



COORDINATION OF HUMANITARIAN ASSISTANCE  
(CHA)

FIVE YEAR STRATEGIC PLAN  
2010-2014

DEC, 2009

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## CHAPTER ONE: SUMMARY

Subsequent to the new developments and establishing of the elected government in Afghanistan, the Coordination of Humanitarian Assistance (CHA) adopted a strategic plan in 2005, with high optimism, for the period of five years (2006 - 2010). During the past four years many changes happened in socio-economic and political situation of the country, on the other hand fundamental changes happened in performance and areas of activities of the organization through establishing of two other organizations named Saba Media Organization (SMO) and Organization for Human Resource Management (OHRD). These changes made us to revise the strategic plan in 2009 and in consideration with the developments inside of the organization, conditions and situation outside of the organization and experiences taken from the implementation of the strategic plan in the past three years, adopt a long-term strategy for the next five years.

Following fall of Taliban and establishment of a new government and existence of the International Peacekeeping Forces in Afghanistan, it was expected that the Afghan people would hope for existence and strengthening of peace better than ever before, unfortunately, still the hope of peace is seen distant. The Afghanistan National Development Strategy (ANDS) was adopted, but certainty of its implementation might take a long time.

Afghanistan is one of the poorest countries in the world. The overall per capita rate of poverty in Afghanistan is estimated 36 percent of the total population that about nine million Afghans are unable to ensure their basic needs. In addition, a large number of the population's consumption level is only slightly above the poverty line, means that small changes in their livelihoods may make them vulnerable to fall in poverty. The average monthly per capita consumption of a poor family is 950 Afg. For non-poor families, this amount is less than 2,100 Afg. The cost of poverty eradication through growing of expenditure of all the poor up to poverty threshold is estimated about 28.4 billion Afg, which is around 570 million USD based on 1386 currency exchange rate. Per capita rate of poverty in Afghanistan compared to other developing countries in the region like India and Pakistan (29 and 22 percent) is high. Poverty in rural areas is near to the national average, prevalence of poverty in the urban population is relatively low (29 percent) and in the nomadic population is high (54 percent).

There is an evident relationship between poverty and family size. The overall average size of a poor family is 8.0 members compared with a non-poor family of 6.9 members.

As the average, in rare cases, poverty is wider in families where their head are female compared to the families where their heads are male (38 versus 33 percent).

Households with illiterate heads compared with households with poor-literate heads, are more likely to be poor (35 versus 27 percent), and the rate of poverty in households with higher education degrees, is being greatly reduced.

The relationship between poverty and migration is a complex relationship, in which the cause is not clearly evident. A seasonal migration provides a confront strategy for many poor and vulnerable families. Families in which migrant has returned are mostly less poor families. This may indicate that their migration in the past or their returning back has had positive effects on the families.

Less than 26 percent of poor households are among those who have lands, and the highest 42 percent are among those who themselves are not land owners but have access to lands through leasing or mortgage.

Afghanistan as a whole is in high demand for education, health services, basic infrastructure and employment. Sector development planning should consider these viewpoints. This strategy should also consider the necessity of a comprehensive population policy to deal with the high birth rate and high rate of children mortality.

The International community and donor nations/ governments expect tangible results versus their donations in Afghanistan. They expect to see Afghanistan in a real transition towards development and economical independency. Strategy to increase economic and development assistances alongside with military cooperation in a sound and free from corruption environment has been in great focus of attention and support of the donor communities in Afghanistan.

The CHA organization, having a general understanding of situation inside and outside of the organization, reviewed and updated its strategic plan.

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

Field ideas have been given very importance in drafting and developing of the plan, in order to adopt them within specific strategy in larger working environment.

In this Strategic Plan the focus areas for interventions of comprehensive rehabilitation, reconstruction and development activities have been accepted base of work to create tangible results in specific areas of the community. The geographical areas have been reduced from the current sporadic status and have been focused on certain districts in three regions of central, northwest and southeast Afghanistan.

The non-united sector activities have been predicted to a form of united development activities with multi sector aspects in order to more cover angles of social-economic development. The strategic plan has also considered achieving goals of the Afghanistan National Development Strategy (ANDS).

In this strategic plan, priority is given working with Network of Partners for Development which is currently consisted of CHA, SMO and OHRD. Role of each this organization which is

operating in specific areas of professional services for better results, is significant for synergism in effects of development activities in line with a solitary vision.

Gender issues have in depth relation with Afghans believes and culture. In consideration with the complex realities exist in specific areas, including of gender equality in structure composition and activity areas of the CHA will be a challenge that the CHA must be fully faced. CHA will deal with these issues in different ways, specifically mainstreaming of gender would be given priority in all levels of the organization and programs.

Promoting of public awareness about rights and social needs is a crucial step to help the transition from emergency assistance to reconstruction and development process. Future work in targeted communities of the organization for including of public awareness activities would be enhanced which will increase the core strategies achievements of social services, legal activities and civil society building.

The CHA together with people in the focus areas and together with its network partners is capable to play an important role in justice or advocacy activities in Afghanistan. With the past experiences, the CHA will further concentrate its advocacy activities on expanding of the network activities and related with activities of health sector, education sector, agriculture sector, women's rights and poverty reduction.

In this strategic plan, the vision and mission of the CHA has been reviewed and for further manifestation, attempts have been made to be shorter and justified.

The basic strategies were reviewed against the new vision and mission and were developed according to analysis of the intra-organizational weaknesses and strengths, opportunities and threats outside the organization with a focus on expected results and effects.

In this strategic plan, the implementation ability has been analyzed to revise the capacity building of the organization and individuals in one hand, and on the other hand change the executive organizational structure in order to ensure to possible extent implementation of the plan.

A two-year transition period from the current situation is considered. During this period, continuation of programs will be systematically assessed and continuation and expanding of each activity will be determined based on the end result. At the end of these two years, the CHA will be thoroughly changed from the current contract and project based form to a target-oriented, development and focused organization.

But, some fundamental problems that this plan will have:

The CHA is a nonprofit organization which has little reserve and has no income resources to survive and cannot take serious decisions about development programs. As much as Implementation of the strategic plan is related to the efforts of the employees of the organization, most of it related to donor resources and their priority setting as well as other

external factors such as security, government policy, approach of the government with NGO's, long-term commitment of the donors etc. The fundamental problems in implementation of this plan can be named as below:

Security, government policies, negativism of various organs against NGOs, Afghanistan's weak position in the global economy, inflation and currency exchange rate, changing priorities of donors, lack of long-term commitment, lack of professional experts, traditional ideas against women, immunity from the law and weak judicial system and finally corruption at all levels of the society and the government.

What are the primary benefits of this plan?

This plan is based on the following four strategic principles:

- Poverty and vulnerability reduction,
- Fair distribution of resources,
- Facilitate sustainable social and economic development,
- Ensure basic rights of the citizens.

Recognition of these strategic goals will illustrate a clear path of movement and efforts for all the employees of the organization. On the other hand, these strategic goals with more details will be deemed as a clear introduction of the organization to the external stakeholders and partners. Considering the long-term goals, this plan will help the employees to design and implement various programs, select their donors and financial resources and select and encourage partners and stakeholders. The long-term goals with the existence of this plan will be clear for donors, government and people which can easily have their selection.

The CHA through non-united sector work steps toward united and complemented multi sectoral work for balanced development of the community with regard to the focused areas. However, this transition will be gradual and will be necessary coordinated with national programs for Afghanistan's transition from rehabilitation to reconstruction and development process. Currently, there is poor coordination between the existed programs and activities, and these programs cannot produce synergism. This strategic plan is based on principle of coordinated, united and complemented work for production of synergism for reconstruction and balanced development of the society. In order to enlarge support for the strategic plan, one of the priorities will be to attract donors that accept the same development methodology as CHA and desire to act as equal partners in determining the path forward. Coordination with national development programs and efforts for achieving its objectives is another priority that will be able to have support of the strategic plan. Primary focus and work with the community and put the community at the center of activity through building capacity of individuals and communities can achieve people's widespread support.

Noting that the country is moving forward in a very unstable multi-dimensional environment which is differentiated by interrelated and mostly imaginary economical, social, cultural, religious and political thought, none of the organizations alone can come to solve these problems. Realizing this reality, the CHA will work together with OHRD and SMO as sister organizations within the network of partners for development. However, joint activities will continue with known coordinating bodies, consortiums dealing with advocacy activities and international networks. Meanwhile by strengthening ties with the private sector and the governmental institutions will be able to effectively act for the growth and balanced development of society to gain their support.

What is the value and advantage of implementing the suggested methodology?

This strategic plan is based on principle of united, coordinated, complemented and synergetic work for producing of results. In this plan more attention will be paid to the results of activities rather than their outcomes. Through implementation of complemented programs in focus areas with broad and active participation of people and society not only utility and value of the strategy for producing outstanding results and effects will be prominent, but also its stability and continuity as sustainable capital among the covered communities will be ensured.

At the end, we expect the readers of the following issues:

- Attracting of partners for joint work and activities,
- Attracting support and participation of the people by working jointly with them to create and build the necessary capacity,
- Attracting extensive support of donors, finding of financial resources for implementation of the plan and governmental support,
- Strengthening network relationships with dividing of activities areas,
- Extensive survey of the current situation and short-term and long-term needs in focus areas in accordance with changing needs and priorities,
- Establishing of a monitoring and evaluation system to ensure effective implementation of the programs,

## CHAPTER TWO: METHODOLOGY OF THE STRATEGIC PLAN

The Coordination of Humanitarian Assistance (CHA), as a leading organization, developed a relatively large and comprehensive five-year strategic plan in 2005, in light of hot and important issues of that time.

While developing the 2010-2014 strategic plan, the lessons learned from previous strategic plan was one of the best resources for the planning team and had a constructive and effective role in their works.

The issue of developing a new five-year strategic plan and reviewing of the previous plan was discussed in the management meeting of the organization in which procedures and methodology for developing of the plan was approved.

### **Procedure:**

Developing of the strategic plan was divided in three stages; preparation stage, stage of collecting comments, discussion and decisions on goals and strategies, writing stage.

### **First Phase: Preparation**

1. Strategic Planning Committee was established,
2. Persons and bodies that their views were deemed necessary in planning stage, were identified and classified,
3. Two types of questionnaires, one for employees of the organization and the other for individuals outside the organization, were prepared and sent out,
4. The previous strategic plan of the organization was reviewed by the relevant sectors to identify the strengths and weaknesses in its implementation,
5. The questionnaires which was prepared for analysis the strengths, weaknesses, opportunities and threats (SWOT), were carefully completed by the colleagues of field, sectors, departments and top level management,
6. The SWOT analysis was conducted in a big meeting attended by all the colleagues to draw the obvious location of the organization,
7. All colleagues of the sectors studied the ANDS document to note all those points that had to be considered in the strategic plan,
8. Feedback meetings with executive colleagues were held by the managers of the field offices, sectors and departments,

### **Second Stage: Discussions and Decision on Goals and Strategies**

1. A two-day workshop was conducted,
2. Vision, Mission, Goals and Strategies for the next five years of the organization was set in working group and bigger meetings,
3. Considering the SWOT result, the geographic areas were identifies for implementation of the plan,
4. The organizational structure for achieving the set goals was reviewed and necessary changes were brought in the structure.



**Third Stage: Writing of the Plan**

1. It was decided that the plan should be written jointly by the authorities of the organization,
2. Professional groups created and various parts of the plan were given to the relevant groups,
3. Each group wrote the relevant section and after it was being completed, incorporated in to the document by the planning committee,
4. The first draft of the plan was shared with all of the colleagues for their comments,
5. The comments received, incorporated in the final document and the document was explained to the concerned colleagues for execution.

