#:~:text=There%20are%20currently%20more%20than,who%20are%20currently%20asylum%2Dseekers.>

⁴⁹ <http://www.fao.org/resilience/resources/resources-detail/en/c/1261317/>

⁵⁰ <https://www.worldbank.org/en/programs/afghanistan-disaster-risk-management-and-resilience-program>

⁵¹ <https://www.humanitarianresponse.info/en/operations/afghanistan/natural-disasters-0>

⁵² <https://www.adb.org/sites/default/files/linked-documents/48326-001-sd-01.pdf>

⁵³ <https://link.springer.com/article/10.1007/s13753-019-00227-z#ref-CR28>

⁵⁴ <https://link.springer.com/article/10.1007/s13753-019-00227-z#ref-CR57>

Time period



Key figures

Click on an icon below to filter by affected population or type of damage

	People killed	1,060
	People injured	1,173
	People affected	876,319
	Families affected	125,354
	Houses damaged	77,304
	Houses destroyed	34,120

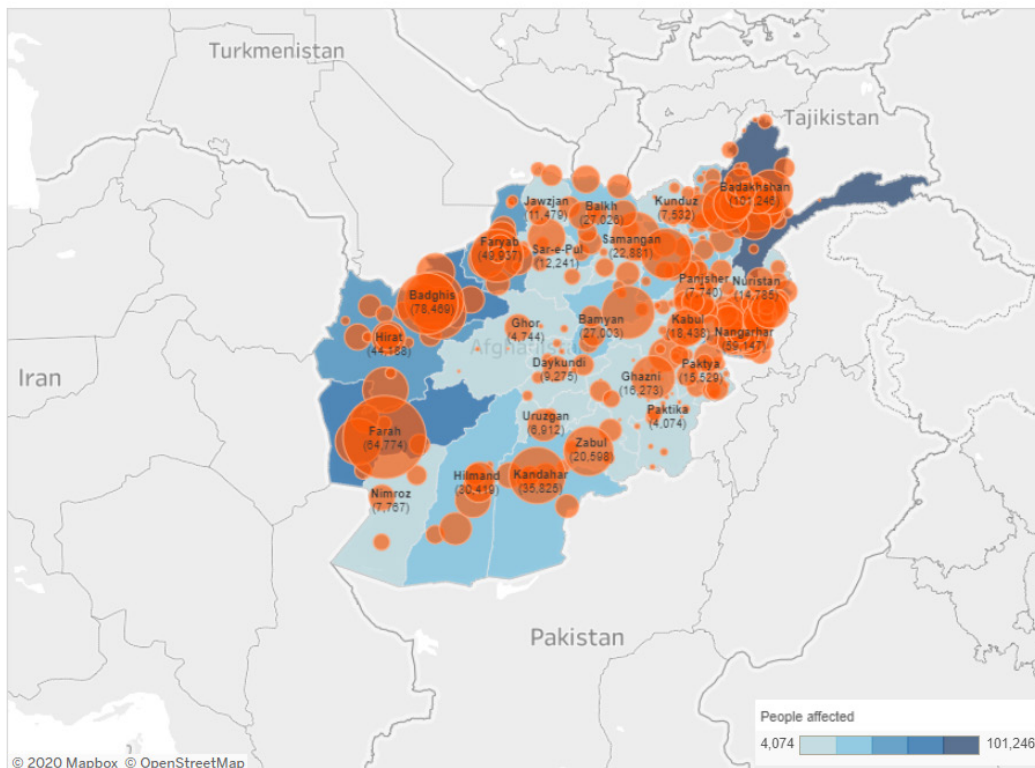
Type of disaster

Click on an icon below to filter by disaster type

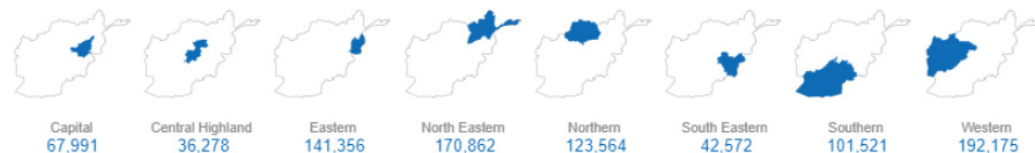
	Flood / flash flood	605,368
	Landslide / mudflow	16,250
	Avalanche	9,660
	Heavy snowfall	83,580
	Earthquake	161,461

Affected areas

34 out of 34 provinces
326 out of 399 districts



Click on the maps below to filter by region. Showing: People affected.



Returnees and Force Displacement: Afghanistan is encountering difficulties in terms of returnees, IDPs, and refugees. These challenges are created due to insecurity, low economy, drought, and poverty.

IOM's Afghanistan Migration Profile indicates that in the last decade 5.7 million Afghans returned to the country while 5 million (20% of the population of the country) are still in neighboring countries who are living in concerning and awaiting situations. From the above-mentioned numbers (5.7 million), 2.4 million undocumented refugees are highly exposed to the group and forced deportation⁵⁵.

CHA's DMRA Thematic Area during the past 10 years, concentrated on the DM, returnees, and forced displacement issues and successfully implemented more than 50 different projects (including constructions, distribution of emergency assistance, capacity building and awareness, returnees and IDPs camp management that resulted in assistance to IDPs, returnees and refugees) in different areas of Afghanistan, ready and would continue cooperation in above mentioned programs with the governmental and other national and international organizations to provide direct humanitarian and emergency assistances and indirectly contribute in development and peace.

Based on the natural disasters, risks and civilian repatriation context analysis above, DMRA Thematic Area of the organization has set its strategies, objectives, outcomes and outputs in order to achieve organization's strategic objectives as follows;

⁵⁵ https://afghanistan.iom.int/sites/default/files/Reports/afghanistan_migration_profile.pdf

DMRA Thematic Area Objectives for 2021-2025

For the next five years, DMRA Thematic Area's activities are focused on affected communities and those at risk to build resilience, mitigate the risks, ensure that food security is increased and finally project beneficiaries are enabled to cope and manage disasters well.

The DMRA Thematic Area's main objectives are as to provide assistance to 200,000 people affected by disasters and forced displacement through distribution of food and non-food item, cash and kits distribution, support 77,000 individuals who newly joined peace process in 7 provinces through distribution of food and non-food items, shelter, cash and water kits, and build the capacity of 6,000 people on mitigating disaster risks through training on risk mitigation. 100 communities will strengthen their mitigating mechanisms through construction and maintenance of micro mitigation projects. Other than those, 5,000 households will also receive protection through distribution of winterization kits.

Ultimately, DMRA Thematic Area aims to assist target communities for a better disaster-resilient community setting, improve access to food security, prevent further internal displacements by creating employment opportunities, encourage IDPs to return to their places of origin, and promote personal and environmental hygiene.

If the Afghan peace talks with Taliban reach to a positive results, the number of ex-combatant returnees will increase and most of the combatants will return to their places of origin. The Thematic Area will be ready to accept the ex-combatant returnees on point zero and will facilitate dignified re-integration of them to the communities. The reconciliation process would be to connect them with CHA's other Thematic Areas and potential existing service providers at the community level to ensure livelihood sustainability.

DMRA is committed to provide humanitarian services to 16 provinces namely Kabul, Parwan, Kapisa, Panjsher, Logar, Wardak, Ghazni, Paktya, Paktika, Khost, Faryab, Herat, Ghor, Badghis, Farah, and Balkh.

CHAPTER 4: Organizational Development

Based on the SWOT analysis conducted as well as on recommendations received through various evaluations carried out by high profile authentic donors, the organization has identified below areas within its structure to further strengthen;

- **Green Belt**

The organization will be carrying out its Green Belt activities under two pillars of; 1) Initiation of construction and 2) income generation during this Strategic Plan period, which are detailed as follows;

1st Category		
Activity	provinces	SP Period
Initiation of Construdion	Ghor, Frah, Parwan, Herat and Nangrahar	1st year
Income generation	Frah, Kandahar, Mazar and Herat	
2and Category		
Activity	provinces	SP Period
Initiation of Construdion	Badghis, Helmand, Kundoz and Bamyan	2and year
Income generation	Ghor, Frah, Parwan, and Nangrahar	
3rd Category		
Activity	provinces	SP Period
Initiation of Construdion	Ghazini, Nimroz, Jawzjan and khost	3rd Year
Income generation	Badghis, Helmand, Kunduz and Bamyan	
4th Category		
Activity	provinces	SP Period
Initiation of Construdion	Kapisa, Zabul, Samangan and Daikondi	4th Year
Income generation	Ghazni, Nimroz, Jawzjan and Khost	

Initiation of Green Belts in organization's Core Provinces are mandatory, while in Focus Provinces the organization will seek project intervention as well as the potential to absorb initiatives as the likes of Green Belt prior to any attempt.

- **Asset Management**

In order to increase cost efficiency, available assets will be managed and controlled appropriately, an accurate list of all assets will be prepared and finalized and those extra assets (cameras and equipment) will be shifted to where there is a need. No equipment will be included in the budget when the equipment is available internally or already in store. This will contribute in reducing indirect cost expenses, which will lead in increased competitive edge of the organization in winning projects.

- **Networking and Membership**

CHA has made effective efforts in the field of coordination and networking with other institutions. Though the necessity to bond with regional donors/stakeholders outside the country is felt. For the next five years,

CHA will focus on regional donors/stakeholders networking and try to connect with them through appropriate mapping and communication channels. Currently, and has the membership/partnership of following institutions/organizations/networks;

- CHA is a member of ACBAR.
- CHA is a board member of Human Rights Research & Advocacy Consortium (HRRAC).
- CHA is a member of Disaster Risk Reduction Consortium (DRRC) and Asian Disaster Risk and Response Network (ADRRN).
- CHA is a registered member and representative of Global Campaign for Education (GCE) in Afghanistan
- CHA is a member of International Social Watch Coalition.
- CHA is a member of South Asian Alliance for Budget Accountability (SAABA)
- CHA member of Alliance Health Organization (AHO) and,
- CHA is a Member of White Ribbon and Alliance (WRB)

CHAPTER 5: Accountability and Transparency

Being clear and accountable to all stakeholders, beneficiaries, partners, donors and government bodies, for every bit of contribution of resources will increase credibility and reliability as they come to know that CHA is properly allocating budgets, implementing projects, and using its resources. Transparency and accountability further reflect positively on CHA's integrity to the communities located within its areas of operation, which will in turn breed more clarification and encourage collaboration. By doing so, CHA will further attract support of government, donors and communities. Within this Strategic Plan period, CHA will boost its existing transparency and accountability mechanism by the followings;

- **Internal and External Audits:**

In order to further ensure financial transparency and accountability of the organization, annual internal and external audits will be facilitated at the end of each fiscal year. By doing so, CHA increases its credibility among NGO community and reflects its efficiency in being pioneer organization in terms of accountability and transparency.

- **Program and Financial Reporting:**

For the purpose of minimizing financial risks, expected trust to be built with relevant stakeholders, and to fully accomplish the steps towards accountability and transparency, Control Unit of the organization submits monthly bank, cash, liabilities, advances, receivable and fund reports to the management of the organization, while also keeping the financial reporting momentum functional to relevant donors and governmental line departments through submission of periodic financial reports.

On the other hand, to ensure operational accountability and transparency, each Thematic Areas of the organization will preserve submission of project reports to relevant donors in order to keep the donors up-to-date on the activities being carried out at the field level.

- **Standard and activity-wise budgeting:**

For the purpose of transforming the organization into a pioneer one in terms of efficiency, accountability, and transparency and to meet the latest requirements of donors and stakeholders in this regard, CHA will initiate activity-wise budgeting with the target of 20% during the first year ensuring to achieve the whole target till end of the fifth year. This will decrease financial risks and will prevent from under/over expenditures. On the other hand, organization will have an increased edge in competitions and will be placed in a better position to secure available funds.

- **Accountability to Affected Population (AAP)**

CHA is accountable to the target beneficiaries whose lives it aims to improve, and places this responsibility at the core of its humanitarian, development and peace principles. By being more accountable to affected populations through increasing their participation and feedback in interventions identification, design, delivery and lesson learning, CHA achieves intervention of higher quality, with greater and more sustainable

impact. It increases the space for target communities to shape their own recovery and for CHA to better deliver against its commitments to stakeholders, including the target beneficiaries.

For the duration of this Strategic Plan, CHA will conduct Accountability Conference for intervention which deems necessary and is required with active participation of target beneficiaries, stakeholders, media and government. The first one will happen prior to initiation of the intervention and the last one will happen before intervention close-out.

- **Enterprise Resource Planning (ERP)**

Currently, the organization is utilizing ERP as an online platform for operational, financial, and project management data entry and tracking system. The platform is able to provide accurate and on-time operational, financial, and project management information to the organization's Board as a prudent decision-making mechanism and to stakeholders as a dedicated accountable and transparent system. Due to the platform being automated and fully cloud-based, the reports are generated more correctly and precisely based on the needs and requirements. Fully utilizing ERP may lead the organization to the peak of its transparency and accountability among other NGO's.

- **Public Relations:**

CHA intends to be recognized as one of the most credible, reliable and transparent organizations to its donors, stakeholders, government and target communities. For this purpose, CHA will reach out its target audience through putting more focused efforts on developing its communications tools as such: updating/ re-designing its website, developing leaflets, developing and printing brochures every six months, organizational profile, reports, and posting its success stories. The organization will also direct its attention on increasing its visibility, to the extent which does not jeopardize safety of its personnel, through distributing its leaflets, profiles, etc. among the beneficiaries, communities, local actors, government, and national and international organizations.

- **Monitoring:**

In order to further boost organizations' image and to ensure operational transparency and accountability, through its Thematic Areas and functional Monitoring Department, CHA will be monitoring its project activities at the field level internally. Monitoring reports, as per the donor requirements, will be prepared and submitted accordingly. Also, for the external and third party monitoring which happens frequently within the projects and initiatives funded by UN's, CHA will facilitate and utilize available resources to transform the organization at expected accountability and transparency level.

- **External Evaluations:**

CHA considers external evaluation of its projects and initiatives to be a useful tool in order to assess its accountability, transparency, efficiency, and effectiveness measurements in terms of its targets, problems, gaps and achievements. The mechanism of such external evaluations would be through outsourcing third party organizations, where the impact level of interventions will be evaluated.

In the meantime, the organization's window will be open to absorb any justified external evaluations proposed by relevant donors and stakeholders based on a rationale, while the internal evaluation mechanism, as stated above, will be kept continuing. The recommendations received from donor/ stakeholder evaluators for enhancement of the organization, will be followed up and gaps will be filled in.

CHAPTER 6: Sustainability and Fundraising

Sustainability:

It is an undeniable fact that NGO's play crucial role in Afghanistan in its development. Obviously, the country will remain in need of NGO's to be functional and continue delivery of quality services for the people in need for a long time. Though in an overwhelming uncertain circumstances dominating the country and its future, NGO's must find a way to survive. This could be achieved through putting certain sustainability mechanisms in place, which is deemed vital. Bearing in mind the fact that keeping sustainability momentum for NGO's is key factor for their survival, for the next five years CHA will focus on the following sustainability mechanism;

- **Organization's Reserve:**

In order to boost its competitive edge, to be empowered, to be able to respond to emergencies, to start-up its planned innovations, to sustain for a longer period, and to be functional with minimum structure in scenario where no project or funding source is available, the organization will build on its reserve. The reserve utilization will happen as per Reserve Building Policy available within the organization and governing laws of the country.

- **Green Belt:**

Currently, the organization has Green Belt centers either established or under construction in Balkh, Herat, Farah, Kandahar, Parwan, Faryab, and Ghor provinces. Establishment and expansion of new Green Belt centers in other target provinces will be another means for the organization to secure its sustainability for the upcoming years.

- **Capital Asset:**

Currently, CHA has a considerable amount of assets available being utilized within the organization. Fully understanding the importance of appropriate management of the assets, the organization considers its assets to be a pillar of its sustainability for the years to come.

Fundraising:

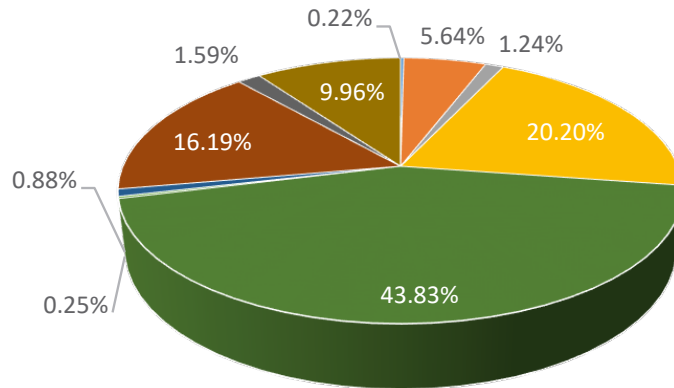
- **Current funding flow overview within the country:**

Afghanistan has been one of the world's most aid-dependent countries for two decades. As the international community's financial commitment to Afghanistan committed at the October 2016 Brussels Ministerial Conference on Afghanistan is due to expire by the end of 2020, a new pledging conference is planned to be held at the ministerial level in November 2020 in Finland. World Bank Group engagement pursues a programmatic approach to support the Afghanistan National Peace and Development Framework (ANPDF) that was presented by the Government of Afghanistan at the Brussels Conference. Advisory work and operations focus on finance, private investments and jobs creation; public sector governance and anti-corruption; human capital development and service delivery; citizen engagement and social inclusion, urban development; and infrastructure, connectivity and sustainability. At the same time, recent negotiations have raised the prospect of a political settlement with the Taliban. Many are asking if peace will allow Afghanistan to escape aid-dependence and why continued aid support is necessary after so many years. While there is scope to significantly reduce overall grants from current levels, substantial aid support around Triple Nexus (New Way of Working) will continue to be required not just to sustain peace, humanitarian, and development outcomes in Afghanistan, but also to support and consolidate any political settlement. A political settlement with the Taliban may generate major new economic opportunities through improved investor confidence. But expectations regarding the economic and fiscal impacts of a political settlement need to be realistic. Insecurity and violence may continue long after any political settlement given the difficult political context and presence of other insurgent groups. Political deals involved with settlement may take time to be resolved, leading to continued uncertainty for investors and deterring any influx of investment capital. World Bank analysis shows that programs to generate jobs, expand services, and reintegration following any political settlement could cost up to US\$1 billion per year over five years.

- **Funding flow overview within the organization:**

The organization had different projects from different donors in the last five years, mostly keeping the balance between governmental and International counterparts in terms of funding sources. In the year 2016, the organization was 40% reliant on governmental counterparts such as MRRD, Ministry of Education, and MoPH while in 2017 it was 61%, in 2018 it was 77%, and in 2019 it was 61%. Although in the recent years, the organization's vast funding sources were governmental counterparts such as MRRD and MoPH but utmost efforts were inserted to keep the balance considering the worst case scenario of funds being cut from either government and/or International sources. In the year 2016, a total number of 15 donors funded different projects to CHA, while in 2017 and 2018 it was 11, in 2019 it was 10.

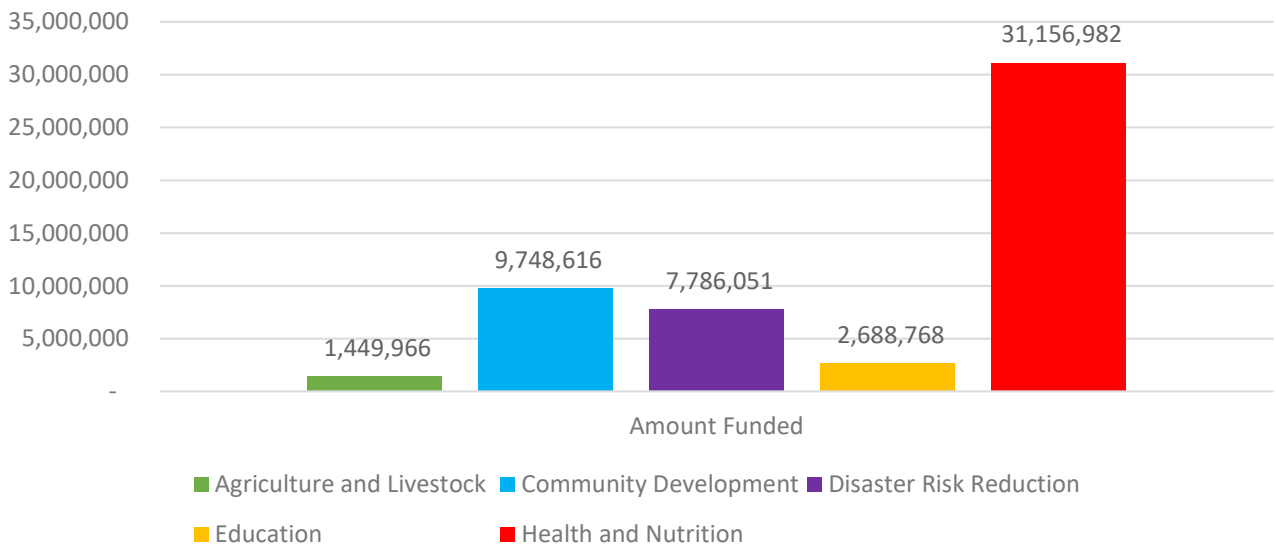
Percentage of funds received from donors in 2019



- UNDP
- MoPH
- WHP
- UNHCR
- OXFAM MADERA
- WFP
- MRRD
- FAO
- FH360
- CIRITAS GERMANY

Organization’s all five thematic areas were functional in terms of project implementation over the past five years, Health & Nutrition and Community Development thematic areas being the most funded and Agriculture and Livestock followed by Education being less funded over the past five years. MoPH and MRRD were the two donors CHA received the most funding from. Thematic areas funding flow for the past five years are detailed in below graph;

Thematic Areas funding Flow for the last five years



The reason for less funding of two Thematic Areas of Agriculture & Livestock and Education lays behind the fact that Ministry of Agriculture, Irrigation and Livestock as well as Ministry of Education have turned their attention towards implementing projects through their own Project Management Units, limiting the funding for NGOs such as CHA. As a whole, the external factors adversely affecting CHA's fundraising mechanism can be summed up as below;

- Favoritism has been witnessed among donors for funding certain organizations.
- Competitions getting tight among NGOs to lay their hands on opportunities popping up.
- Most donors link CHA to the current government structure.
- Frequent change in overall global agenda for interventions. The latest example is Triple Nexus, which might be time consuming for organizations like CHA to adapt.
- UN's are more interested in funding INGO's rather than NGO's
- INGO's think themselves as "I" NGO.
- Ministries such as MAIL and MoE have diverted external funds for their own internal management and project implementation, limiting NGOs like CHA to have access to those funds.
- Political settlement being vague has caused most donors to pause their funding flow to the country.
- Current advocacy mechanism for National NGOs which is active in ACBAR level, is not adequately effective.