## CHAPTER THREE: CURRENT SITUATION

### 3.1 Who are we?

The Coordination of Humanitarian Assistance (CHA) is a non-profit, non-sectarian non political organization that was established in 1987. The organization is active in area of providing humanitarian assistance and essential services like health care, education, agriculture and training and community development which has had widespread and active contribution in increasing people's access to basic services, improving of livelihoods and poverty reduction. The organization, in addition to the services delivery and work with the community to increase their abilities and capacities, has tried to raise sound of deprived and poor people of Afghanistan and together with other institutions has actively advocated for addressing their basic needs and ensuring their human rights.

This organization, after the fall of the Taliban in 2001, has had a major role in the implementation of projects of basic services and community development in Afghanistan. The CHA with an active presence in more than nine provinces of Afghanistan has turned to a known organization at the national, provincial and local level. Currently, the CHA with 3680 employees has a considerable implementation power and is counted as one of the largest organization in Afghanistan.

Now, the CHA with professional staff, geographic coverage, and management and financial systems has achieved strong confidence of donors, civil society organizations and the government in implementation of various and big projects. The organization through implementation of national projects such as Afghanistan Primary Education Program (APEP), National Solidarity Program (NSP), Basic Package of Health Services (BPHS), Rehabilitation of Rural Production Systems (RRPS) and Perennial Horticulture Development Project, helped the community in achieving the national strategic goals of Afghanistan.

The CHA coverage area during the past several years, is very large and different which includes more than nine provinces in North, West, Central, and South of Afghanistan. During the past five years, CHA has covered Farah, Ghor, Herat, Faryab, Balkh, Kandahar, Parwan, Kapisa and Panjshir provinces as well has had some activities in Bamyan, Wardak and Logar provinces.

The General Assembly of the CHA is the highest authority to determine policies and continuation or dissolution of the organization. The Assembly preserves the authority to decide on improving work of the organization or the dissolution or changing of the policies. The members of the assembly are included people from like-minded and civil society organizations, community representatives and individuals from the Executive Board of the organization.

The executive board is responsible for implementation of plans and projects. The board runs under authority of the director or his/ her deputy. The board members meet quarterly. The

members of the board are included section coordinators, managers of field offices, general admin/ finance manager, general finance control manager, program coordinator, capacity building manager, and representative of the gender unit.

A management team includes director, program coordinator, general admin/ finance manager and sector managers are responsible for the executive management of the organization. The team meets every two weeks. The team is responsible for management issues and ongoing activities of the organization.

### **3.2 Where we are?**

The existing strategic plan of the CHA was developed in 2005 for the period of 2006 till 2010. In this strategic plan, in consideration with the overall changes in political, social and economical situation of Afghanistan, the vision, mission, goals and basic strategies of the organization were revised. These all happened while the war-torn Afghanistan was in transition from war to nation building and left the war behind. Then conducting of Loya Jirga and drafting of the constitution was a transition towards democracy until the people practically experienced the democracy at national level through going to the national assembly and presidential elections. In summary, the ground for the growth of civil society was created to enable these institutions to have an active and tangible role in community life and to help people to achieve their liberty and basic services. With this in mind, the necessity of changing an organization which only deals with humanitarian services to an active organization working to ensure basic rights and needs of Afghan people and work towards strengthening civil society, was available.

In this 5-year strategy of the CHA, the essential considered activities were community development and livelihoods, delivery of basic services, development of civil society organizations and advocacy. However, these were all at a time in which the capacity of the government and other institutions was not developed enough to offer such services, on the other hand the population of the coverage area greatly needed these services.

Now that more than three years passes from the 5-year strategic plan, the situation is being changed in another way. Delivery of basic services and community development for the sustainable livelihood is together with national programs of the government and major donors and the majority of such projects that are highly structured, gradually replace the CHA initiative. On the other hand such projects are getting out of probationary period and the government itself can manage and monitor them. According to policies of the government and donors regarding bidding and selecting of implementing organizations for such projects, the CHA cannot be consistent to work with specific communities, and if it continues, then everything should be changed based on request of the government and donors and work as an implementing organization according the decisions of the government and donors.

In order to achieve the high goals of the organization, the following reasons came up to justify reviewing and possible changing in the strategy, based on which the CHA management team adopted the following process:

- An overall review of long-term strategies and goals of the organization,
- Analysis of the current situation of the existing environment, strengths and weaknesses of the organization, opportunities and threats and based on that making decision on mission, goals and strategies of the organization,
- Conducting innovative planning and studying of its actual impacts on the target population, in order to enable the organization to work constantly for long-term with specific communities and utilize its energy in such activities which is expected from a NGO and civil society activist,
- Transition from projects proposed by donors, by chance, contracted, services delivery, and short-term development projects and instead focus on development, long-term and sustainable projects in consideration with conducting of need assessment together with the community and work for capacity building and accepting and funding of such projects by potential donors,
- Stay away from selecting of beneficiaries in consideration with project funds and attention to focus areas to enable the organization to study impacts of its interventions and use its positive experiences in other parts and with other partners,
- Sector style approach ruptures close relations between sectors that focus of attention was drawn to various sectors which need a comprehensive and multi-sectoral interventions for target population are the major conditions to bring change.

**Target Population and Coverage Areas:**

The CHA has focused on bringing positive social and economic developments in livelihoods of low class rural communities. These efforts are made to reduce unjustified differences between a small but powerful and wealthy class and a large but poor and non-powerful class in the community. We believe that without attention to socio-economic status and living conditions of families in local communities, it would not be possible to achieve the desired goals. This is why the CHA has put sustainable socio-economical development of local communities in top of its long-term agenda.

Looking back, it is obvious that women, children and disabled people are more affected due to the results of war and non-balanced and unfair economy that has been formed during this long period. The CHA specifically targeted these groups of people in its programs, but others will not be neglected too, because there is close relationship between growths in various classes of the society. This is why the CHA for example support civil society organizations and local agencies and even private sector's appropriate initiatives to create more positive social and economic impacts on the rural level in rural areas.

The CHA instead of focusing on provinces will individually focus its activities over three areas of West, South and Center:

Focus areas (West)

- **Faryab:** Ghormach, Kohistan, Gorzivan, Balcheragh
- **Ghor:** All districts except Lal & Sarjungal, Dawlatyar, Chaghcharan and some part of Pasaband and Charsadah
- **Herat:** Shindand, Farsy, Adraskan,
- **Farah:** Anardarah, Khaki-Safid, Porchaman, Balabolok
- **Badghis:** Morghab and Jawand.

Focus areas (South)

- **Kandahar:** Arghandab, Dand, Daman, Panjvay
- **Uruzgan:** Tarin-Kowt
- **Zabul:** Qalat, Shahri-Safa
- **Helmand:** Lashkar-Gah

Focus area (Center)

- **Parwan:** Sayedkhyl, Kohi-Safi, Bagram, Jabal-Seraj, Charikar
- **Kapisa:** First part, second part of Kohband
- **Panjshir:** Bazarak, Anabah, Rokhah
- **Kabul:** Shakardarah, Karabagh, Farzah, Astalaf, Kalakan, Goldarah

The following table shows the focus areas according to priority of starting of work:

Focus Areas (West)	First Priority	Second Priority	Third Priority
<b>Faryab:</b> Ghormach, Kohistan, Gorzivan, Balcheragh	Gorzivan, Balcheragh	Ghormach, Kohistan,	
<b>Ghor:</b> Tolak, Saghar, Shahrak, Dolaina, Charsadah, Part of Pasaband, Taiwara	Tolak, Saghar,	Dolaina, Pasaband, Taiwara	Charsadah,
<b>Herat:</b> Shindand, Farsy, Adraskan,	Shindand,	Farsy, Adraskan,	
<b>Farah:</b> Anardarah, Khaki-Safid, Porchaman, Balabolok	Khaki Safid, Porchaman,	Anardarah, Balabolok	
<b>Badghis:</b> Morghab and Jawand.			Morghab and Jawand.
<b>Focus areas (South)</b>			
<b>Kandahar:</b> Arghandab, Dand, Daman, Panjvay	Arghandab, Dand,	Daman, Panjvay	
<b>Uruzgan:</b> Tarin Kowt			Tarin Kowt
<b>Zabul:</b> Qalat, Shahri Safa			Qalat, Shahri Safa

<b>Helmand:</b> Lashkar Gah			Lashkar Gah
<b>Focus area (Center)</b>			
<b>Parwan:</b> Sayedkhyl, Kohi-Safi, Bagram, Jabal-Seraj, Charikar	Sayedkhyl, Charikar	Kohi Safi,	Bagram, Jabal Seraj,
<b>Kapisa:</b> First part, second part, Kohband		First part, second part and Kohband	
<b>Panjshir:</b> Bazarak, Anabah, Rokhah		Bazarak,	Anabah, Rokhah
<b>Kabul:</b> Shakardarah, Karabagh, Farzah, Astalaf, Kalakan, Goldarah	Farzah, Astalaf, Kalakan,	Shakardarah, Karabagh,	Goldarah

### 3.3 Study of strengths, weaknesses, threats, opportunities and sever issues

The current strategic plan was essentially started with study of internal challenges, the strengths of the organization and external process, that all of these were systematically and complete assessed and packaged using the SWOT exercise. The strengths internally give courage and confidence to the organization in order to design specific, measurable, and tangible strategies for their own future, because if these strengths are not available, the organization cannot maintain its solidarity and put its own staff to achieve long-term goals. The organization's strengths can be summarized as organization's structures and systems, reputation, presence in the coverage areas, networking and partnership, and organizational capacity.

The internal weaknesses are located as a challenge and discouraging factor on the way of development of the organization which can be overcome to some extent by right planning, periodic and durable investment and evaluation as well as continues learning of lessons. The major challenges facing the organization are unreliable source of funding, difficulties in human resource management and weakness in implementation, coordination, monitoring and evaluation as well as in the communications and publicity.

No doubt that the necessity of existence of an organization cannot be justified without existence of opportunities outside an organization. Because an organization cannot justify its existence in an environment where opportunity is not available for demonstrating of capabilities. The available opportunities for the organization are: change in strategy of funding resources, economical development, filling the gap in delivery of services to people by the government and other institutions and access to the modern technology.

Of course in the current situation the organization is facing serious threats which circumvent the organization to completely and accurately take advantage of its strengths. These include insecurity, showing up of competitors in the market, tougher conditions of donors and as a whole the damaged reputation of NGOs.

### **3.3.1 The Strengths**

#### **Systems and organizational structures**

- Having efficient and transparent financial, administrative, technical and inventory systems, effective and efficient organizational structure, developed principles and criteria which guarantee a sound working environment and access to advanced technology.

#### **Reputation, presence and relationships:**

- Having credibility among donors and governments and other organizations because of high capacity in terms of project implementation in difficult situation, having a good fame among the people, the councils and the government, vast coverage area, having confidence and support of people and having a positive relationship with the people, the councils and the government .

#### **Networking and partnership**

- Good relationship with the government (in most areas) and donors, and membership in many national and international networks and having such partners as OHRD and SMO.

#### **Organizational capacity:**

- Having effective leadership and management and experienced staff of different groups and parts and having experiences in different sectors and parts.

### **3.3.2 The Weaknesses**

#### **Unreliable funding sources:**

- Lack of reliable funding source (approved annual budget) and inadequate monetary reserve which enable the organization toward implementation of pre-designed governmental projects .

#### **Human resource management:**

- Paying low attention to capacity building of the staff, gender imbalance, weakness in implementation of the incentive system, timely filling of the key vacancies and low salary scale compared to the labor market.

#### **Weaknesses in implementation, coordination and monitoring and evaluation:**

- Weakness in implementation of the policies and procedures, neglecting issue of multi-sectors or ID, and weaknesses in effective monitoring and evaluation.

#### **Weakness in value of time:**

- Weaknesses in effectiveness in performance of works.

#### **Poor communication and publicity:**

- Weakness in reflection of the activities and achievements through reports, website, press or other ways,
- Low power of competency against other organizations and companies for getting of projects,
- Lack of attention to self-made development projects.