Tackling with the mentioned external factors is likely time and effort consuming, entailed with structured advocacy approach for NGO's sustainability within the country, which currently there is no such mechanism for that.

For the next five years, Planning Unit of the organization will be utilizing efforts and will be following certain strategies in order to make the two thematic areas of Agriculture & Livestock and Education remain as sustainable as possible in terms of funding sources. Considering the above situation and analysis and existing funding hampers within the country, Planning Unit of the organization will strive to keep the organization sustainable by inserting ultimate collective effort for securing the funds planned by organization's Thematic Areas.

- **Fund Diversification:**

Given the past trend and probability of a new government setting which will definitely have impact on current funds to be diverted, it is anticipated that most of the donors are either quitting or reducing their grant sizes for projects in Afghanistan. The remaining ones within the country have already tightened their funding by folding filtering on local NGO's. In response to this, a major strategy that has come up is to find alternative potential actions for fundraising and revenue generation if the situation persists or further deteriorates. However, it is envisaged that a certain level of funding shall remain available but could be diverted more towards mainstream peace rather than humanitarian and development; thereby, making it difficult for NGOs to apply and win projects, especially NGO's who have no past experience on peace building and conflict resolution initiatives.

- **Fundraising Mechanism:**

Hopefully, CHA has the experience of successful implementation of peace building and conflict resolution initiatives along with adequate humanitarian and development background. CHA will map out which donors have strong funding presence in Afghanistan and enhance organizational focus on particular program areas so as to improve chances of obtaining funds from these agencies. While bearing in mind the importance of reflection of such achievements through its annual reports, brochures, and website, CHA will focus on utilizing presence of Watch on Basic Rights Afghanistan Organization (WBRAO), Saba Media Organization (SMO) Saba TV and NAWA Radio, who are strategic partners of CHA as a means to transform its image and capabilities to donor communities. Assistance from these sister organizations in disseminating CHA's messages and involving CHA in all community and advocacy related programs/activities will help the organization in building a strong image among local communities, government and donor agencies. Besides all these, CHA has a functional fundraising department where every available online funding platforms and portals will be regularly searched and suitable solicited and unsolicited opportunities will be applied for. Also new donors, both at country and regional levels, will be mapped and regular and professional contact will be maintained with the network agencies. To retain donor interest and to grab further fundraising opportunities, re-recreational activities such as bicycling races, painting and poem competitions will be facilitated at provincial and national levels.

CHAPTER 7: Innovations

The organization, throughout its initiative attempts over the past three decades, has always been a step ahead in terms of promotion of innovative ideas among NGO communities in the country. Great Idea and NooN in education and Saffron cultivation in agriculture themes are just a few of the pioneer innovations within the country that the organization had a hand in their first initiation and promotion. For the next five years, the organization plans to absorb further innovations this time through Incubation framework. The organization has left its door open for individuals and networks to come forward and launch the innovations through partnership agreements and assist the organization's agenda. The incubation mechanism is intended to be launched for small and medium businesses and entrepreneurs of 3 to 5 during this Strategic Plan. A detailed incubation mechanism manual is available as a separate document.

CHA well understands the need for innovative ideas and concepts in a country like Afghanistan, where the achievement has been not tangible so far. As an internal attempt towards innovation, the organization will utilize its Green Belt functionality and presence in promoting innovative concepts as the likes of Telemedicine and usage of Alternative Energy Sources. The organization has a separate detailed innovation plan of Thematic Areas, where the plan is revised annually based on the emerging needs for innovation.

CHAPTER 8: Financial Projections

CHA

FINANCIAL PROJECTIONS
PROJECTED INCOME STATEMENT

Thematic Areas	Year 1(2021)		Year 2(2022)		Year 3(2023)		Year 4(2024)		Year 5(2025)		Total USD
	Approved	Planned	Approved	Planned	Approved	Planned	Approved	Planned	Approved	Planned	
Health	3,566,716	682,564		4,249,280		7,167,720		7,167,720		7,167,720	\$30,001,720
Education		1,210,000		1,732,500		2,418,500		2,870,500		2,878,250	\$11,109,750
Agriculture	105,347	2,705,638		2,881,069		3,193,764		3,258,799		3,464,467	\$15,609,085
Community Development	2,496,162	2,900,238	655,020	5,870,580	655,020	5,813,780		6,480,000		3,049,200	\$27,920,000
DMIRA	437,119	1,062,881		2,337,500		2,445,000		2,552,500		2,265,000	\$11,100,000
Cross-Cutting		814,205		954,452		1,170,558		1,205,047		1,010,585	\$5,154,846
Total Amounts	6,605,345	9,375,525	655,020	8,025,381	655,020	22,209,322		23,534,566		19,835,222	\$100,895,401
Total Income	\$15,980,870		\$18,680,401		\$22,864,342		\$23,534,566		\$19,835,222		\$100,895,401

CHAPTER 9: Strategic Plan Implementation and Evaluation

After approval of General Assembly, this plan will be translated in local language in order to be easily adopted at the execution level. An orientation session at the Kabul level will be held for the Executive Management, where the plan will be presented in details. Current goals, objectives, and indicators pertaining to each Thematic Area as well as Supporting Units outlined within this Strategic Plan will be extracted and broken down on annual basis to produce organization's Annual Plans. This Strategic Plan will also be utilized for the purpose of balancing achievement's versus planned activities annually. Each of the above mentioned Thematic Areas and Units will reflect their achievements, obstacles, and way forward on meetings held on bi-annual basis. In these reflection meetings, the financial and operational indicators will be assessed and necessary decisions will be made to remove obstacles on the way in achieving the set goals within this Strategic Plan. Each Thematic Area and Supporting Unit will identify indicators for their different strategies and projects in order to enable the organization to assess its strategic plan very easily in the process. Not to ignore the dramatic context of the country, this Strategic Plan is not inevitably exceptional of any revision and thus, will be revised when necessary. For a better understanding and tracking of the indicators of each Thematic Area and Units, the indicators, on outcome and output levels, are reflected in the tables below;

Community Development Thematic Area detailed plan:

Outcome	Outcome Level Indicator	Output	Output Level Indicator
<p>Objective 1: To mobilize and establish 4000 community institutions as layer foundations for strengthened local governance in 14 provinces during coming 5 years through facilitating social mobilization, formation of community institutions and assisting community institutions for needs prioritization and facilitating linkages.</p>			
<p>A trusted and well-rounded community structure is in place and local governance is strengthened</p>	<ul style="list-style-type: none"> • Internal conflicts decreased • Internal displacements due to internal conflicts decreased • Community residence (male/female) satisfied with the institutions performance • 4,000 Meeting minutes are generated • 4,000 Community Profiles submitted to line department • 4,000 PRA tools submitted to line departments • 4,000 Community Profiles and PRA tools entered into national database 	<p>CDCs are mobilized, community are prepared for a democratic election process</p>	<ul style="list-style-type: none"> • Inclusiveness of all community residents ensured • Male and female participation encouraged • Households are visited • Households categorized as per their income generation and economic status • 4,000 gatherings and meetings held • 4,000 Community Profiles are prepared • 4,000 PRA tools generated
	<ul style="list-style-type: none"> • Community residence recognize CI as the effective institutions • Representative of communities, men and women are participated in decision-making • Internal conflicts decreased • Community members know the referral system • 4,000 pre-election meeting minutes are available within CDC filing system • 4,000 community election forms submitted to line department • 4,000 communities are registered as functional within the line department system 	<p>Fair and democratic elections at community levels facilitated and community institutions formed</p>	<ul style="list-style-type: none"> • Communities awareness raised on democratic election process • Nominees are well informed of their roles and responsibilities • Communities are well aware of institution structure • 4,000 pre-election meetings conducted • 4,000 elections facilitated • 4,000 community institutions formed

<p>Government is aware of community structure and that feasible linkages are built among two parties</p>	<ul style="list-style-type: none"> • Community members are satisfied of formed structures and their functionality • Trust building is increased between government and local institutions • Community needs are prioritized and presented to government • 4,000 meeting minutes are available within the CDC filing system • 4,000 CDPs are submitted and approved by governmental line departments • Quarterly meetings took place between governmental line departments and community institutions 	<p>Community Development Plans (CDPs) prepared for each individual community and that feasible linkages created between communities and governmental institutions</p>	<ul style="list-style-type: none"> • Technical survey is conducted • Local Resources are mapped • Community needs are prioritized • Referral mapping is conducted • 4,000 Community based meetings are held • 4,000 CDPs are generated • Quarterly meetings took place between community institutions and governmental line departments
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Objective 2: To increase access of 2,000 individuals and ex-combatants in nine provinces for income generation and sustainable livelihood initiatives, during coming 5 years through providing vocational training, promoting value chain and establishing market linkages.

<p>The economic self-sufficiency of targeted households improved due to increased access to opportunities, services, and assets required for small enterprises</p>	<ul style="list-style-type: none"> • Employment opportunity created • Local market-driven vocations identified • Income is increased • 35 market assessments conducted • 100 vocations launched • 2,000 household members employed in vocations 	<p>Market driven vocational training centers are functional</p>	<ul style="list-style-type: none"> • Graduation certificates are provided • 100 vocational training centers made functional • 2,000 individuals received vocational and skills development trainings (15 individual + 5 ex-combatants per training center)
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<p>Target individuals gained the economic power to further invest on market-driven value chain initiatives</p>	<ul style="list-style-type: none"> • Employment opportunities increased • Value chain initiatives promoted • Relevant knowledge of running value chain initiatives transferred • Target communities are encouraged to invest on value chain initiatives • Existing coping strategies strengthened aftermarket assessment • 20 variety of products processed • 1,800 target individuals and ex-combatants that employment opportunity is provided to • Number of new value chain initiatives invested on 	<p>Target individuals and ex-combatants are well aware of processing market-driven value chain potentials</p>	<ul style="list-style-type: none"> • Market-driven value chain initiatives are identified • Target individuals and ex-combatants acknowledge the importance of value chain initiatives for their economic stability • 400 (20% of target individuals and ex-combatants) are busy with processing of raw materials into final product • 1,200 (60% of target individuals and ex-combatants) are employed on market-driven value chain initiative
<p>Communities have maintained linkages with local and provincial markets and that the products are being consumed</p>	<ul style="list-style-type: none"> • Increase in production • Utilizing varieties in production • Innovative approach towards quality production • Utilizing technological means • Linkages with existing entrepreneurs are created • 35 market assessments conducted • 20 varieties products are produced and sold out 	<p>Target individuals and ex-combatants have created market linkages in order to sell out the products</p>	<ul style="list-style-type: none"> • Individuals and ex-combatants are being introduced with product processing • 20 variety of products available at market level • 400 (20% of target individuals and ex-combatants) are busy with creating linkages between value chain products and markets • 400 target individuals and ex-combatants received Market Assessment, Market Linkage, Small Business Management, Accounting, and Leadership trainings • 40 exhibitions carried out for variety of products (one at provincial and one at district level)

Objective 3: To increase the capacity and awareness of 4,000 communities and grassroots civil society organizations to lead and manage socio-economic development, governance, and conflict management and resolution at the community level, during coming 5 years through providing capacity building training to communities and grassroots civil society organizations and conducting exposure visits and sharing experience events.

<p>Trusted, well rounded and functional communities and grass-root civil societies are in place and accessible</p>	<ul style="list-style-type: none"> • Project management skills enhanced • Internal conflicts decreased • Linkages created with government's line department • Collective decision-making level is promoted • Number of projects being managed locally • Number of conflicts resolved • Number of cases referred to governmental line departments 	<p>Grass-root civil society organizations received managerial trainings</p>	<ul style="list-style-type: none"> • Civil society organizations and community institutions are capacitated • Appropriate knowledge is transferred • 1,000 civil society organizations received managerial trainings • 3,000 community institutions capacitated on project-oriented trainings
<p>Existing knowledge and experience is shared among communities, innovative ideas are cascaded and integral relationship is built</p>	<ul style="list-style-type: none"> • New development ideas cascaded • Networking and trust created • Communities perceptions changed on development initiatives • 4,000 communities shared experience, lessons learnt and knowledge on development initiatives at district level • 400 cluster communities shared experience, lessons learnt and knowledge on development initiatives at provincial level 	<p>Gained experiences, lessons learnt and available knowledge is shared among community institutions at district and provincial levels</p>	<ul style="list-style-type: none"> • Champion CDCs are identified at district and provincial levels • 4,000 communities conducted inter exposure visits of champion communities at district level • 400 cluster community institutions conducted intra exposure visits at provincial levels

Objective 4: To ease dignified re-integration and reconciliation of 10,000 ex-combatants in 1,500 communities of ten provinces during coming 5 years through facilitating social re-integration.

<p>Ex-combatants households are re-integrated and reconciled into target communities in a dignified manner</p>	<ul style="list-style-type: none"> •Internal conflicts are reduced •Community flexibility for peaceful coexistence increased •Ex-combatants are contributed towards socio-economic development •7,500 households awareness raised on peaceful coexistence •1,500 communities received awareness on re-integration and peaceful coexistence •80% of ex-combatants actively participated in socio-economic development initiatives 	<p>Ex-combatants mobilized and re-integrated into social structures, ex-combatants included into community structures and participated in collective decision-making</p>	<ul style="list-style-type: none"> •Consultations held with ethnic and religious traditional structures for engagement on peaceful coexistence •Awareness raising sessions on peaceful coexistence conducted •Ex-combatants households are provided with meaningful participations opportunity in community structures •7,500 ex-combatant households are re-integrated into target communities •5,000 individuals (50% female) from ex-combatant households are included in existing and new community structures
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Health and Nutrition Thematic Area detailed plan:

Outcome	Outcome Level Indicator	Output	Output Level Indicator
Objective 1: To provide quality preventive and curative primary health care services to 7,575 communities in target provinces through functionalizing accessible health centers for target beneficiaries			
7,575 target communities have access to quality primary healthcare services	<ul style="list-style-type: none"> • Number of children vaccinated • Number of women vaccinated • Number of under five children screened for nutrition • Number of consultations for patients • Number of ANC visits at HFs • Number of deliveries at HFs • Number of cesareans operations • Number of major surgeries • Number of COVID-19 cases managed • Number of Tuberculosis positive cases cured • Number of Malaria cases treated • Proportion of HFs with over all clients satisfaction • Proportion of children fully immunized • Proportion of women fully immunized. • Proportion of under five children prevented from malnutrition. • Trend of communicable disease decreased • Proportion of HFs technical staff spent needed time with clients 	Health Facilities (HFs) activated	<ul style="list-style-type: none"> • 24 Mobile Health Teams activated • 81 Sub Health Centers activated • 34 Basic Health Centers activated • 14 Comprehensive Health Centers activated • 6 Community Health Centers + activated • 3 District Hospitals activated • 1 Provincial Hospitals activated • 12 Family Health Houses activated • Proportion of HFs have proper infrastructure • Proportion of Health facilities provides maternal and child health services. • Proportion of Health facilities refer in increased. • Number of Health facilities refer out decreased. • Proportion of HFs have electricity, drinking water.

	<ul style="list-style-type: none"> • Number of HFs with full staff structure • Number of HFs with available medical guidelines. • Female patient flow increased • Proportion of Health facilities refer in increased • Number of Health facilities refer out decreased 	<p>Qualified and experienced health staff recruited</p>	<ul style="list-style-type: none"> • 37 Skilled Doctors hired. • 167 skilled Nurses hired. • 148 skilled midwives hired. • 314 other health technical staff hired. • Proportion of HFs with skilled staff • Proportion of HFs with at least one female health worker
	<ul style="list-style-type: none"> • 175 HFs have adequate quality and standard medicines stocked • 175 HFs utilize First In First Out and Last In First Out system • 175 HFs storage vaccines between 2 - 8 c temperature • Health facilities utilize about 35% antibiotic properly • Medicines are checked against their expiry dates on regular basis • Expired medicines are disposed 	<p>Health Facilities are supplied with quality and adequate pharmaceuticals</p>	<ul style="list-style-type: none"> • 175 Health Facilities are supplied with adequate quality medicines and materials • 175 Health Facilities are re-supplied on quarterly basis • Medicines have COPP and GMP certificates • Proper pharmaceutical storage and supply conditions applied • Medicines with longer expiration date supplied to HFs

Objective 2: To provide nutrition services to 371,181 <5 children and 222,709 Pregnant Lactating Women (PLW) through assessing nutrition status and treatment of children and Pregnant Lactating Women (PLW)

<p><5 Children and Pregnant Lactating Women are prevented and treated against malnourishment</p>	<ul style="list-style-type: none"> • Number of children identified well nourished. • Number of Children identified moderate malnourished • Number of children identified sever malnourished • Parents are consulted on proper child feeding • Under nourished children are referred to HFs 	<p><5 Children are screened</p>	<ul style="list-style-type: none"> • 371,181 <5 children are screened • Anthropometric equipment are available at HFs
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	<ul style="list-style-type: none"> • Number of children cured • Number of children defaulted • Children are prevented against seasonal diseases • Children malnutrition reduced 	<2 Children growth are monitored	<ul style="list-style-type: none"> • 148,473 < 2 children are growth monitored • Anthropometric equipment are available at HFs • Growth Monitoring are conducted on regular basis
	<ul style="list-style-type: none"> • Number of PLW identified well nourished. • Number of PLW identified moderate malnourished. . • Number of PLW identified sever malnourished. • Malnourished PLW are identified • Malnourished PLW are referred to HFs 	<5 malnourished children are treated	<ul style="list-style-type: none"> • 18,559 acute malnourished children treated • 134 metric ton (MT) RUTF distributed • 134 metric ton (MT) RUSF distributed • Ready to Use Therapeutic Food (RUTF) distributed • Ready to Use Supplementary Food (RUSF) distributed
	<ul style="list-style-type: none"> • Number of PLW cured • Number of PLW defaulted • Women have better breastfeeding for their children • Children are better positioned in terms of nutrition • Women are prevented from iron deficiency • Women are prevented from seasonal diseases 	PLWs are screened	<ul style="list-style-type: none"> • 222,709 Pregnant Lactating Women screened • Anthropometric equipment are available at HFs
Objective 3: To strengthen current government health system in target provinces during next 5 years through Strengthening government system through implementation of BPHS/EPHS			
Existing government health system of BPHS/EPHS is strengthened	<ul style="list-style-type: none"> • 175 HFs distributed equally as per community need • HFs with same type provide same health services anywhere • HFs with same type staffed with same technical staff all places 	All components of BPHS/EPHS implemented	<ul style="list-style-type: none"> • 175 HFs are activated as per BPHS standards • 666 staff are hired as per BPHS qualifications

	<ul style="list-style-type: none"> • 175 HFs have utilized HMIS, TBIS and EMIS reporting system • Reports accuracy is increased • Data is well analyzed at decision making stage • Data differentiation is carried out accurately • Top ten diseases are identified • Financial management and analysis are done on time 	HMIS database utilized	<ul style="list-style-type: none"> • 100% of HFs reports are entered to HMIS database system • 100% of HFs reports are entered to TBIS database system • 100% of HFs reports are entered to EMIS database system • Proportion of HFs reports in HMIS, TBIS and EMIS have less than 5% discrepancy with register.
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Objective 4: To enhance capacity of 50% health staff from baseline in target provinces through Providing relevant technical training to health staff

50% of health staff capacity is built	<ul style="list-style-type: none"> • Number of health staff are able to better manage their routine jobs • HFs staff are able to better provide quality health services • Medical complications reduced 	BPHS standard trainings are delivered to HF staffs	<ul style="list-style-type: none"> • 50% of doctors received communicable disease training • 50% of midwives received ANC, PNC, FP and PPH trainings • 50% of nurses received infection prevention and rational use of drugs trainings • Capacity assessment is conducted for baseline • Health staff knowledge has increased on communicable diseases, infection prevention, use of drugs, Ante Natal Care, Post Natal Care
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Objective 5: To promote 7,575 communities' engagement in personal and environmental hygiene and sanitation in target provinces through Providing relevant technical training to community health workers