#### **3.3.3 The Opportunities**

- Changing of war strategy in to development strategy from the majority of donor countries,
- Low-priced access to technology,
- Reduced anxiety due to creation of gaps in the delivery of services to communities, because the government and other organizations can easily respond to these gaps and CHA is not obliged to deliver these services and instead can think over innovative projects,
- Economic growth and creation of opportunities for profit activities for supporting of CHA,

#### **3.3.4 The Threats**

- Deterioration of security and instability,
- **Existence of competitors in the market:** that has caused tough conditions for competition, that other organizations for obtaining good employees with high compensation, place the organizations such the CHA under pressure.
- **Damaged reputation of NGOs:** Involving of some NGOs in politics, and pale line between the NGO and PRT,
- **Being tougher conditions of Donors:** Nowadays the donors do not pay advance payment for implementation of projects, so the organization has to commence implementing of projects by its own resources.
- **Difficulty in obtaining of financial resources for funding of initiatives.**

#### **3.3.5 Hot Issues**

- CHA financial survival in absence of projects and in case of funding crisis,
- The effect of security concerns over efficiency and effectiveness of project activities,
- Transition from the current stage in to development stage (Methodology, scheduling, preparation and flexibility),
- The vulnerability of the economic and food crisis of the world,
- Low position, influence and power of CHA to compete at national and regional level,
- Maintaining of capacity to deal with crisis and emergency situations,



## CHAPTER FOUR: VISION, MISSION, STRATEGIC GOALS AND VALUES

### **Vision**

Effective, reliable, inventive and pioneer organization in field of community development and reduction of vulnerability,

### **Mission**

To empower individuals and communities in collaboration with social and civic institutions and private sector,

### **Strategic Goals**

- Poverty and vulnerability reduction,
- Fair distribution of resources,
- Facilitate reliable social and economic development,
- Ensure basic rights of the citizens,

### **Core values**

The Coordination of Humanitarian Assistance (CHA) will consider the following core values in all development activities as well as in its internal structure:

- Respect for human rights and human dignity,
- Respect for cultural diversity and beliefs of others,
- Gender equity,
- Special attention to vulnerable groups of the society,
- Consultative decision-making,
- Efficiency,
- Transparency and accountability,
- No discrimination,
- We value opinions of others even if we are not agreed,
- Belief in principle of non-violence,
- Respect for principle of democracy,
- Collaboration,

## CHAPTER FIVE: THE STRATEGIES

### 5.1 The strategies to reach the Mission

**First strategy:** Development of health, nutrition and environmental health,

**Second Strategy:** Development of education, cultural affairs and vocational trainings,

**Third strategy:** Efforts for developing of agriculture, livestock restocking, water resources and natural resources,

**Fourth strategy:** Community development and social protection,

**Strategy Five:** Disaster risk reduction and dealing with emergencies,

**Strategy VI:** Generalization of gender Issues.

In all aforementioned strategies, mobilization, organizing of communication, services delivery, and advocacy would be considered as major tactics.

### 5.2 The strategies to achieve the Vision: Purposes for future of the organization

**5.2.1 Efficiency:** effective organization with and maintaining of competitive edge

**Strategy:** Capacity building of people, systems, policies and technology

**5.2.2 Reliability:** An organization with good external image, suitable working environment and a growing revenue stream.

**Strategies:**

A: Having Code of Conduct (CoC),

B: Providing people with continued and systematic information,

A: Publications and visibility,

D: Having policies and their implementation,

E: Fundraising with vast base,

F: Income generation activities,

G: Capital asset management.

**5.2.3 Innovative:** An innovative and detective organization with power of on time act to use available opportunities,

**Strategy:** Establishing of a practical mechanism to collect, record and develop innovative planning,

**5.2.4 Pioneer:** An organization with human resources stability with a desirable level of skills,

**The Strategies:**

A: Differentiation of posts and setting up level of compensation based on market competition in consideration with suitable distribution of works on staff,

B: Implementation of succession plan for all posts,

C: Studying and establishing of preventing mechanism,

D: Generalizing spirit of dependency and efficacy and motivation of employees.

## **CHAPTER SIX: STRATEGIC ACTIVITIES / PROJECTS**

In this chapter, all strategic activities which take the organization to its strategic goals over the next five years, are determined.

### **6.1 Ongoing Activities/ projects and evaluation of durability or determining of exit strategy**

**Please see annex 1.**

### **6.2 New projects to achieve the strategic goals**

**Please see annex 2.**

## **CHAPTER SEVEN STRATEGIC ACTIVITIES TO ACHIEVE INTERNAL GOALS OF THE ORGANIZATION**

### **7.1 Current infrastructure and facilities and evaluating the compatibility of these facilities according to internal goals of the organization**

#### **7.1.1 First Strategic Goals: Efficiency: Effective organization with and maintaining of competitive edge**

##### **First Strategy: Capacity building of people, systems, policies and technology**

The capacity building is one of the important issues that Coordination of Humanitarian Assistance (CHA) has paid necessary attention since its establishment. The present existence of professional and experienced people in different fields of the organization is obvious reason for the aforementioned assertion. In conjunction with changing situation and to make related affairs standard, necessary changes were brought in policies and systems of the organization, and the new technology was effectively used. In the last two years, one of the important indicators of capacity building for the CHA was annual assessment of employees based on which need of the employees and the organization for different types of trainings was established, conducting of different workshops and their cost was predicted, and measures were taken accordingly. The capacity building department of the organization which recently parted from the CHA and has begun its activity as a separate entity has played an important role in capacity building of the CHA. A significant number of the staff has received training in management, financial management, civil society building, leadership, justice, human rights, development issues, gender, etc. The cost of the capacity building for conducting of trainings has been paid mainly through funds of program and relatively through the reserve of the organization.

Currently, the CHA has (17) separate policies for organizing internal verve of the organization and promoting of concerned programs, and all of these activities and measures are implemented accordingly. In accordance with the previous strategic plan, two years ago, some changes and adjustments were brought into the policies too.

The CHA has transparent working systems in financial sectors, inventory, personnel affairs, logistics and project reporting, work to complete the new system of PMIS that was started late last year, is in progress. The CHA website is active and fresh reports and information are published on it. The main office and field offices are permanently connected with internet (Polling) and information system is always active.

They caused a remarkable increase in effectiveness and efficiency of the CHA activities.

#### **7.1.2 Strategic Goal II: Reliability: Providing accurate and real image of the capacities, efficiency and effectiveness of the organization to the community, individuals and concerned institutions.**

## The Strategies:

### **A) Having a CoC (Code of Conduct):**

This Code of Conduct is part of the staff manual, and has not developed as separate policy yet.

### **B) Providing people with continued and systematic information**

As evident, there is a long standing and systematic relationship between the CHA and the beneficiaries in first step, and in second step between the CHA and the community. People, under the program areas of the CHA, are continuously kept informed from the progress and development of the activities and their constructive comments and suggestions are considered for improvement of the activities. In addition, publishing role and activities of the CHA on the website and official magazine of the Ministry of Economy (MoEc) and broadcasting of interviews of managers of the field offices and relevant programs through radio and television can be deemed as important measures for providing information to the people.

### **C) Publication and Visibility:**

Reflecting of the CHA activities in the annual report, results of external evaluations and monitoring teams, and conferences and gathering events has helped much maximizing the CHA position.

**D: Having policies and their implementation:** Implementation of existing policies of the CHA is very valuable for standardization of different parts of work that has eased the internal life of the organization. The results of evaluations and audits of external teams show that set standards have replaced gaps which are not according to the principles of the organization.

**E) Fundraising with vast base:** In all undertaken fundraising measures, the role of health, education and agriculture sectors, the program coordinator, director of the CHA and fundraising manger of the network is prominent. The CHA reputation in national and international level is also one of the factors that cause to attract attention of donors.

### **F: Income generation activities:**

The CHA income generation activities are administrative cost of projects, rent of vehicles of the organization and to some extend fee of trainings and workshops conducted for external bodies.

### **G) Capital asset management:**

- During the past years, collecting of receivable accounts and top it up to the reserve account has been performed very well.

- In accordance with funds from previous projects and their financial resources, time to time necessary assessments and appropriate measures have been conducted to cut additional expenditures and make the processes cost-effective.

- Reporting and on time collecting and recording of information regarding previous and new assets of the projects and the organization has been done continuously in accordance with the inventory and cash policy.

**7.1.3 Strategic Goal III: Innovative:** An innovative and detective organization with power of on time act to use available opportunities,

**Strategy:** Establishing of a practical mechanism to collect, record and develop innovative planning,

In this case, so far there is no regular working mechanism, but innovative ideas of the colleagues have been received and considered on time.

**7.1.4 Strategic Goal IV: Being Pioneer**

**Strategies:**

**A) Differentiation of posts and setting up level of compensation based on market competition in accordance with suitable distribution of works on staff:** The salary range of staff is clearly mentioned in accordance with positions in the salary policy of the organization. According to the policy and in order to keep the salaries of staff consistent with changes in market, a certain percentage is added annually on their salaries.

**B) Implementation of succession plan for all Posts:** Although so far this strategy is not outlined in a regular plan, but practically in a non-shot form next holder of affairs is identified in absence of each employee in each sector and department of the organization.

**C) Studying and establishing of preventing mechanism:** In this case we can name issues such as responsibility of surety of the staff, one month advance notice in case of resignation and enforcing of pension principles.

**D) Generalizing spirit of dependency and efficacy and motivation of employees:** Friendly and appropriate working environment in terms of location, equipment, confident ethical and secure work space, and opened doors of the officials on face of all employees has caused to feel all the colleagues as family members of the CHA. In addition, timely addressing of staff problems, being closed to them in times of sorrow and joy, appreciating of busy and active employees, and utmost efforts of the organization in developing and improving positions of talented and hardworking staff, are all those that boost spirit of dependency and motivation of the employee.

**7.2 New plan to achieve internal goals of the organization and required resources for new plans**

**For each strategy-related goal, following measures have been considered:**

**7.2.1 Strategic Goal I: Efficiency:** Efficient organization with and maintaining of competitive edge

**First Strategy: Capacity building of people, systems, policies and technology**

- The capacity building should be done in consideration with priorities and requirements of the organization. Work plan and timeline for capacity building of the staff in the main and field offices should be prepared for one year by the human resource department and the process should be implemented accordingly. The evaluation unit of the network will monitor the results of the training programs according to a regular monitoring plan and evaluates the programs in pre-planned time intervals.
- Annually, two percent of the budget is used for capacity building in different categories of high level, middle level and support staff, 0.5 percent is used for updates and developments of systems, and 0.5 is used for technology.

**Strategy II: Gender**

- Direct beneficiaries of projects: Gender balance will be ensured to extend possible in all projects,
- Moving towards equality of male and female staff numbers within the organization. At the end of 2015, 40% of the employees will be women. Currently this is 22% percent and with 3.6 percent annual development the target will be achieved.
- Moving towards equality of men and women's positions within the organization. Existence of 40% of women in 1-5 grades will be realized in first two years of the plan.
- Half percent of the total annual budget is allocated for gender.

**7.2.2 Strategic Goal II: Reliability:** An organization with good external image, suitable working space and a growing revenue stream.

**Strategy 1: Code of Conduct (CoC)**

- The existing due principles of the organization are developed and will be approved as separate policy.

**Strategy 2:** Providing accurate and real image of capacities, efficiency and effectiveness of the organization to the community, individuals and concerned institutions.

- Highlighting the abilities, achievements and challenges in implementation of projects and activities of the organization through systematic preparation, distribution and provision of information, reports and visibility materials through all means and techniques of public communication, print and electronic media in different languages at the national and international level.

A half percent of the annual budget is allocated for PR.