Personal and Environmental hygiene is promoted within the target communities	<ul style="list-style-type: none"> • Number of households visited • Number of audiences reached • Community environment is cleaned • Water-borne diseases reduced • Communicable diseases reduced • Community awareness on personal hygiene increased 	Hygiene and Sanitation trainings delivered to Community Health Workers (CHWs), Health Shura Members and Family Health Action Group (FHAG), Community Led Total Sanitation (CLTS) Committee	<ul style="list-style-type: none"> • Number of CHWs received training • Number of Health Shura members received training • Number of FHAG members received training • Number of CLTS members received training • CHWs, Health Shura members, FHAG members and CLTS members identified • IEC materials prepared
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Agriculture and Livestock Thematic Area detailed plan:

Outcome	Outcome level indicator	Output	Output level indicator
Objective 1: To increase food access and availability in 83,200 HHs for upcoming 5 years in 8 provinces through Distributing agricultural inputs, Promoting value chain and farmers' market linkage and Conducting researches on crops productivities			
Food security is improved in target communities	<ul style="list-style-type: none"> • Existing coping strategy strengthened • Food availability increased • 80,000 farmers have access to food availability 	Certified wheat seed distributed to farmers	<ul style="list-style-type: none"> • Coordination with DAIL • Selection of villages • Identification of eligible farmers
	<ul style="list-style-type: none"> • Productivity increased • 80,000 farmers have access to increased agricultural productivity 	Urea and DAP fertilizers distributed to farmers	<ul style="list-style-type: none"> • Farmers have access to fertilizers • 80,000 beneficiaries received 8,000 MT Urea and DAP fertilizers
	<ul style="list-style-type: none"> • Products are well managed • Productivity increased • 40,000 farmers have access to increased agricultural productivity 	Agricultural toolkits distributed to farmers	<ul style="list-style-type: none"> • Farmers have access to toolkits for their farming • 40,000 farmers received toolkits
Farmers have more income generated and the quality of products increased	<ul style="list-style-type: none"> • % of income increased • Food Consumption Score (FSC) is at Acceptable level • 3,200 farmers are able to present quality value chain products to the market • 3,200 farmers have an increased income 	Farmers are provided with market-driven agricultural inputs (seeds, saplings...)	<ul style="list-style-type: none"> • Marketing Committees formed • Market assessments conducted • Business plans developed • Market-driven value chain products identified • 32 Marketing Groups established for marketing and linkage purposes
		Farmers are linked with markets to sell value chain products	<ul style="list-style-type: none"> • Farmers have increase in their value chain products • Quality of value chain products increased • 3,200 farmers are provided with value chain agricultural inputs such as seeds, saplings...

<p>Organization's visibility and credibility increased</p>	<ul style="list-style-type: none"> • Basic data is available for researchers and investor • Productivity increased • 10 researches papers on plant nutrition and livestock nutrient management is available at international journals and organization's website 	<p>Research paper on plant nutrition is published & Research paper on livestock nutrient management is published</p>	<ul style="list-style-type: none"> • Comprehensive analysis is conducted • Research is designed • Relevant data is collected • 5 research is conducted on plant nutrition • 5 research is conducted on livestock nutrient management
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Objective 2: To improve irrigation systems in 700 communities for the upcoming 5 years in 7 provinces through Constructing and rehabilitating small-scale irrigation infrastructures and Introducing modern (drip, sprinkler ...) and local adapted agricultural irrigation systems

<p>Water management improved</p>	<ul style="list-style-type: none"> • Communities agricultural products increased • More lands are irrigated • Water conservation increased • 600 communities have increased job opportunity • 600 communities have access to water 	<p>Small-scale irrigation infrastructures constructed at community level</p>	<ul style="list-style-type: none"> • Technical survey conducted • Drawing and estimations carried out • 200 small-scale irrigation infrastructures constructed
	<ul style="list-style-type: none"> • Water utilization improved • Water managed effectively • Modern irrigation system promoted • 100 communities have access to modern irrigation system 	<p>Existing irrigation systems rehabilitated</p>	<ul style="list-style-type: none"> • Technical survey conducted • Drawing and estimations carried out • 400 existing irrigation systems rehabilitated
		<p>Modern and local adapted irrigation systems promoted among communities</p>	<ul style="list-style-type: none"> • Technical survey conducted • Drawing and estimations carried out • 100 modern and local adapted irrigation systems introduced

Objective 3: To improve better livestock management in 8,000 HHs for the upcoming 5 years in 4 provinces through providing veterinary services of vaccination and deworming and distributing animal feeds and forage crop seeds

Food security and livelihoods are improved	<ul style="list-style-type: none"> • Livestock management improved • Family income increased • Food security is increased • Animal diseases decreased • 8,000 households received veterinary services • 8,000 households received animal feeds • 8,000 households received Forage crop seed 	Vaccination and deworming provided to livestock	<ul style="list-style-type: none"> • Assessment conducted • Target villages selected • Beneficiaries selected • 56,000 animals vaccinated and dewormed
		Animal feeds distributed to eligible households	<ul style="list-style-type: none"> • Assessment conducted • Target villages selected • Beneficiaries selected • 8,000 households received animal • 80 MT animal feed distributed
		Forage crop seeds distributed to eligible households	<ul style="list-style-type: none"> • Assessment conducted • Target villages selected • Beneficiaries selected • 8,000 households received forage crop seeds • 20 MT forage crop seeds distributed

Objective 4: To promote better management of natural resource in 2,400 communities for the upcoming 5 years in 3 provinces through boosting forests productivity and promoting medicinal crop plantation and promoting farmers' market linkage for medicinal crops

Natural resources managed and conserved	<ul style="list-style-type: none"> • Deforestation decreased • Floods prevented • Community income increased • Soil erosion prevented • Water conserved • Micro flora and Fauna increased 	Forest crops planted	<ul style="list-style-type: none"> • Communities mobilized • Target communities sensitized • Forests identified • Varieties of plants planted • 80,000 forests seedlings planted
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	<ul style="list-style-type: none"> • 2,400 communities natural resources protected • 2,400 communities have increased income generation 		<ul style="list-style-type: none"> • 100 hectare forest land covered
	<ul style="list-style-type: none"> • Communities mobilized • Target communities sensitized • Existing crops identified • New medicinal crops introduced • 40,000 medicinal seedlings distributed • 100 hectare land covered through plantation 	Medicinal crops planted	
	<ul style="list-style-type: none"> • Natural resources (Soil, Water, forests, ...) managed • Food security increased and cover crops developed and expanded • Food security indicators positively increased 	400 Households received trainings on market linkage	<ul style="list-style-type: none"> • Training conducted • 400 HHs trainings on market linkage
Objective 5: To increase capacity building of 100,000 individuals for the upcoming 5 years in various provinces			
Farmers are capacitated on new agricultural techniques and marketing	<ul style="list-style-type: none"> • New techniques on agricultural practices introduced • Traditional coping strategy strengthened • Agricultural diseases and pests are well managed • Yields are well managed • Products have found their way to local markets • 80,000 farmers are able to better manage agricultural practices 	Agricultural technical trainings delivered to target farmers	<ul style="list-style-type: none"> • Knowledge transferred cultivation and irrigation management • Farmers are acquainted with agricultural diseases and pests • Market linkage abilities and capacities increased • 80,000 farmers received agricultural technical trainings

Farmers are capacitated on livestock management	<ul style="list-style-type: none"> • Communities are informed of better livestock management techniques • Animal diseases decreased • Animal productivity increased • 8,000 individuals are able to better manage their livestock 	Livestock management trainings delivered to target communities	<ul style="list-style-type: none"> • Curriculum development • Beneficiaries selection • Classes formed • Individuals active participation ensured • 8,000 individuals received livestock trainings
Target communities are able to better manage their natural resources	<ul style="list-style-type: none"> • Effective soil and water conservation increased • Target communities are well aware of medicinal crops and their usage • 12,000 individuals are able to better manage natural resources at community level 	Natural Resource Management (NRM) relevant trainings delivered to target communities	<ul style="list-style-type: none"> • Curriculum development • Beneficiaries selection • Classes formed • Individuals active participation ensured • 12,000 individuals (10/ community) capacitated on natural resource management

Education Thematic Area detailed plan:

Outcome	Outcome Level Indicator	Output	Output Level Indicator
Objective 1: To build the capacities of 2,000 teachers, and 500 principals on teaching skills, methods and school management through subject training for teachers and administrative training for school principals			
Capacities of teachers on science subjects are built	<ul style="list-style-type: none"> • # of assessment surveys conducted, • The results of pre-test and post-tests evaluated, • # of Students exam scores reached 75% and higher in science subjects. • Science subject are able to deliver quality education, • Teachers are able to response the questions raised from students 	Subject knowledge trainings conducted for teachers.	<ul style="list-style-type: none"> • Trained teachers passed the exam with receiving score of 85% and received graduation certificate of workshops. • # of assessment conducted to find teachers needs regarding subject knowledge. • 500 teachers trained Math, • 500 teachers trained on Physic, • 500 teachers trained on Chemistry, • 500 teachers trained on Biology. • Training participants 55% male and 45 female.

<p>School principals' capacities are built on school management, rules and regulation.</p>	<ul style="list-style-type: none"> •Principles have MoE policies, rules, regulations and strategies and regularly follow and apply them in their schools. •Number of principles (including male and female attended). •The results of pre-test and post-test evaluated. 	<p>School Principals trained on schools management, rules, regulations and policies of MoE.</p>	<ul style="list-style-type: none"> •Principals trained on schools management, rules, regulations and policies of MoE. •Trainees passed the written test with receiving score of 85% and received certificate. •# of assessment conducted. •# of principals attended.
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Objective 2: To provide quality education for 30,000 students in from grade 1 to 12 in 10 provinces through provision of face to face education (normal) for students (1-6, Provision of Digital Education for AL (1-6), and provision of Digital Education (1-12)

<p>Quality education provided to students</p>	<ul style="list-style-type: none"> • Almost all of them are able to pass the exam and go to upper grades, • Drop-out rate reduced, • Access to quality education increased • # of trained and skilled teachers available, • # of female skilled teachers available for girl's classes. • Types of kits available, • % of them continue the education more than % them passed the exams with % scores. 	<p>10,000 Students enrolled in schools</p>	<ul style="list-style-type: none"> • The students received education according to the MoE curriculum, • Skilled and experienced male and female teachers provide the lessons, • Classes are in safe environment, • Education delivered free of charge. • # of students registered for enrollment, • # of students enrolled in lower primary classes for grades 1, 2 and 3. • # of students enrolled in upper primary (4, 5 and 6) classes. • # of classes functional, • # of schools functional.
<p>Students are able to learn and follow two grade in one year and go to upper grades</p>	<ul style="list-style-type: none"> • Almost all of them are able to pass the exam and go to upper grades, • Access to quality and digital education increased. • # of students registered, • # of students activated devices, • # of students use DE as daily for all subjects, 	<p>10,000 Students used DE for AL</p>	<ul style="list-style-type: none"> • Students are eligible in AL using digital education. • Students are interested in using DE for AL. • # of surveys conducted • # of students identified. • # of students trained on DE and using devices. • # of students fully prepared learning materials for DE,

	<ul style="list-style-type: none"> • # of students use the DE as offline. • # of students do homework's, quizzes and use library. • # Students passed the exam to go upper grades. 		<ul style="list-style-type: none"> • # of students partially prepared the learning materials. • # of students that fully sponsored by program. • # Students passed the exam to go upper grades.
Quality education provided to students by DE	<ul style="list-style-type: none"> • Almost all of them are able to pass the exam and go to upper grades, • Access to quality and digital education increased. • # of students registered, • # of students activated devices, • # of students use DE as daily for all subjects, • # of students use the DE as offline. • # of students do homework, quizzes and use library. • # Students passed the exam to go upper grades. 	10,000 Students used DE	<ul style="list-style-type: none"> • Students are eligible in using digital education. • Students are interested in using DE. • # of surveys conducted • # of students identified. • # of students trained on DE and using devices. • # of students fully prepared learning materials for DE, • # of students partially prepared the learning materials. • # of students that fully sponsored by program.
Objective 3: To provide education in emergency for 10,000 out of school children from IDPs, Returnees and host communities, in 10 provinces through training the teachers and provision of kits (teaching kit, learning kit, class kit, ...)			
Teachers are able to teach EiE Programs	<ul style="list-style-type: none"> • Trained teachers are able to provide education in emergency situation for IDPs, Returnees and Host communities • Number of teachers passed the final test successfully, • Number of manual distributed, • Pre-test and post-test scores evaluated. 	Teachers trained on EiE	<ul style="list-style-type: none"> • Teachers knowledge increased on EiE • #of Teachers identified, • # of teachers registered, • # of teachers trained (male and female)

Enrollment increased	<ul style="list-style-type: none"> • Students are using the kits for better learning • 10,000 Students Received Kits 	10,000 Students Received Kits	<ul style="list-style-type: none"> • Students access increased in learning materials • # of students identified, • # of students enrolled , • # of kits distributed for students (male and female)
Objective 4: To provide literacy for 10,000 adults, in 10 provinces, during coming 5 years through training of teachers			
Trainees are able to read and write Dari and Pashto sentences	<ul style="list-style-type: none"> • the trainees can read and write • 10,000 adults trained on literacy 	10,000 adults trained on literacy	<ul style="list-style-type: none"> • adults actively participated in literacy programs • # of adults identified, • # of adults enrolled , • # of attended the training (male and female)

Disaster Management and Repatriation Affairs Thematic Area detailed plan:

Outcome	Outcome Level Indicator	Output	Output Level Indicator
Objective 1: To provide assistance to 200,000 people affected by disasters and forced displacement in 16 provinces during coming 5 years through Distribution of food items, non-food items, cash and kits			
Food security is improved and forced displacement is prevented.	<ul style="list-style-type: none"> • 183,400 individuals have access to increased food security coping strategies • Food scarcity is eradicated • Households have food stocks • % of decrease in reduced coping strategy index (rCSI) • % of decrease in internal displacement 	Food items distributed to target beneficiaries	<ul style="list-style-type: none"> • 183,400 individuals received 3 times food item, each time (Flour 50kg, Oil 5kg, Pulses 8kg, Salt 1kg) • Food items (Flour, Oil, Pulses and Salt) are made accessible to target beneficiaries
Displacement is prevented and households are strengthened towards negative effects of winter	<ul style="list-style-type: none"> • 2,800 households are protected during winter • % of households reporting that their winterization needs are met 	Target households received non-food item	<ul style="list-style-type: none"> • 2,800 households received non-food item (Clothes, Kitchen Tools, Blanket, Heating) • Households have winterization means to cope with winter

<ul style="list-style-type: none"> • Food security is improved • Internal displacement is decreased • Child labor is decreased • Small business and entrepreneurship opportunities created • Local infrastructure system is re-vitalized • Access is increased • Job opportunity is created 	<ul style="list-style-type: none"> • % of decrease at the Reduced Coping Strategies Index (rCSI) • % of decrease in child labor • % of income generation increased • % of increase in agricultural yields • % of increase in school attendance • % of decrease in costs • % workers increased • Purchasing power increased • Debts are paid • House rents are paid • Health problems are treated • Small business are initiated • Individuals have more work opportunity 	<p>Target beneficiaries are provided cash</p>	<ul style="list-style-type: none"> • 10,900 individuals are provided with conditional and unconditional cash • Purchase power is increased, individuals are able to pay their debts, have food stock, communities infrastructures are rehabilitated
<ul style="list-style-type: none"> • Disaster risks reduced • Hygiene is promoted 	<ul style="list-style-type: none"> • 50 communities are strengthened towards better management of disaster risks • 580 households have access to drinking water • 580 households are protected and further internal displacement is prevented • % of communities reported to have managed disaster risks effectively • % of decrease in water-borne diseases 	<p>Communities and households received kits</p>	<ul style="list-style-type: none"> • 50 communities received 580 Search and Rescue kits, 580 Early Warning kits and 580 First Aid kits • 580 households received water kits • 580 households received shelter kit • Communities have kits to tackle with disaster risks • Household members have adequate water for their daily use • Household members do not go to water points frequently

Objective 2: To provide assistances for 77,000 individuals that newly join peace process and re-integrated in 7 provinces, during coming 5 years through Distribution of food items, non-food items, cash and kits

<p>Food security is improved and forced displacement is prevented.</p>	<ul style="list-style-type: none"> • 70,700 individuals have access to increased food security coping strategies • Food scarcity is eradicated • Households have food stocks • % of decrease in reduced coping strategy index (rCSI) • % of decrease in internal displacement 	<p>Target beneficiaries received food item</p>	<ul style="list-style-type: none"> • 70,700 individuals received 3 times food item, each time (Flour 50kg, Oil 5kg, Pulses 8kg, Salt 1kg) • Food items (Flour, Oil, Pulses and Salt) distributed to target households
<p>Displacement is prevented and households are strengthened towards negative effects of winter</p>	<ul style="list-style-type: none"> • 2,000 households are protected during winter • % of households reporting that their winterization needs are met 	<p>Target households received non-food item</p>	<ul style="list-style-type: none"> • 2,000 individuals received non-food item (Clothes, Kitchen Tools, Blanket, Heating) • Non-food items distributed to target households
<ul style="list-style-type: none"> • Food security is improved • Internal displacement is decreased • Child labor is decreased • Small business and entrepreneurship opportunities created • Local infrastructure system is re-vitalized • Access is increased • Job opportunity is created 	<ul style="list-style-type: none"> • Purchasing power increased • Debts are paid • House rents are paid • Health problems are treated • Small business are initiated • Individuals have more work opportunity • % of decrease at the Reduced Coping Strategies Index (rCSI) • % of decrease in child labor • % of income generation increased • % of increase in agricultural yields • % of increase in school attendance • % of decrease in costs • % workers increased 	<p>Target beneficiaries are provided cash</p>	<ul style="list-style-type: none"> • 1,800 individuals are provided with conditional and unconditional cash • Conditional and Unconditional cash is distributed
<ul style="list-style-type: none"> • Disaster risks reduced • Hygiene is promoted • Displacement is decreased 	<ul style="list-style-type: none"> • 2,000 households have access to drinking water • 500 households are protected and further internal displacement is prevented • % of communities received kits • % of decrease in diseases • % of decrease in internal displacements 	<p>Households received kits</p>	<ul style="list-style-type: none"> • 2,200 households are provided with Water kits • 500 households are provided with Shelter kit • households are provided with kits

Objective 3: To build the capacities of 6,000 individuals on mitigating the risks of disasters in 6 provinces, during coming 5 years through conducting capacity building trainings

<p>Communities are able to better manage disasters and decrease the fatalities</p>	<ul style="list-style-type: none"> • 6,000 individuals are capacitated on better management of disaster risks • Injuries are treated on time • People who are trapped in a disaster are rescued • Communities are warned of disasters before-hand 	<p>6,000 individuals trained on disaster management</p>	<ul style="list-style-type: none"> • 2,000 individuals received First Aid Training • 2,000 individuals received Search and Rescue Training • 2,000 individuals received Early Warning Training • Community awareness is raised on disaster risks • 3 Disaster Management Committees are formed at each community level
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Objective 4: Strengthening 50 communities to mitigate disaster risks in 5 provinces during coming 5 years through construction and maintenance of disaster mitigation projects

<p>Disaster risks are mitigated</p>	<ul style="list-style-type: none"> • 50 communities are able to cope with disaster risks • Agricultural lands are protected • Households are protected • Community infrastructures are protected • Animal and human mortality rate due to landslides, avalanches, and floods decreased • Further displacements due to vulnerability to disaster risks are decreased • Community infrastructures are protected • Animal and human mortality rate due to landslides, avalanches, and floods decreased • Further displacements due to vulnerability to disaster risks are decreased 	<p>50 disaster mitigation micro projects constructed</p>	<ul style="list-style-type: none"> • 50 disaster mitigation micro projects constructed • Job opportunity is increased • Local resources are utilized
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Planning Unit detailed plan:

Outcome	Outcome Level Indicator	Output	Output level indicator
Objective 1: Development of 120 solicited and 28 unsolicited during 5 years through searching application portals and submitting applications			
Thematic Areas target funds are secured effectively and efficiently	<ul style="list-style-type: none"> • Chances of grabbing funding opportunities increased • Number of Request for Proposals downloaded • Number of one-pagers developed • Number of opportunities shared with Thematic Areas 	No funding opportunity is missed	<ul style="list-style-type: none"> • 13 application portals are searched 2 times in a week
	<ul style="list-style-type: none"> • % of increase in ongoing projects • % of increase in annual budget • % of increase in securing Thematic Areas target funds • Number of EOIs submitted • Number of opportunities entered into Enterprise Resource Planning 	Timely submission of Expression of Interests ensured	<ul style="list-style-type: none"> • 190 EOIs are submitted to relevant donors
	<ul style="list-style-type: none"> • New partnerships are made • % of increase in securing Thematic Areas target funds • Number of CNs submitted • Number of opportunities entered into Enterprise Resource Planning • Number of assessment tools developed • Number of new donors partnerships are made 	Organization's innovative ideas are shared with donors and are funded (unsolicited)	<ul style="list-style-type: none"> • 28 CNs are submitted to relevant donors

	<ul style="list-style-type: none"> • % of increase in ongoing projects • % of increase in annual budget • % of increase in securing Thematic Areas target funds • Number of Proposals submitted • Number of opportunities entered into Enterprise Resource Planning Number of assessment tools developed 	Timely submission of solicited proposals ensured	<ul style="list-style-type: none"> • 120 Proposals are submitted to relevant donors
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Objective 2: Establishment and maintenance of professional network with 25 donors during 5 years through donor mapping, maintaining close coordination with the donor agencies and attending donor and stakeholder meetings