**Strategy 3: Fundraising with vast base**

- Budgetary target of each sector is a third of general budget of the organization,
- Taking development projects focused areas, is the most important priority of the fundraising,
- A balance should be formed between load of activities in the field offices,
- A 2% of the total budget is annually allocated for fundraising activities. This percentage should be incorporated into project costs to prevent using of administrative cost and reserve fund of the organization.
- The administrative cost is 5% of the total budget of projects,
- The organization will use up to 85% of projects budget in form of materials and services directly presented to beneficiaries.
- The projects' unit of the organization is established for supporting of the sectors and management, and to manage responding and communication of projects. This unit is directly operating under fundraising and donor relation department of the organization.

**Strategy 4: Income generation activities:**

- The following income sources are justified and predicted for the CHA:
  1. Administrative cost of projects,
  2. Fee of technical services and facilities to external bodies,
  3. Rent of equipment and installations,
  4. Preparation, production and distribution of books and audio-visual materials of the sectors,
  5. Joint activities (Joint Venture) with the private sector,
  6. Providing of technical coverage (Oversight Consultancy),
  7. Investing of money in financial Schemes,
  8. Receiving of donations from individuals and institutions.

When performing each of these income sources, following measures should be considered:

1. Accurate calculation of risk and income in each case,
2. Decision making and documentation mechanism.
3. Expenditures of such activities are cut from the reserve funds after approval of General Assembly or it's designate.

**Strategy 5: Capital asset management**

- Assessment of total assets (Grant, fixed, capital and inventory assets) of the organization and determining its real volume and value. (Till 5<sup>th</sup> May 2010),
- Collecting of receivable accounts and top it up to the reserve fund till end of 2010,
- Calculate and create a revolving fund for implementation of those pledged projects need advanced payment from the organization. After determining the maximum amount of the fund, it will be divided between the sectors in accordance with existing projects, in order to enable each sector to use its own share. This fund will be deposited in a

separate account and its authority is delegated to the executives of the organization. Different and surplus seizure to determined limits is in authority of the General Assembly or it's designate. Till end of June 2010,

- Complete planning of all activities, projects, and investments which primarily or permanently taken from the reserve fund in period of five years of this strategic plan, will be prepared and approved till end of 2010,
- Develop assessment procedures and carrying out of assessment of the organization to cut additional expenditures and make the processes cost-effective. Till end of June 2010,
- Strengthening system for reporting and on time collecting and recording of information regarding previous and new assets of the projects and the organization, has been continuously done and monitored in accordance with the inventory and cash policy.

**7.2.3 Strategic Goal III: Innovative:** An innovative and detective organization with power of on time act to use available opportunities,

**Strategy 1:** Establishing of a practical mechanism to collect, record and develop innovative planning,

- In the development framework, a mechanism will set up for continues collecting of innovative comments and concepts. Till end of Jun 2010,

**Strategy 2:** An organization with human resources stability with a desirable level of skills,

- Annual evaluation of the employee should be carried out to establish:
  - Performance of a person during the year,
  - Requirement of staff for getting further skills
  - Determine the amount of work and it replacement
  - Measures for continuation of work, promotion or discount

**Strategy 3:** Differentiation of posts and setting up level of compensation based on market competition in accordance with suitable distribution of works on staff.

- Annual assessment of labor market and compensation rate in market should be carried out each year simultaneously with annual evaluation of staff.
- Format and procedures for assessment of labor market should be developed till end of July 2010.

**Strategy 4:** Creating a succession plan for all Posts

- Detailed annual succession plan (with replacement of individuals for each post) should be prepared and implemented for all posts till end of first month of each year.

**Strategy 5:** Studying and establishing of preventing mechanism for non-normative leaving of jobs.

- Preventive measures for employees leaving the job are:
  1. Implementing pension policy,
  2. Implementing obligations of contracts and taking of compensation from staff of his/her surety,
  3. Developing employee separation procedures, including exit interview and other measures to compensate possible damages caused by non-normative leaving of job, Till end of May 2010 and its onward implementation,
  4. Review and finding preferences of employees for working space and ensure the needs of disabled persons and women.

**Strategy 6:** Generalizing spirit of dependency and efficacy and motivation of employees

- Mechanism to receive complaints and suggestions with keeping secrecy of the organization and employee through: Specific email addresses, telephone number, and address of correspondence.
- Invitation and attendance of employees at occasional meetings and gatherings during the year.
- Participating of people in group activities to create a context for demonstrating of their positive character.
- Organizing gatherings for describing of achievements and efficacy of people and work groups,
- Provide staff with continues and time to time information about activities and work process.
- Giving effective motives to participate in social issues and empowering spirit of volunteerism,
- Review fairness of distribution of opportunities among staff and providing of appropriate and timely information in order to clarify concepts of employees.
- A 0.5% of total annual fund of the CHA is considered for this purpose.

#### 7.2.4 Strategic Goal IV: Being Pioneer

**Strategy 1:** Active participation in activities and national decisions

- Activities of this part are included in the advocacy plan,
- A specific policy for using of media for better introducing of the organization and its activities as well as awareness and mobilization of the community in advocacy activities of the organization. Till end of June 2010 and then permanently,

### 7.3 Organizational needs

#### 7.3.1 Executive Support

Executive support is important for successful implementation of each plan. Work efforts (below radar line) without executive support are causing cancellation of program and will eliminate funding opportunities very obviously.

Executive support is needed, in order to implement activities for achieving the aforementioned goals in the organization. This executive support includes: existence of working systems, policy and procedures of the organization, trained and experienced staff, budget, active and organized management, and strengthening the method of systematic monitoring and supervision of the supports.

a) What specific support of the network you need and whether they are aware of your need or not?

Issues related to strengthening of monitoring systems, and regulating affairs related to external periodic audits, and annual external audit of financial affairs of the organization, as well maintaining good relations with donors to obtain fund for the projects, are all those special supports that CHA ...

b) How to do you inform your organization about your progress and what do you think that they can solve your problems?

Meetings of the management and strategic management of the network is the best way for sharing of report about progress and retreat of works and advisory and decision making opportunity for further executions. Thus, in many cases, many problems related to internal life of the organization will solved through this way.

### **7.3.2 Coordination and Monitoring Procedures**

For successful implementation of this plan, coordination between implementing body and external authorities is important. In this section, we should talk about role of the network that may be able to play.

The network as a decision-making authority and coordinator of important strategic issues of member organizations as well as organizer of relations between member organizations and with relevant external authorities, especially with donors, civil society organizations and governmental agencies, has procedures for fundraising, monitoring and financial audit.

### **7.3.3 Policy:**

a) How existing legislation helps you to measure and identify points you want to achieve?

The policies of the organization will be reviewed, and the results of the review will be used for a series of predicted amendments and changes.

### **7.3.4 Budgetary Requirement:**

a) What are the requirements for securing of our budget? (Annual expenditures, expenditures of various cycles of project, expenditures of supporting system etc.),

Budgets mainly have two parts (for direct and indirect expenditures). In direct expenditures the self-limited requirements of project is considered, but in indirect expenditures, costs of

supporting systems of the main office and field office are predicted. Indirect expenditure budget may also have two parts, one is current budget of the main office and field offices and another is administrative budget of the main office. The only budget that can help surviving of the organization in financial crisis is administrative costs of the projects. Thus, considering the admin cost in budgets of projects is one of the important and vital issues of the organization that has determined in the policy.

In annex (I) of the strategic plan, the status of existing budgets and plan for predicting future budgets of the CHA with consideration of new goals and strategies of the organization, through the absorption of subsequent projects related to the sectors of health, education, agriculture and engineering unit, are clearly separated and determined.

b) How should we secure our budgets?

The budget of the organization can be secured through income generated projects (admin cost of project and implementation of other income generating project mentioned before).

c) How can we use the existing financial means to achieve our new goals? To achieve this objective, when preparing the budget for each project, in addition to administrative costs, we can also include the organizational expenses in consideration with set goals in the strategic plan.

d) Is there any mechanism to share expenditure and collaborative financial means? These expenditures can be forecasting and pricing in budget in exchange for making policies or its amendments, making or amendments of strategic plan, making of methodology and developing of business principles for monitoring and evaluation of projects, broadcasting of articles through audio-visual media, and conducting of educational workshops.

e) How can we make more money or financial means?

Ensuring and maintaining of regular friendly relationship with the donor bodies, introducing of past and current activities of the organization in national and international level through media in and outside of the country, attracting trust of donors to activities of the organization against the commitments and through strengthening their trust on transparent and credible accountability and financial system, comprehensive efforts of officials of the organization in planning of development projects agreed with needs of the community through providing approved documents of the organization (goals, policies and strategy) in order to convince the donors, and intensifying project activities income generating project of the organization can increase attracting of funds in the organization.

f) How we can keep ourselves strong against fraction or cutting of budget?

Strength and durability of activities of the organization in fraction or cutting of budget is directly dependent to reserve fund of the organization.

g) If a finance development officer is required, how can we fund and identify the position in the budget?

If there is need of finance development officer in the organization, currently there is no problem in funding of such position in the budget.

h) How can we fund and identify other necessary staff in the budget?

One of the issues that ensure contentment of donors regarding identification of budget lines is offering of the organizational structure. Therefore the adopted new structure will solve this problem.

#### **7.4 Identifying of risk:**

- a) What are the major external challenges that may affect negatively your efforts?
- b) What operational issues we have, and how can we get them done?
- c) How can we identify and resolve obstacles?

The CHA has sufficient capacity and flexibility to adapt with severe fluctuation in working environment. This issue has been proved in 21 years operation of the organization in Afghanistan during the civil war and subsequent poor and lack of confidence situation. Meanwhile, CHA's ability to perform successfully shared activities with many different communities and donors during social and political turmoil is another claim for proving. With this all, the present situation with new opportunities is not free of existing and new challenges and the CHA needs to be prepared for hidden and emerging dangers that can face maturity of the strategic plan with obstacles. While the unstable situation in the country will have numerous risks, following are the major challenges have been identified that need careful attention in order to make possible fully implementation of our core strategies.

#### **Major external threats and challenges that may impose negative effects on our efforts:**

- Deterioration of security and lack of stability,

Deteriorating of security is the major concern of NGO's personnel including CHA. Causality ratio of NGO's personnel in Afghanistan is higher than any other in-conflict and post-conflict countries.

The CHA will try to reduce this risk through a close relationship with communities, because this method has been proven very effective to us in the past. In addition, the CHA has been developed a security policy to protect the organization and most importantly to protect the employees in the area. According to the policy, the CHA preserve the right to terminate those contracts that due to their related security situation, unwanted endanger the organization. Contracts with donors will be in accordance with these conditions. If security situation is unacceptable for the CHA, programs and projects will not be contracted.

- **Existence of competitors in the market:** that has caused tough conditions for competition, that other organizations through obtaining good employees with high compensation, place organizations such the CHA under pressure.

The CHA will continue to build its capacity to achieve the highest standards in services delivery and better performing of tasks, especially in the areas of transparency and accountability. The CHA will work to strengthen its competitive edge. Network and coordinated work is one of the major strategy that the CHA will be committed to it to strengthen its position and take up competitive facilities, the network of partners for development is pre-set effective ground for it. In order to achieve a higher capability for recruitment and development of expertise which is necessary for implementation of the core strategies, the CHA must accept that recruitment method which will identify and encourage talents and ensure necessary motives to attract and maintain staff with high levels of specialization. The organization must systematically create its staff expertise through implementation of a management system for competency that is connected with staff training, development programs and capacity building throughout the organization. The CHA will design and implement concrete strategies for the stability of the relevant human resources, staff capacity development including the ability to compete in the market and reduce vulnerability by creating substitute plan. These strategies are as below:

- ⇒ Strategy of an organization that has stability of human resources with desirable level of skills,
- ⇒ Separation of posts and setting up level of working exchange based on market competition keeping in mind the suitable distribution of works on staff,
- ⇒ Implementation of succession plan for all posts,
- ⇒ Studying and establishing of preventing mechanism,
- ⇒ Generalizing spirit of dependency and utility and motivation of employees.

- **Damaged reputation of NGOs:** Involving of some NGOs in politics, pale line between the NGO and PRT,

The CHA will preserve its position as an active member of the civil society in Afghanistan. The long-term achievement-oriented strategies will maximize position of the CHA and tighten its link with people. Determination of long-term goal will prevent the organization to accept any projects with political or military objectives. The specific strategies designed for public relation and introducing of the organization will positively change mentality of people, the government and donors and will help to good reputation of the organization.

The organization will preserve weapons ban policy. The CHA realizes work with the community and people effective for restoring of peaceful life and sustainable livelihoods and will never attach it to military objectives and orientation.

The long-term goals of the organization will consider the interests of the community and people and will design projects according or accept projects in accordance with agreed plan of the donors.

The CHA does not strive to gain governmental power and will support and strengthen votes of people in competent governance.

- **Tougher conditions of Donors:** Nowadays the donors do not pay advanced payment for implementation of projects, so the organization has to commence implementing of projects by its own resources.

Since the majority of NGOs in particular national NGOs financially depend on international donors to support their programs, a serious change in the level of interest of donors and a parallel decrease in the amount of funds will seriously affect all aid agencies including the CHA in Afghanistan. Many international NGO's, especially those who came after the ninth of September 2001 will leave the country. The main group of small local organizations will not be able to continue working in a changed environment and most of them may probably close. A similar situation happened in 1990s when USAID as the most important provider of aid activities stopped its activities in Afghanistan. The CHA was able to survive through decreasing level of activities, maintaining relations with its communities and finding of new resources to its most essential programs.

The CHA as a nonprofit and relief organization will remain, and will focus its activities on development. This particular of the organization has been discussed with donors in each program and project; efforts will be made in each project that in addition to assisting long-term community development, attention will be paid to continued capacity building of the organization too.

The minimum expenditures of the organization will be measured, and in addition to current expenditures in projects, possibilities to strengthen the reserve of the CHA will be considered by each department, especially fundraising and donors' relation department. The projects, in which contribution of the organization is mater, should be approved by the strategic management committee of the network. Contribution which consumes reliability and continuation capacity of the organization in term of finance and reputation will not be accepted.

The reserve of the organization will be strengthened to attract more projects and the audit and control department of the organization will develop separate procedures accordingly.

- **CHA financial survival in the absence of projects and in case of funding crisis**

The CHA has developed a reserve policy and will be implemented during 5-years of the strategic plan. The policy will help to maintain the fundamental capacity of the organization in serious financial crisis in short time periods. In spite of that, the reserve fund will not be enough to cover the above five-year program for a long period of time.



The organization will increase the number of donors as a separate action in order to be more prepared if sudden changes happen in policy of donors.

The organization will follow policy of focused areas of working and will prevent non-control expanding of the areas. The organization shall also finalize the minimum expenditures to have power of continuity and reliability after period of financial crisis and lack of funding.

- **The effects of security concerns over efficiency and quality of project activities**

The CHA gives specific value to efficiency and quality of projects and programs and will never ignore it. The CHA will never ignore deprived people in insecure areas, in one hand through delivering of basic services will help bringing peaceful life and in the other hand will involve in advocacy for peace, security and end of civilian casualties with peace movements and other NGOs.

The organization will preserve its neutrality, attempt to strengthen its relationship with the communities and for efficiency and quality of projects will try to create people shield.

- **Transition from current stage to a development stage (Methodology, Timeline, preparation and flexibility)**

With over nearly four years of the five-year strategic plan, the organization has left behind many threats and challenges, considering greater threats on the way ahead, the CHA realized need for reviewing of the strategic plan to set forth a clear path for future of the organization in collaboration with of the colleagues. The path is a transition from a service delivery and contract-oriented stage to a targeted and planned stage for reliable development of the community.

The CHA, in this stage, will implement its activities in focused areas intended to consider development of the covered communities in different aspects to achieved tangible results.

The organizational structure revised, in order to help coordination of activities to shape the form of separate sectors to a combined and unified program for planning and work of a comprehensive development.

A two-year transition period is considered to attempt complete the ongoing projects without any problem by the employee. At the same time, attention of the leadership team and administrative and technical management should be paid to strategic and development dimension of the organization which has capability to deal with new challenges and has a strengthen reliability.

The network of partners for development will lead the change, and the strategic management team will act as an instructor and helper in development stage of the organization.

The new projects generally outlined in this strategic plan, are considered for development stage of the organization.

In the transition period, there is flexibility for accepting of pre-designed projects, and may only contracted after consultation with and approval of the strategic management committee of the network of partners for development.

After two years of the transition period, the strategic plan will be reviewed to establish that to what extent the necessity of continuation or changing of the strategy is.

**Vulnerability of the economic and world food crisis**

Considering that Afghanistan is one of the world's poorest and less developed countries, existence of constant natural and human disasters has made the people highly vulnerable and has lost tolerance to any type of crisis and shocks, in the other hand, in terms of food excessively dependent on regional and global market, so any economic and food crisis in regional and global market can easily cause human tragedy.

These crises can severely affect the development programs and lead all activities toward emergency relief.

The CHA through reviewing of the strategic plan and made changes, will attempt in consideration with disaster cycle management to assist community development, reduce vulnerability, and decrease level of tragedy in crisis. In the meantime, in case of tragedy the organization will attempt to provide emergency relief to prevent intensifying of the tragedy.

For this purpose, the CHA will attempt to work in coordination with agencies of the same mind, donors and governmental institutions to ensure necessary preparation for mitigation of tragedy.

## CHAPTER EIGHT: IMPLEMENTATION

### 8.1 Business Plan:

This plan will be implemented during the next five years (2010 - 2014). According to this plan, annual sector plans will be prepared each year by related departments and sectors.

### 2.8 Monitoring progress of work:

#### Monitoring and Evaluation (M&E)

**Objective:** to help the organization to achieve its strategic goals through implementation and improving of effective, efficient and modern human resource management and project management mechanisms.

**Indicators:**

The indicators of Afghanistan National Development Strategy (ANDS) will be considered as a base for evaluating implementation efficiency of the plan. The CHA, in consideration with sectoral indicators of Afghanistan National Development Strategy (ANDS) will attempt to achieve the set goals in the coverage areas of the plan.

**Methods:**

**Developing and using of information systems for regular collecting, processing and using of projects information:**

- The Project Management Information System (PMIS) which is currently under work, will be used as generic information system for collecting, processing and recording of projects information. In this system, the required information (indicators) is set at the beginning of the project and afterward each project periodically enters its information. Different parts of the management can easily access to information about the progress of work, implementation of operational plans and achievement of project's objectives.
- In addition, in consideration with nature of each project, a project-specific information system has been developed in order to enable the staff to collect, process and share the information and use it effectively for improving activities of projects.

**Conducting organizational and human resources assessments to improve performances and eliminate barriers in the way of organizational progress and development.** This assessment will take place in five different directions. One of the assessments is about capacity and performances of human resources and the other is about capacity and organizational performances.

- The human resources department and all other departments in consideration with human resources policy of the organization as well as existed due processes and procedures, shall evaluate the human resources from recruitment up to training for development of human

resources using pre-designed systems. The results of these activities are shared with other sectors to enable the organization to take necessary measures for development of human resources.

- All ToRs have been prepared after analysis tasks of the post in accordance with activities of the sector and need for the relevant post, in order to enable the authorities to extract works from the relevant employees and evaluate their performance accordingly. The ToR is used as an effective tool to implement requirements of the post and personal growth of employees. The ToR is used at the time of monitoring of employee and evaluation of his/her performances. According to ToR, specific and accessible goals are set at designated courses of time and after that time if the progress of performance is assured, new goals are determined, if required.
- All sectors have prepared checklists and code of conducts to monitor performance of their subordinates regularly in each level. During and after monitoring of the relevant staff, share your suggestions with your staff and specifically and directly give your recommendation. Regular monitoring meetings are held with subordinates to being informed from their performance and progresses, and necessary advices and recommendations are given. Each monitoring meeting is regularly recorded and being shared with relevant supervisor.
- Organizational capacity and performance will be assessed periodically. In this regard, external experts and organization will be asked to assess the performance of the organization in consideration with existing policies and procedures, size of projects and organizational structure and to identify all those factors that deliberate performances and waste the efforts; and advice the organization on how to remove these factors and how to improve the performance.
- To avoid corruption, the assigned teams will precisely asses area where the fear of corruption is deemed, in case of violation, necessary disciplinary penalties will be applied on violators. If there are shortcomings in system for controlling of such cases, necessary advice is given for improvement.

**Conducting monitoring of projects by the sectors to visit the project sites and to provide information about the progress of work to the management**

- Each project will be monitored every three months by the relevant department; report of the monitoring will be prepared and then shared with the program. Monitoring of the projects will be conducted by the authorities or members of the relevant sectors. During the monitoring, the achievements of the projects will be assessed compared to the indicators of project plan, operational plan and project implementation manual. In addition, the quality of activities, resources and delivered services will be assessed by tools and for its improvements, necessary suggestion and recommendations will be given.

**Conducting of periodic assessments to ensure implementation of the 5- year strategic plan in accordance with the set indicators**

- Every year a meeting will be held to review progress of activities associated to 5-year strategic plan of the organization and various departments will present their reports. In these meetings, the financial indicators as outlined in the operational plan and other indicators will be assessed and necessary decisions will be made to remove obstacles on the way in implementation of the strategic plan. Each sector will identify financial and other indicators for its different strategies and projects in order to enable the organization to assess its strategic plan very easily in future.

**Conducting of mid and end of project evaluations in order to learn from project and make strategic decision about the projects**

- Any project that lasts one to two years should be evaluated once at the end of the project. If the project lasts more than two years, a mid and end of project evaluation should be conducted. The evaluation should be conducted by external professional persons and organization with sufficient expertise and experiences, based on a contract. Identification and contracting of such people and organization is done by the audit, monitoring and evaluation department of the network.

**ANNEXES:**

**Annex 1:** Ongoing projects and continuation/ exit strategy

**Annex 2:** Proposed list of new projects

**ANNEX 1: ONGOING ACTIVITIES / PROJECTS AND EVALUATING CONTINUATION POSSIBILITIES OR EXIT STRATEGY**

NO	Project Name	Goal	Duration		Results and Impacts	Total budget	Continuation or exit strategy
			Start	End			
1	<b>Building Education Support System for Teachers (BESST)</b>	The Building Education Support System for Teachers (BESST) project is implemented in close coordination of Ministry of Education (MoE). The overall goal of the project is to help the Ministry of Education (MoE) of Afghanistan to improve quality of elementary and secondary education through training of teachers and their supporting activities.	1st Sep, 2009	End of Aug, 2010	<ul style="list-style-type: none"> <li>A total number of 11,671 teachers, 596 school managers in Herat and 2199 teachers and 157 school managers in Kandahar province attended INSET1 workshop.</li> <li>A number of 666 school managers in Herat province and 169 school managers in Kandahar province attended school management trainings. A total of 72 managers learning circles in Herat and 34 managers learning circles were established in Kandahar province.</li> <li>A total number of 10,317 teachers and 722 school managers in Herat and 1772 teachers and 96 school managers in Kandahar were trained in IN II G 1-3 and IN II G 7-9 of human sciences.</li> <li>Totally, 1046 TLCs, 479 SICs, and 14353 class observation has been conducted in Herat province. Totally, 166 TLCs, 142 SICs, and 3381 class observation has been conducted in Kandahar province.</li> </ul>	3.717.723 USD	This is an educational project (Training of teacher and school managers). Donor of this project is CAII. The last phase of the project will last till end of August 2010. This project is in focused areas of new strategic plan and will continue by the sector till end of the project.
	<b>Improving Capacity for Integrated Development of Livelihood (ICIDL)</b>	To help beneficiaries (teachers and schools' management) of community from a passive situation to an active situation through a positive change in their (mentality, behavior, ownership and leadership) in field of development and skills building.	11/01 / 2009	31/10/ 2010	<ul style="list-style-type: none"> <li>Creating spirit of cooperation of parents of students to schools,</li> <li>.Mentality of institutionalization of teaching according to a uniform teaching plan,</li> <li>Undermining violence of teachers and schools management against students.</li> <li>Extension of 40% of teaching of teacher through axial student method in covered schools,</li> <li>Building Knowledge and skills level of covered teachers in teaching methods, psychology and children rights,</li> <li>Establishing concept of distance education and using of audio-visual tools in teaching,</li> <li>Creating mentality of significance of competition among students and teachers,</li> <li>Creating mentality of group and participatory leadership and</li> </ul>	246.220 US \$	This project is in progress in five districts and three provincial capitals of Parwan, Herat, Farah and Ghor provinces. This is a development and strategic project and in consideration with moving of existing areas to focus areas in target provinces. (It should be mentioned that the project lasts till