Fundraising mechanism is kept functional	<ul style="list-style-type: none"> • Contact details are updated in database • List of donors are kept up-to-date in ERP 	Existing relevant donors within the country are mapped	<ul style="list-style-type: none"> • Mapping database generated and kept up-to-date • 10 current donors contacts are updated • 15 new donors are mapped
	<ul style="list-style-type: none"> • Daily communications are professionally handled • Donors are satisfied with the information flow • Accuracy of the information flow is maintained • Number of emails responded 	Communication channels are kept open with relevant donors	<ul style="list-style-type: none"> • Communication means (emails, phone calls...) responded on time
	<ul style="list-style-type: none"> • CHA's presence increased • CHA's visibility is increased • CHA's participation is ensured 	Relevant donor/ stakeholder meetings are attended	<ul style="list-style-type: none"> • CHA is represented in every relevant donor/ stakeholder meeting • 60 Afghanistan Humanitarian Forum meetings are attended • 120 Peace Building Meetings are attended • 60 Humanitarian Access Group meetings are attended • 60 Accountability to Affected Population group meetings attended

Objective 3: Conduction of 15 re-creational activities and events for fundraising through Initiating re-creational activities (bicycling, racing, painting competitions, poem competition at the national/provincial levels)

<p>Fundraising mechanism is kept functional</p>	<ul style="list-style-type: none"> •CHA's visibility has increased and that fundraising is carried out •CHA is connected with social activities as well as further recognized through media •50 number of by-cyclists attended •1 champion is awarded •15 painters attended •1 champion is awarded •10 poets attended •1 champion awarded 	<p>CHA has increased its visibility for further fundraising opportunities</p>	<ul style="list-style-type: none"> •5 By-cycling race is conducted in Kabul •5 Painting competition conducted at provincial level •5 Poem competitions conducted at Kabul and Provincial levels
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Objective 4: Facilitation of process for generation of 1 strategic plan during 5 years

<p>To determine organization's future destination and as well as to avoid any deviations from the mission</p>	<ul style="list-style-type: none"> •Organization has achievements towards its mission •No deviation from the set goal is observed •Financial management is carried out accordingly •Set structure is in place •5 Annual Reports reflecting the progress towards achieving the mission •40 Strategic meetings are held to balance the achievements •One SP 2026 - 2030 orientation workshop held 	<p>Feasible Strategic Plan for 2026 - 2030 Generated</p>	<ul style="list-style-type: none"> •Series of meetings held •Management is included in collection of ideas •1 Strategic Plan covering 2026 - 2030 is prepared
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Objective 5: Preparation of 5 annual plans during 5 years

<p>To align organization around a handful of annual program/ operational priorities and prevent any deviation</p>	<ul style="list-style-type: none"> • Organization has achievements towards its mission • No deviation from the set goal is observed • Financial management is carried out accordingly • 5 Annual Plans printed and disseminated to relevant departments/ units/thematic areas 	<p>Annual strategic goals are explicit</p>	<ul style="list-style-type: none"> • Strategic Plan 2021-2025 is scrutinized • Annual Plan for the organization is extracted from SP 2021-2025 • 5 Annual Plans prepared and disseminated within the organization departments/units/ thematic areas
	<ul style="list-style-type: none"> • 40 Meetings are held with relevant departments/units/ thematic areas • 5 Annual Plan orientation workshop held 		
<p>Objective 6: Preparation of 5 annual reports during 5 years</p>			
<p>Organization's achievements are reflected</p>	<ul style="list-style-type: none"> • Organization has achievements towards its mission • No deviation from the set goal is observed • Financial management is carried out accordingly • Target beneficiaries are reached • 5 Annual Reports printed and disseminated to relevant departments/units/ thematic areas as well as field offices and stakeholders • 40 Meetings are held with relevant departments/units/ thematic areas • 5 Annual Report orientation workshop held 	<p>CHA's achievements are reflected widely</p>	<ul style="list-style-type: none"> • 5 Annual Reports prepared and disseminated within the organization's departments/units/ thematic areas as well as field offices and stakeholders
<p>Objective 7: Facilitation of organization's 5 external evaluation during 5 years through outsourcing potential external evaluators</p>			

<p>CHA is further strengthened in terms of policy generation, policy renewal, report generation, monitoring and evaluation, visibility, transparency and accountability</p>	<ul style="list-style-type: none"> • Management letter recommendations followed • Newly developed and/or revised policies , procedures and manuals are at implementation phase • Organization is further strengthened and enhanced • 5 Management letters are received • Number of policies, procedures and manuals developed and/or revised 	<p>Potential external evaluators outsourced for evaluating the organization</p>	<ul style="list-style-type: none"> • 5 potential external evaluators are outsourced to carry out evaluation within the organization • CHA is further strengthened in terms of policy generation, policy renewal, report generation, monitoring and evaluation, visibility, transparency and accountability
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Objective 8: Preparation of 148 project monitoring plan during 5 years

<p>Operational transparency and accountability is increased within the organization</p>	<ul style="list-style-type: none"> • Project is running according to the project goals and objectives • Any deviation from the original project plan is prevented • Activities are well aligned with project timeline • Number of project monitoring plans shared with Thematic Areas 	<p>Every new project within CHA has a monitoring plan prior to implementation start-up</p>	<ul style="list-style-type: none"> • Joint meetings are held with relevant Thematic Areas • 148 projects have their monitoring plan developed
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Objective 9: Conduction of xxx monitoring visits of project activities during 5 years through conducting field monitoring visits

<p>148 projects are monitored at the field level</p>	<ul style="list-style-type: none"> • Operational transparency and accountability is increased within the organization • Quality of activities increased • Deviation from the project plan is prevented • Feedbacks provided 	<p>Quality and effectiveness of project performance is assessed</p>	<ul style="list-style-type: none"> • Field visit plan is developed and is approved • 148 projects are monitored at the field level
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General Admin and Finance Unit detailed plan:

Outcome	Outcome Level Indicator	Output	Output level indicator
Objective 1: Proper human resource management of 4104 staff in all field offices in next five years through recruiting qualified staff and conducting orientation on policies and code of conduct and Conducting Trainings for Management Staff and initiating internal knowledge sharing events			
Effective and efficient human resource management is in place within the organization	<ul style="list-style-type: none"> •Thematic Areas and relevant units and departments are satisfied with recruitment of qualified staff 	Qualified staff are recruited	<ul style="list-style-type: none"> •Recruited staffs have the required experience •Recruited staffs have the required education •Recruited staffs have the required skills •Annually 153 Management Staff are evaluated •4104 staff as per program requirements are recruited •4104 staff are evaluated and contracts signed •4104 newly hired staff are oriented on policies and code of conduct
	<ul style="list-style-type: none"> •Successor mechanism is strengthened •Staff capacity is built •Performance quality increased •Knowledge flow is kept sustainable •New and up-to-date systems and methodologies are applied within the organization •30 successors are capacitated 	Organization staff receive relevant short, medium and long term trainings	<ul style="list-style-type: none"> •Staff are nominated to the trainings as per performance appraisal • 100 staff received short term trainings • 67 staff received medium term trainings and successfully cascaded to the successors • 10 senior management staff are provided with long term training and education opportunities
Objective 2: To provide financial and administrative support to 5 thematic areas for 5 years through providing financial support to 5 Thematic Areas and Providing administrative support to 5 Thematic Areas			

<p>Adequate financial and administrative support stretched to Thematic Areas in order to secure their goals</p>	<ul style="list-style-type: none"> • Staff salaries are paid on time • Project procurement is carried out as per logistic plan • Thematic Areas are satisfied of fund flow management • Organization annual budget is secured • 5 Thematic Areas received their requested funds on time 	<ul style="list-style-type: none"> • On time funds requested • On time funds transferred • Project budgets prepared 	<ul style="list-style-type: none"> • Proper invoice request • On time follow up of requested funds • Financial forecasts are generated • Budgets are prepared according to donor and organization requirements • 5 Thematic Areas required funds are requested • 5 Thematic Areas received funds transferred • 5 Thematic Areas have their project budgets prepared as per project nature
	<ul style="list-style-type: none"> • Project purchases are delivered • Projects are provided with required assets • Thematic Areas have access to sound and secure working environment • Thematic Areas are well aware of security situation analysis prior to any trip/ program launch • No cyber threat exists • Adequate data management space is available • Thematic Areas have access to vehicles for official purposes 	<ul style="list-style-type: none"> • On time procurement services provided to Thematic Areas • On time asset management is stretched to Thematic Areas • Appropriate and secure working environment is provided to Thematic Areas • Records are well preserved according to the governing law 	<ul style="list-style-type: none"> • Purchase orders are processed • Assets are issued as per program need • In and out letters issued • Guests are well received • Staff attendance system is functional and responsive • Security information dissemination system is functional • Security against cyber-attacks are pro-active • Transportation means for official purposes are available • 5 Thematic Areas are provided with on time procurement services based on pre-set logistic plan • 5 Thematic Areas are supported in provision of assets on time • 5 Thematic Areas are provided with sound and secure working environment • 5 Thematic Areas records are well preserved • 5 Thematic Areas are provided with timely and comprehensive security updates and analysis • 5 Thematic Areas are provide with system maintenance, cyber security and data space management • 5 Thematic Areas are provided with transport services on timely manner
	<ul style="list-style-type: none"> • Project purchases are delivered • Projects are provided with required assets • Thematic Areas have access to sound and secure working environment • Thematic Areas are well aware of security situation analysis prior to any trip/ program launch • No cyber threat exists • Adequate data management space is available • Thematic Areas have access to vehicles for official purposes 	<ul style="list-style-type: none"> • On time and comprehensive security situation analysis provided to Thematic Areas • System maintenance, cyber security, and management of data space is carried out • Transport services are provided on timely manner 	

Objective 3: Development and implementation of policies and procedures effectively and efficiently through developing, revising and implementing of organization policies and procedures, establishing and maintaining office infrastructures and enhancing and implementing Enterprise Resource Planning

<p>Effective and efficient implementation of organization's operations are ensured</p>	<ul style="list-style-type: none"> • Accountability and transparency increased • Organization is aligned with recent donor requirements • Decision making is made easy • Safe and sound working environment is provided • Ethical measures considered • Ideal destination of the organization is foreseen • 13 Field Offices are supplied with updated version of policies and procedures • 13 Field Offices have put policies and procedure into implementation phase • 13 Field Offices reported to have the policies and procedures put into action for further follow up 	<ul style="list-style-type: none"> - New policies developed - Existing policies revised - Policies implemented 	<ul style="list-style-type: none"> • Policy revision committee is formed • External evaluator's observations, donor recommendations, and feedbacks are collected • Policy making entities outsourced for new policies to be developed • 3 new policies (Environmental, PSEA and Cash Based Intervention) are developed • 17 existing policies are revised • 20 policies and procedures are submitted to General Assembly for approval
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Objective 4: To improve the office an system infrastructure for sustain organization for the next 5 years through establishing and maintaining office infrastructures and enhancing and implementing Enterprise Resource Planning