					<p>creating spirit of consultation, information sharing and dissemination of experiences among teachers,</p> <ul style="list-style-type: none"> <li>• Teachers can psychologically and physically organize 50% of students of a class,</li> <li>• Creating spirit of protection and supporting of schools by people, mentality of considering schools governmental is flourished to own property,</li> <li>• Observing contribution of parents keen to be aware of educational and teaching plans of schools,</li> </ul>		<p>end of October 2010, in case of continuation the education sector in consultation with the management will identify the focus areas for next four years.</p>
	<p>Education Quality Improvement Program (EQUIP)</p>	<p>The Building Education Support System for Teachers project is implemented in close coordination of Ministry of Education (MoE). The overall goal of this project is to help the Ministry of Education (MoE) of Afghanistan to improve quality of elementary and secondary education through training of teachers and their supporting activities.</p>	<p>01/07/2009</p>	<p>31/12/2011</p>	<ul style="list-style-type: none"> <li>• Establishing spirit of cooperation of parents of students in schools,</li> <li>• .Concept of institutionalization of teaching according to a uniform teaching plan,</li> <li>• Undermining of violence of teachers and schools against students.</li> <li>• Extension of 40% of teaching of teacher through axial student method in covered schools,</li> <li>• Building Knowledge and skills level of covered teachers in teaching methods, psychology and children rights,</li> <li>• Establishing concept of distance education and using of audio-visual tools in teaching,</li> <li>• Establishing concept of significance of competition among students and teachers,</li> <li>• Creating mentality of group and participatory leadership and creating spirit of consultation, information sharing and dissemination of experiences among teachers,</li> <li>• Teachers can psychologically and physically organize 50% of students of a class,</li> <li>• Creating spirit of protection and supporting of schools by people, mentality of considering schools governmental is flourished to own property,</li> <li>• Observing contribution of parents keen to be aware of</li> </ul>	<p>7.894.780 US \$</p>	<p>This project (like BESST project) is a national and educational project implemented in Kabul and Heart provinces, through education consortium with three other Afghan organizations. This project is funded by the World Bank through the Ministry of Education. The project is ended at end of December 2010. Although the project is in accordance with the sector goal and the new strategic plan, since the project is a</p>



					educational and teaching plans of schools,		government project and CHA is a contractor, so after closing date the project will be closed.
	<b>First Cycle of NSP new</b>	<p>The NSP program is designed to reduce poverty in rural areas and to establish a base for strengthening of local sovereignty as below:</p> <ul style="list-style-type: none"> <li>• Establishing a national network of elected village development councils,</li> <li>• Funding of first priority sub-project in order to improve access to social and manufacturing infrastructure, marketing and services,</li> <li>• Strengthening the capacity of villages members through the process of learning and training,</li> <li>• Promote accountability and wise actuating of public and private sources,</li> </ul>	1st Sep, 2007	End of August , 2010	<ul style="list-style-type: none"> <li>• A number of 200 villages including 40 villages in the Shindand district, 40 villages in Kohsan district and 40 villages in Farsi district of Herat province, 40 villages in Balcheragh district and 40 villages in Gorziwan district of Faryab province selected in accordance with the selection criteria of National Solidarity Program (NSP),</li> <li>• A number of 200 development councils (DCs), including 120 DCs in Farsy, Kohsan and Shindand districts of Herat province, and 80 DCs in Balcheragh and Gorziwan districts of Faryab province established and mobilized based on the above figures as well as registered with the Ministry of Rural Rehabilitation and Development (MRRD),</li> <li>• The Development Councils are usually established and organized according to the fourth version of the program in two committees of male and female,</li> <li>• In accordance with the principle of the program, there are five committees in each development council, including monitoring, evaluation, technical, maintenance and procurement committees. Members of the committees are sometimes from the members of DCs,</li> <li>• In level of 200 mobilized and established DCs in Herat and Faryab provinces, priorities identified and development plan developed in consultation with male and female members of the DCs,</li> <li>• Bank account has been established in Da Afghanistan Bank for the DCs in order to facilitate expenses and transactions of the money,</li> <li>• A number of 434 projects Including infrastructure such as</li> </ul>	2.003.998 US \$	The project is ended in August 2010, as most of them are in focus area, its continuation has been started

					<p>roads, culverts, canals, semi-deep and deep wells, construction of community center, schools, protection walls, Gabions, Kariz, hydropower, extension of urban electricity networks, water supply networks, and capacity building projects for women by using funds allocated by the NSP in development councils level of the provinces prepared, presented to provincial unit for approval and approved by the provincial unit and MRRD,</p> <ul style="list-style-type: none"> <li>• Out of 434 submitted projects, a total of 88 projects have been completed and its closing documents submitted to the provincial unit according to the rules and principles of NSP,</li> <li>• Out of 434 submitted projects, a total of 85 infrastructure and capacity building projects are in progress in these districts level and will be completed soon,</li> <li>• Most male and female members of the development councils received trainings of 5-phases of NSP, procurement, finance, reporting, project management, principles of development councils, monitoring, peace building, mine risk, ToR of development councils, gender, human rights and refresher workshops,</li> <li>• Activities of 41 DCs in Herat, and 9 DCs in Faryab province completed so far, and their submission documents submitted to the provincial unit and have been approved from their side too,</li> </ul>		
	NSP First Cycle Former	The NSP program is designed to reduce poverty in rural areas and to establish a base for strengthening of local sovereignty as below: <ul style="list-style-type: none"> <li>• Establishing a national network of elected village development</li> </ul>	1 <sup>st</sup> April, 2007	End of August 2010	<ul style="list-style-type: none"> <li>• A number of 134 villages including 44 villages in the Sherin Tawab district, 19 villages in Khwaja Sabzposh district of Faryab province as well as 35 villages in Tolak district and 36 villages in Saghar district of Ghor province selected in accordance with the selection criteria of National Solidarity Program (NSP),</li> <li>• A number of 134 development councils, including 63 DCs in Sherin Taqab and Khwaja Sabzposh districts of Faryab province, and 71 DCs in Tolak and Saghar districts of Ghor</li> </ul>	1.326.3 30 US \$	This is a former project and is ended at end of August this year

		<p>councils,</p> <ul style="list-style-type: none"> <li>• Funding of first priority sub-project in order to improve access to social and manufacturing infrastructure, marketing and services,</li> <li>• Strengthening the capacity of villages members through the process of learning and training,</li> <li>• Promote accountability and wise actuating of public and private sources,</li> </ul>		<p>province established and mobilized based on the above figures as well as registered with the Ministry of Rural Rehabilitation and Development (MRRD),</p> <ul style="list-style-type: none"> <li>• The DCs are established in accordance with the operational manual , mostly mixed and some of them are consisted of male and female committees,</li> <li>• In accordance with the principle of the program, there are five committees in each development council, including monitoring, evaluation, technical, maintenance and procurement committees. Members of the committees are sometimes from the members of DCs,</li> <li>• In level of 134 mobilized and established councils in Ghor and Faryab provinces, priorities identified and development plan developed in consultation with male and female members of DCs,</li> <li>• Bank accounts has been established in Da Afghanistan Bank for the DCs in order to facilitate expenses and transactions of the money,</li> <li>• A number of 261 projects Including infrastructure of roads, culverts, canals, semi-deep and deep wells, construction of cultural center, schools, protection walls, Gabions, Kariz, hydropower, extension of urban electricity networks, water supply networks, and capacity building projects for women by using funds allocated by the NSP in development councils level of the provinces prepared and presented to provincial unit for approval and approved by the provincial unit and MRRD,</li> <li>• Out of 261 submitted projects, a total of 65 projects have been in progress in these districts and will be completed soon,</li> <li>• Most male and female members of the development councils received trainings of 5-phases of NSP, procurement, finance, reporting, project management, principles of development councils, monitoring, peace building, mine</li> </ul>		
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					<p>risk, ToR of Development Councils, Gender, human rights and refresher workshops,</p> <ul style="list-style-type: none"> <li>• Activities of 36 councils in Ghor, and 15 councils in Faryab Province completed so far, and their submission documents submitted to the provincial unit and have been approved from their side too,</li> </ul>		
	<b>Women Empowerment</b>	Strengthening the economic condition of poor women in targeted communities in Balcheragh and Kohistan districts of Faryab province ,	01 / 01 / 2010	31 / 12 / 2010	<ul style="list-style-type: none"> <li>• A total number of 50 Self-help groups (25 groups in Balcheragh and 25 groups in Kohistan) established in three phases of the project in Faryab province. In first two phases, 10 groups established in each district and in third phase 5 groups established in each district,</li> <li>• A number of 800 poor women or breadwinner girls in Balcheragh and Kohistan districts ( in each district 400 women) were trained in various professional such as carpet weaving, Qilim weaving, embroidery, sewing, embroidery pieces, embroidery Adrm, etc. A number of 200 women were trained in third phase of the project,</li> <li>• A number of 40 Self-help groups (800 women) received loan,</li> <li>• A revolving loan system was established for self-help groups, they received microfinance trainings in order to correctly use the loan and strengthen their economy through this way,</li> <li>• The self-help groups also received trainings in gender, Islamic human rights, communication, trade and marketing and revolving loan system in order to raise their knowledge level in the community and use the learnt profession and loan money effectively, do marketing for their products, and contribute in growing of their own and their family economy, as well as be as sample for other women of the community.</li> </ul>	235.696 US \$	This project is a development project and also the methodology of the project is designed by the sector itself. The NSA as donor of the project is not much strike in term of new designs of the project. This project lasts till end of 2009. The project is located in focus area of the new strategic plan, and the donor of the project is eager in continuation of such project in new designs. In case of agreement with NCA, the education sector will come with new design for continuation of the project in a suitable time.

	NSP new rollout	<p>The NSP program is designed to reduce poverty in rural areas and to establish a base for strengthening of local sovereignty as below:</p> <ul style="list-style-type: none"> <li>• Establishing a national network of elected village development councils,</li> <li>• Funding of first priority sub-project in order to improve access to social and manufacturing infrastructure, marketing and services,</li> <li>• Strengthening the capacity of villages members through the process of learning and training,</li> <li>• Promote accountability and wise actuating of public and private sources,</li> </ul>	01/04/2010	31/03/2012	<ul style="list-style-type: none"> <li>• A number of 2176 villages in covered provinces selected in accordance with the selection criteria of the National Solidarity Program (NSP),</li> <li>• A number of 2176 development councils established and mobilized based on the above figures as well as registered with the Ministry of Rural Rehabilitation and Development (MRRD),</li> <li>• The Development Councils usually established and organized according to the fourth version of the program in two committees of male and female,</li> <li>• In accordance with the principle of the program, there are five committees in each development council, including monitoring, evaluation, technical, maintenance and procurement. Members of the committees are sometimes from the members of DCs,</li> <li>• In level of 2176 mobilized and established councils in Faryab province, priorities identified and development plan developed in consultation with male and female members of DCs,</li> <li>• Bank accounts has been established in Da Afghanistan Bank for the DCs in order to facilitate expenses and transactions of the money,</li> <li>• Design and estimation of projects for development councils of 2176 villages has been done in cooperation of the councils in accordance with operational manual and submitted for approval and transferring of project.</li> <li>• Implementation of the approved projects by the councils and technical cooperation of staff of the organization.</li> <li>• Most male and female members of the development councils received trainings of 5-phases of NSP, procurement, finance, reporting, project management, principles of development councils, monitoring, peace building, mine risk, ToR of development councils, gender, human rights and refresher workshops,</li> </ul>	3.777.400 US \$	This project is mostly in focus areas and will last up to end.
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					<ul style="list-style-type: none"> <li>• Submission of those councils that their financial means are finished to RRD directorate of Faryab province.</li> </ul>		
	JSDF CDC Cluster Project	Facilitation of CDC cluster in three districts of Balkh province,	01/03/2010	28/02/2011	<ul style="list-style-type: none"> <li>• Facilitation of 31 CDC clusters in three districts of Balkh province,</li> <li>• A survey in CDC cluster level,</li> <li>• Planning and designing of proposed CDC cluster projects.</li> </ul>	5.265.505 AFN	After the termination of the project if it continues will continue in focus areas, otherwise it will be closed after termination.
	Community Based Stabilization Grants (CBSG) Program	To help the councils to rebuild their villages and empowering of the councils	01/04/2010	31/03/2012	Planning and designing of projects for ensuring basic needs of villages in Kabul, Herat, Faryab and Ghor provinces.	1.317.471 US \$	Efforts will be made to implement the project in focus areas.
<b>The agricultural sector</b>							
1	Afghanistan Vouchers For Increased Productive Agriculture (AVIPA) Program in Farah, Herat and Ghor provinces.	To ensure food security, to increase level of grains production and to improve productive level of farmers in Afghanistan.	10 / 2001	2010 / 9 / 31	<ul style="list-style-type: none"> <li>– Increasing production level of the main foods (grains),</li> <li>– Increasing productivity of private sector,</li> <li>– To promote professional skills of farmer in relevant to technology of producing of quality products,</li> <li>– Establishing of storage of productive inputs for farmers.</li> </ul>	992,876 \$	This project was obtained from USAID due to establishing of a cooperative network between IRD and CHA. This project conforms to the development strategy of the Ministry of Agriculture and will continue for at least two next years. Thus, in consideration with maintaining strategic relations with the

							Ministry of Agriculture and on the other hand the project is located in focus area for the next five years, the agriculture sector of the organization after completion of the project if the views of the CHA are considered in two years planning of the project, CHA is ready for continuation of the project. If it is again as a contract form, based on strategic plan, the agricultural sector will not accept it continuation.
2	Support Poultry Raising Program for improving Alternative Livelihoods (KLIP) in Kandahar province	Greater contribution in creating of comprehensive alternative livelihoods for rural communities in Kandahar	25/08/2009	31/08/2010	<ul style="list-style-type: none"> <li>– Establishing of 900 small poultry farms for various destinations in farm production chain and increasing production level of farm.</li> <li>– Skills development of community in poultry management and marketing of its products.</li> <li>– Establishing of self-help groups in targeted locations.</li> <li>– Training of 8 staff for veterinary services,</li> <li>– Creating of employment opportunities for poor men and women in village level,</li> <li>– Establishing of 10 self-help groups ,</li> <li>– Capacity building of staff of agriculture department of</li> </ul>	448,751 \$	This project obtained as the result of a competitive process. The project is funded by CIDA. After the end of the project, considering its development concept of the project and focus areas in Kandahar

					Kandahar province in modern poultry systems.		province, the agriculture sector is interested in continuation of the project.
3	Perennial Horticulture Development Program (PHDP) in Injil district of Herat Province.	To contribute in poverty reduction especially in rural communities and improving livelihoods of nursery and orchard owners through perennial horticulture development system.	2007 / 04 / 01	2010 / 03 / 31	<p>1) Increasing access of most farmers to True to type &amp; virus free seedlings in horticulture section,</p> <p>2) Building organizational capacity of associations of targeted farmers (Cooperatives) and community development councils in cluster level,</p> <p>3) Strengthening and increasing of horticulture production in the rural areas,</p> <p>4) Strengthening and application of knowledge and professional skills of orchard owners and CHA and MAI personnel related to horticulture expertise and policies at provincial level.</p>	278167.90 Euro	This project has been obtained based on a competitive process from the European Commission (EC) which is in close match to strategy of the Ministry of Agriculture. The second phase of the project will be implemented in the next four years through EC in a consortium with ADA, GPFA, MADERA, SAB and CHA. In order to maintain relation with the strategic donor (EC), the agriculture sector is interested into its continuation. The consortium has been already established and CHA is its member, so CHA is interested for



							continuation of the project in condition that the second phase of the project covers the focus areas in Herat province.
4	Improving Capacity For Integrated Development of Livelihoods (ICIDL)	To help creating of a sound livelihoods through process of positive change in mentality, behaviors, ownership and leadership in development activities.	01/11/2006	10/31/2010	<ul style="list-style-type: none"> <li>– Creating of leadership skills among members of community through establishment of community learning centers (CLCs), improving skills of farmers about the exploitation of natural resources for agricultural activities, especially gardening (advanced horticulture operations and creating of vegetable plots, plants protection, and increasing quantity and quality of agricultural products).</li> <li>– Improving methods of collecting, processing and supplying of horticulture products in accordance with accepted standards of national and international markets.</li> <li>– Building technical and professional skills of farmers through conducting of trainings in different methods (face to face education, production and broadcasting of radio programs, displaying of educational video films and telecast programs).</li> <li>– Increasing annual income of farmers through supplying of quality products in markets.</li> </ul>	873216.5 \$	This project in ongoing in seven districts of Parwan, Herat, Farah and Ghor provinces. This is a strategic and development project and the agriculture sector in condition that the current areas relocated to focus areas of the targeted provinces, is interested in its continuation up to 2014. (It should be mentioned that the project lasts till end of October, 2010. The agriculture sector in consultation with the management will identify focus areas for the next four years if the project is being continued after

							October, 2010.
5	Women's Empowerment and Training of poultry raising	To build skills of women in producing of chicken eggs and meet.	Jan, 2010	30 April 2010	<ul style="list-style-type: none"> <li>- Training of 55 women in chicken machine,</li> <li>- Establishing of a mother stock for at least 50 women in five villages of Khulom district.</li> </ul>	1511616 AFN	This project is obtained in a competitive process from the GTZ. If the project is proposed in focus area of the organization, the sector in consideration with the strategic goals, is interested to its continuation. But in Balkh province, as it is not in focus area of the organization, will not be continued.
<b>Health sector</b>							
1	Basic Package of Health Services (BPHS) in Farah Province	To reduce morbidity and mortality of mother s and children (under 5 years) and to improve their nutrition status and strengthening of health system in Farah Province	01/10/2009	30/03/2013	At the end of the project access of people to basic health services will be increased, a number of 48 standard midwives have been trained, graduated and introduced to health facilities, public awareness on health issues goes up, nutrition status of children is improved; quality standards of health services are implemented, a standard health structure is set up in Farah province, and people actively contribute in planning and strengthening of the project.		This project was obtained in a competitive process by the CHA. After deadline of the project, if the project can strengthen the development goals and considering that the development goals are predicted in ANDS (strengthening standard human resources and growth of health and

							administrative structure) and on the other hand, the project is a strong supporting bed for development projects, so it is decided to implement it after the year 2013. If the next project fails to meet development goals, so the project will be delivered to the government or other organization selected by the government.
2	Basic Package of Health Services (BPHS) in Ghor Province	To reduce morbidity and mortality of people of Ghor province, especially mothers and children (under 5 years) through implementation of BPHS.	01/06/2009	05/31/2011	At the end of the project access of people to basic health services will be increased up to 30%, quality standards of health services are implemented, a standard health structure is set up, public awareness on health issues goes up, and people actively contribute in planning and strengthening of the project.		The project will last till end of May, 2011. The project has been directly given to the CHA by the EC, if the project support and strengthen the development goals in the future and in consideration with its impacts on the people and community, the project will be continued.

3	Basic Package of Health Services (BPHS) in Herat and Faryab Provinces.	According to the decision of the MoPH recently, the project will be delivered to another organization. In future, if the project faced with the same process, the health sector will not implement it.	01/04/2006	23/10/2009		According to the decision of the MoPH recently, the project will be delivered to another organization. In future, if the project faced with the same process, the health sector will not implement it.
4	Strengthening of Health System project in Herat province	Increasing access of remote people who currently have not access to the health system, to the essential health services.	01/11/2008	28/02/2012		This project is implemented through a partnership with MOVE and NPO / RRAA under leadership of the CHA. Thus, if the two aforementioned organizations deliver their areas to the CHA, and considering that 80% of the project is in focus areas (Shindand, Farsi and Adraskan) and is a good bed for better implementation of ICIDL and some other development projects such as awareness and

							<p>mobilization of community that need for further logistical support (health centers play a key role in awareness and mobilizing of community for improving and developing of health and nutritional status), thus this project will be continued until it ends. If the partners are not agreed with the delivery, the health sector will deliver the project back to them or in consultation with the MoPH to another BPHS implementer. ,</p>
5	Strengthening of Health System project in Ghor province	Increasing access of remote people who currently have not access to the health system, to the essential health services.	01/11/2008	28/02/2012			<p>The project depends on closing and continuation of the BPHS project, means that if the BPHS upon its completion, under special conditions, is given directly back to the CHA and this project is also given</p>

							directly to the CHA by the MoPH, the health sector will continue the project after 2012, unless upon completion, the project will be delivered to the MoPH or another designated organization.
6	Community Based Therapeutic Care (CTC) project	Quick responsiveness to severe malnutrition cases through integrated treatment in district health centers level.	11/09/2008	11/08/2009			As this activity has become a component of BPHS (revised version of BPHS), so the health sector will not continue the project after the termination. If strategic donors are interested in its implementation separately, the health sector will continue implementation of the project.
7	Partnership with private health sector project	Increasing access to quality health services especially immunization and maternal health through supporting partnership of health staff of private sector.	01/08/2009	31/07/2011	At the end, a systematic partnership between health staff of private sector will be achieved, activities of health staff of private sector will be standard and finally access of people to quality health services, especially immunization and maternal health, will be increased.		As the project somehow paves the way to partnership of private sector in delivery of quality health services and help access of people

							to quality health services, if after termination, the project is relocated completely to the focus areas and the MoPH directly hand over the project to CHA, the health sector will continue the project. As such as projects can be accepted as a concept for development projects, the Engineering Unit will be interested in to its continuation.
	ICIDL Project	To ensure health and sound livelihood through capacity building and creating positive change in conduct, behavior, leadership and people's ownership.	01/11/2006	10/31/2010	The good impacts of the project are: Strengthening health education system in health facilities, raising awareness of people about the dangerous diseases especially AIDS and tuberculosis as well as reforming vision of community regarding HIV positive people, going up the achievements of the health centers in case detection of TB, increasing volunteer examination of HIV and develop professional knowledge of technical staff in covered health facilities through direct training and distance training (telecast).		The project is ongoing in Herat (Ghorian, Kohsan, Shindand and Zindajan districts), Farah (all districts), and Ghor (Tolak and Saghar districts), is a strategic and development project and the health sector is decisive to continue the project till 2015 in condition