<p>Organization's sustainability is ensured</p>	<ul style="list-style-type: none"> • Loss of resources are avoided • Funding opportunities are grabbed • Trust is built between communities and organization • Ties with governmental entities are maintained • 8 core field offices are enabled to expand coverage area • % of increase in projects • % of increase in annual budget 	<ul style="list-style-type: none"> - Existing core field offices are maintained - New provincial offices are established - New district offices are established 	<ul style="list-style-type: none"> • Existing field offices and district offices are upgraded, supplied and equipped • Appropriate office infrastructure rented • Minimum man-power is in place for core field offices • 8 core field offices are maintained • 11 new provincial offices are established based on project requirements • 33 district offices (3/ province) are established based on project requirements
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	<ul style="list-style-type: none"> • Transparency and accountability within the organization increased • Workload decreased • less time consumed • Timely manner of data sharing accomplished • Data accessibility eased <p>At Main Office Level:</p> <ul style="list-style-type: none"> • 7 departments • 2 Units • 5 Thematic Areas <p>At 7 Core Field Office Level:</p> <ul style="list-style-type: none"> • 7 departments • 5 Thematic Areas 	<p>Online Enterprise Resource Planning (ERP) is functional in Main Office and Core Field Offices</p>	<ul style="list-style-type: none"> • Need assessment conducted • Prototype designing completed • Final design verification completed and embedded • Pilot phase tested • Bugs assessed and removed • ERP is functional in 1 Main Office • ERP is functional in 7 Core Field Offices
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Objective 5: To ensure gender mainstreaming in all CHA programs, policies, and procedures and provide a justified working environment through Mainstreaming gender within the organization

<p>Gender is mainstreamed within the organization at all levels</p>	<ul style="list-style-type: none"> • Gender Meetings are held regularly • Gender related cases are handled • Gender related concept notes are generated • Policies and procedures of the organization are gender-responsive • 11 Gender Committee members are selected at Main Office level • 31 provincial gender focal points are selected at provincial levels 	<p>Gender Committee is formed at Main Office and provincial office</p>	<ul style="list-style-type: none"> • Gender Committee is formed • Gender Committee members are identified at provincial level • Gender policy and procedure is generated • Gender committee members are capacitated • 1 Gender Committee is formed at HQ level • 10 Gender Committee is formed at 13 provincial level
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Objective 6: Building and preserving the Reserve through building and preserving the Reserve and Income generation activity are created

<p>Reserve building and preserving is ensured</p>	<ul style="list-style-type: none"> • Unrestricted funds secured • Income generation activity is built • Reserve is built 	<p>Reserve is built and preserved</p>	<ul style="list-style-type: none"> • Annual Budget is prepared • Annual Budget is secured in the project budget • Space management is maintained • Field office space rented • xxx annual budget is secured • xxx field office space are maintained
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		Income generation activity generated	<ul style="list-style-type: none"> • Green belts are established • Establishing xxx greenhouses • Establishing xxx telemedicine service centers • Establishing xxx Nursery and Cash Crops

Internal Audit and Control Unit detailed plan:

Outcome	Outcome Level Indicator	Output	Output level indicator
Objective 1: To ensure proper utilization of funds in the organization through conducting regular controlling, auditing, financial reporting, and standardized budgeting through Facilitating Internal and External Audit, Generating and Submitting Financial Reports and Carrying out Standard Budgeting			
Financial transparency and accountability has been ensured within the organization	<ul style="list-style-type: none"> • Cash and bank amount secured • Cash payment planning improved • Liabilities Payment properly planed in cash flow. • Fund requests Submitted in time. • Cash shortage issue solved. • Advances are cleared. 	Monthly Bank, Cash, Liabilities, advances, receivable and Fund Report submitted to Management	<ul style="list-style-type: none"> • Stakeholder credibility on organization efficiency, accountability and transparency has increased. • 12 monthly Bank • 12 monthly Cash • 12 Monthly Liabilities • 12 advances reconciliation Report • 12 Receivable reconciliation Report. • 12 Funds Reconciliation Report
		Verification of vouchers and supporting documents and transection are accomplished	<ul style="list-style-type: none"> • Stakeholder credibility on organization efficiency, accountability and transparency has increased. • 100% vouchers and supporting documents and transection

	<ul style="list-style-type: none"> • Transparency, accountability and efficiency insured. • Documents rejection decreased. • organization credibility increased • Donor and Government trust increased. • Fraud and Risk has minimized 	Invoices confirmation from the suppliers/ venders are accomplished	<ul style="list-style-type: none"> • Stakeholder credibility on organization efficiency, accountability and transparency has increased. • 25% invoices confirmation from the suppliers/ venders by different means (phone, enquiries, visits).
	<ul style="list-style-type: none"> • Purchases efficiency and accounting improved. • Best interest of organization. • Through Fairness, Integrity and transparency, insured effective competition. • Quality and good and services improved. • Fraud and Risk has minimized. • Cost efficiency improved 	Project External audits are facilitated	<ul style="list-style-type: none"> • 20 Project audits
	<ul style="list-style-type: none"> • Stake holders trust increased • Confirm the accuracy of organization's financial statement • Credibility and confidence of the organization stake holders increased 	Organization Annual Audit facilitated	<ul style="list-style-type: none"> • 5 Annual Audit
	<ul style="list-style-type: none"> • Cost efficiency improved 	Indirect Cost rate reduced	<ul style="list-style-type: none"> • 8,880 monthly financial report

Financial transparency and accountability has been ensured within the organization	<ul style="list-style-type: none"> • On time financial decision is insured. • Decision-Making Mechanisms Improved • Budget Utilization Planning Insured. • Amendment Budgets Planning Insured. • Fund on time require Improved. • No money is left with donors after project closing. • Installments are received as per the project timeline • No money is re-funded to donors 	Monthly financial reporting carried out	<ul style="list-style-type: none"> • 2,220 quarterly financial report
	<ul style="list-style-type: none"> • Ministry of Economy is satisfied with semi-annual reports. • Organization incredibility and trust Improved 	Quarterly financial reporting carried out	<ul style="list-style-type: none"> • 10 Sami Annual reports are Submitted to Ministry of Economy
	<ul style="list-style-type: none"> • Reserve account increased. 	Semi-Annual reports submitted	<ul style="list-style-type: none"> • 5 Annual Tax return reports
	<ul style="list-style-type: none"> • Blocked reserve amount is recovered. 	Annual Tax return reports generated and submitted	<ul style="list-style-type: none"> • 10 Semi-Annual reserve analysis report generated
		Semi-Annual reserve analysis report submitted to Management	<ul style="list-style-type: none"> • 100% blocked reserve amount is recovered • 2 Sami Annual reports of Reserve account report is generated
		Reporting and recovery of reserve carried out	<ul style="list-style-type: none"> • 100% blocked reserve amount is recovered • 2 Sami Annual reports of Reserve account report is generated
Organization's efficiency has increased and is transformed to a pioneer organization	<ul style="list-style-type: none"> • Donors are satisfied with the budgeting standards. 	Project budgeting are carried out as per requirements	<ul style="list-style-type: none"> • Budgeting standards increased and aligned with donor requirements • 6 project budgets are generated in 1 year

	<ul style="list-style-type: none"> • Organization competitive edge increase. • Linkage between Program and Finance Improved. • Program Activities and to compare with financial expenditure improved. • 100% projects are budgeted as per activity-wise budgeting standards 	<p>Activity wise-budgetings initiated within the organization</p>	<ul style="list-style-type: none"> • Budgeting standards increased and aligned with donor requirements • 100% projects are budgeted activity-wise
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Objective 2: To ensure proper utilization, maintenance, and re-alignment of the organization's asset (current and fixed asset) through carrying out assets management and re-alignment

<p>Assets are properly utilized, protected, and well managed according to organization's policies</p>	<ul style="list-style-type: none"> • Life of the Equipment's Increased and cost efficiency Improved • Cost Savings • Assets best use mechanism improved • Improvements in efficiency • No demand or extra Items in the stores 	<p>Semi-Annual inventory Maintenance, realignment and damage item reports generated and submitted</p>	<ul style="list-style-type: none"> • 10 Semi-Annual inventory Maintenance, realignment and damage item reports are generated
		<p>Assets Physical Verification carried out</p>	<ul style="list-style-type: none"> • 50% of Assets Physical Verification carried out during 12 Field office Visit in 1 year



Gender Committee detailed plan:

Outcome	Outcome level indicator	Output	Output level indicator
Objective 1: To ensure gender mainstreaming in 17 policies and procedures through Revising policies and procedures on gender mainstreaming perspective and assessing gender mainstreaming			
All organization policies and procedures are gender responsive	<ul style="list-style-type: none"> • Policies and procedures are further enriched in terms of gender mainstreaming • Organization meets donor requirements with regards to gender mainstreaming • 17 policies and procedures are now gender responsive • 30% female inclusion ensured within the organization 	Policies and procedures are reviewed considering gender related issues	<ul style="list-style-type: none"> • Policies and procedures are reviewed by gender committee • The suggested comments and feedbacks are presented to management committee for final approval • 17 policies and procedures are reviewed • 17 policies and procedures are provided with gender feedbacks
	<ul style="list-style-type: none"> • Proposals prepared are gender-responsive • Implemented projects within the organization are gender-responsive • 100% of ongoing projects are visited and relevant checklist is filled out 	Gender mainstreaming assessed at different levels within the organization	<ul style="list-style-type: none"> • Having a gender committee representative in planning stage • Gender mainstreaming at implementation stage • 120 field visits conducted
Objective 2: To contribute in development of 10 program initiatives through Generating gender related concept note			
Adequate contribution in development of gender-related initiatives are maintained	<ul style="list-style-type: none"> • Gender committee is functional • Gender focal points are secured • Employment opportunities increased • Contribution in organization annual budget is maintained • % of increase in ongoing projects 	Gender related concept notes are collected and presented to potential donors	<ul style="list-style-type: none"> • Gender focal points are capacitated • Gender related problems are reflected • 20 assessments are conducted • 20 gender related ideas are collected • 10 concept notes are generated • 10 gender related concept notes are presented to potential donors

Objective 3: To build the capacity of 31 gender focal points in 12 field offices during next five years through delivering gender-related capacity building initiatives

<p>Capacity of staff is built on trending gender topics</p>	<ul style="list-style-type: none"> • Internal GBV cases decreased • SEA decreased • Gender discrimination decreased • Safe working environment maintained • Experience and ideas shared • 31 gender focal points are pro-active • 5 exposure visits are conducted 	<p>Organization staff are aware of trending gender related topics</p>	<ul style="list-style-type: none"> • Relevant senior and middle management staff are capacitated • Gender trending topics are cascaded to project staff • 31 gender focal points are capacitated on Gender, GBV, PSEA, Sexual Harassment, and Code of Conduct
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