							that the current areas relocated to the focus areas in Herat province.
	Project for Mobilization of community, especially women and children for raising awareness on immunization with particular focus on Polio		07/15/2009	30/09/2009			If the project is extended or proposed in other areas, the sector in consideration with the strategic goals will continue the project.
<b>Engineering Unit</b>							
1	Solar Energy Project	Providing solar energy in villages level in order to strengthen the economy of the people	01/05/2009	30/10/2009			As such as project is considered as a concept for development projects, the Engineering Unit will be interested in its continuation.
2	Disaster risk reduction in community level in Faryab province.	Reduction of vulnerability, capacity building and community empowerment for prevention / reducing of natural disasters as well as reducing harsh effects of natural disasters in the community.	01/10/2008	31/09/2010	At the end of this project, awareness and capacity of the targeted groups is increased about disaster risk reduction and in its light, they learn ways to protect and combat with natural disasters and use the ways in practice. On the other hand, according to priority and vulnerability from certain natural disasters in targeted areas, small disaster risk reduction projects will be prepared in order to use its impacts for reducing risks of natural disasters in targeted area or in other words, to stand the people on their own feet to become		Since this is a development project and full implementation capacity is available in the staff in field and main office level. The main focus of the project is to reduce



					responsive to natural disasters and find practical solution by their own selves.		vulnerability and building capacity of the community, on the other hand funding sources are available, thus the project will be continued in the focus areas.
3	Alleviation of food insecurity in four districts of Herat and Faryab provinces.	To help alleviation of food insecurity and improving of livelihoods in four districts of Herat and Faryab provinces.	01/10/2008	01/06/2009	Elimination of food vacuum 4-5 till crops of next year in targeted area. 23% of the food insecure targeted communities have been saved from hunger and malnutrition through cash for work (CFW) and food for work (FFW) activities. Joint physical capitals of the communities, including roads, canals, Kariz and the water reserves have been improved through food for work activities and now they use the Kariz and water reserves which are improved by their own work, for irrigation and drinking water which indicate long-term impacts of the project and has been also prevented their migration to the neighboring countries. With income gained from cash for work activities, their purchasing ability has improved and on relieved from debt pressure which help improving their mental status are other positive impacts of the project.		This project has been terminated, but will be evaluated in October by Oxfam-Novob. After results of the evaluation, continuation of such intervention in the target areas will be decided.
4	Project for assisting transportation of ultimately needy Afghan families and individuals expelled from Iran	The main objective of the project is safe and with dignity repatriation of highly vulnerable families and Afghans expelled from Iran.	01/04/2009	31/08/2009	With the implementation of this project, individual who strongly affected and need health services, food and transportation to their targeted areas, will be greatly helped. On the other hand, those small children with no guardian deported to the country are referred to their relatives or original places.		Since the repatriation process is in progress and on the other hand the CHA has been implementing such as projects under UNHCR for many years in Herat province, if other eligible organization

							takes the project, it will be delivered.
5	Education Watch project in Afghanistan,	At the end of the project, an independent body will be established to study policies and activities of different activists in the field of education (MoE, international donors, private sector and implementing agencies), inform people accordingly, and advocate for the right of quality education of Afghan children.	1 / 10 / 2008	31/03/ 2010	<ul style="list-style-type: none"> <li>- A strategy has been developed for the education watch which defines standards for working procedures, its position in relation to other activists of education and description of its independent path.</li> <li>- A basic strategy for media and advocacy activities will be prepared and will be available for use,</li> <li>- Registration of Education Watch</li> </ul>		Since the aim of the project shows that at the end of the project an independent body will be established for education watch in Afghanistan and will be registered independently. The new body will operate independently as a member of the network.
6	Global Education Campaign (GCE)	Quality education for all			<p>The CHA conducted this campaign in 2008 in Afghanistan in complete harmony with the global education campaign that will be continued each year,</p> <p>Sponsors of the campaign in Afghanistan in 2008, were Oxfam Novib and global education campaign,</p>		The CHA as an active member is committed to participate in such campaign in future.
7	Membership in Human Rights Research and Advocacy Consortium (HRRAC)				The Consortium has gathered national and international organizations to defend the rights of all Afghans through conducting of research and advocacy campaigns. The consortium is trying to ensure that policy makers consider concerns and hopes of Afghans and seriously work for ensuring their fundamental and human rights.		Continuation or termination of the membership depends to decision of the strategic management team of the network.
8	Participation In Global	The Afghan organizations in coordination and					Since the purpose of this campaign is very

	Campaign Against Poverty (GCAP)	cooperation of other organizations active to fight against poverty in South Asia, make efforts to reduce poverty.					close to the mission of CHA, so continuation of membership in this campaign is necessary.
9	Afghan Organizations Group Against Civilian Casualties.	The group was established in May 2009 in initiative of CHA and in cooperation with other same-minded Afghan organizations. The aim of the group is to raise voice of Afghan organizations against civilian casualties and its effects over lives and poor livelihoods of the people, reconstruction process, development and peace building.					Continuation of activity in this group ensures greater coordination of the organizations for common defense against causality of innocent people in Afghanistan and prevents the disruption of development and reconstruction programs in Afghanistan, so the CHA is interested to its continuation.
10	Elimination of Violence against Women (EVAW)	Strengthening and growth of national capacity to prevent sexual violence caused by gender and protection of women and girls victimized from violence or in violence risk.	15.5 / 2008	14/05/ 2009	<p>Raise awareness of 12,400 people (male and female) through direct training workshops in four provinces ,</p> <p>Raise awareness of 1000000 Afghans regarding gender violence, causing factors and end results through radio programs (Radio Nava),</p> <p>A number of 88 public outreach radio programs (30 minutes) in Dari and Pashto languages produced by Gandahara production during the project period and broadcasted in 20</p>		The project has already terminated. But since the elimination of discrimination, assuring basic rights of all members of community and fair distribution of resources are

					<p>provinces through Radio Nawa,</p> <p>Ten round tables were organized by Saba Media Organization (SMO) through which people could share their views and problem via telephone,</p>		<p>strategic goals of the CHA and the gender equity and elimination of any type of violence especially violence against women is its main part. This issue is included in all development activities and continuation of projects for awareness and advocacy will be considered in consideration with funding resources.</p>
11	<p>Membership in Justice Support Campaign Across Afghanistan</p>	<p>The CHA in July 2009, was one of the member for conducting Justice Support Campaign Across Afghanistan</p>					<p>Since the purpose of this campaign is very close to the strategic goals of the CHA, so continuation of membership in this campaign would be justified</p>

**ANNEX 2: LIST OF NEW PROJECTS**

List of proposed projects in sector of disaster risk reduction and emergencies,												
No	Name of Project	Proposed by	Relation with the mission and the strategies	Location	Targeted Beneficiaries	Size - limit/ Number	Leading part	Type of intervention of leading part of the CHA: A-Implementer B-lobby and Advocacy C- implementation and Advocacy	Conditions for continuation of project	Probable Fund (Donor)	Year of Implementation	Priority No
1	Building capacity of people in disaster risk reduction in community level	CHA	To Reduce vulnerability of community from human and natural disasters	Focus areas	People in coverage area	Starting from a village in every district	Disaster risk reduction in cooperation with other sectors	C-implementation and Advocacy	Cooperation of people, cooperation of rural development programs, long-term government policy in disaster risk reduction		2010, pursued and extended in next years	First
2	Reduction of food insecurity and drought	CHA	To Reduce vulnerability of community from human and natural disasters	Focus areas	People in coverage area	Starting from a village in every district in each province	Disaster risk reduction in cooperation with other sectors	A-Implementer	Cooperation of people, cooperation of rural development programs, long-term government policy in disaster risk reduction		2010, pursued and extended in next years	First

3	Help and distribute food and non food aid items to families affected by natural disasters and refugees	CHA	To Reduce vulnerability of community from human and natural disasters	Focus areas	People in coverage area	Affected coverage areas	Disaster risk reduction in cooperation with other sectors	A-Implementer	Cooperation of people, cooperation of rural development programs, long-term government policy in disaster risk reduction		2010, pursued and extended in next years	First
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**Proposed Projects in Social Protection Sector**

No	Name of Project	Proposed by	Relation with the mission and the strategies	Location	Targeted Beneficiaries	Size - limit/ Number	Leading part	Type of intervention of leading part of the CHA: A-Implementer B-lobby and Advocacy C-implementation and Advocacy	Conditions for continuation of project	Probable Fund (Donor)	Year of Implementation	Priority No
1	Program for Rehabilitation and empowerment of disabled and handicaps in community level	CHA	Empowering disable people and increasing their contribution level in family livelihood activities	Focus areas	Handicaps and disable people	50 persons with disabilities in each district	Educational and community empowerment sector in harmony with the health sector	C	Considering disable people of the community in designing of socio-economic and development programs		2010, pursued and extended in next years	First

2	Help and support of orphans, widows and the aged people	CHA	development of social protection	Focus areas	Children, women, and aged people	A supporting center in each district	Education and community empowerment sector	B	Cooperation of people and long-term supporting plan of the government		2010, pursued and extended in next years	First
3	Behavior change program and introducing of new practices for social, health and economical protection	CHA	development of social protection	Focus areas	Men, women and youths	In all villages level	Education sector	C	Cooperation of people and empowering people to continue the process		2010, pursued and extended in next years	First
4	Awareness of people about harms of drugs and AIDS	CHA	Reducing level of drugs addiction, AIDS and Hepatitis	Focus areas	People, Addicted People, and people with contagious diseases	An Awareness and diagnostic center in each district	Education sector and health sector	C	Cooperation of people, civil institutions and local medias		2010, pursued and extended in next years	First
5	Health of schools	CHA	Capacity development of students and reduction of disability	Focus areas	School students and teachers	In each district, a center for health examination and evaluation of	Health sector in coordination with education sector		Cooperation of people, civil and cultural institutions		2010, pursued and extended in next years	Second

						students and teachers						
6	National Solidarity Program (NSP)	CHA	Community development and establishment of development councils in villages level	Focus areas	60 villages in Ghormach , 78 villages in Kohistan and 5 villages in Maimanaya city	All People of covered villages	Rural Rehabilitation and Development directorate of Faryab	C	Cooperation of development councils, the people and development institutions		2010	First
7	National Solidarity Program (NSP)	CHA	Community development and establishment of development council in villages level	Focus areas	Balcheragh, Gorzyvan, Dowlatabad, Saghar, Tolak, Farsy, Kohsan and Shindand	All People of covered villages	Rural Rehabilitation and Development directorate of Faryab	C	Cooperation of development councils, the people and development institutions		2010	First
8	Promoting level of knowledge based on mobilization	CHA	Community Development	Focus areas	Ghor, Badghis and Herat provinces	300 people	Ministries of Labour and Social Affairs and Education		Cooperation of development councils, the people and development institutions		2011	Second



9	Trade and marketing	CHA	Community Development	Focus areas	Ghor, Badghis and Herat provinces	300 Persons	Ministries of Labour and Social Affairs and Education	C	Cooperation of development councils, the people and development institutions		2011	Second
10	women Empowerment and mobilization	CHA	Vocational Training and Community Development	Focus areas	Ghor Province	1000 women	Ministries of Labour and Social Affairs and Education	C	Cooperation of development councils, the people and development institutions		2011	Second

**Proposed projects in Agriculture and Livestock Sector**

No	Name of Project	Proposed by	Relation with the mission and the strategies	Location	Targeted Beneficiaries	Size - limit/ Number	Leading part	Type of intervention of leading part of the CHA: A-Implementer B-lobby and Advocacy C-implementation and Advocacy	Conditions for continuation of project	Probable Fund (Donor)	Year of Implementation	Priority No
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1	Help to improve marketing ability and marketing of agriculture and livestock products	CHA	Increasing income level of families	Focus areas	Residents of the localities and the government	Chain of Market Products	Agricultural sector	B	Contribution of people guarantee continuation of the project		2010	First
2	Establishment of poultry farm for women	CHA	Livestock development and improvement of alternative livelihoods	Focus areas	All people of the districts	A farm	Agricultural sector	A	Contribution of people guarantee continuation of the project		2010	First
3	Rehabilitation and development of forestry and green areas	CHA	Improving of living environment, increasing investment in reliable livelihood	Focus areas	All people of the districts	50 plots	Agricultural sector	B	Contribution of people guarantee continuation of the project		2010	First
4	Establishment of an artificial Insemination station	CHA	Livestock development and increasing of income level	Focus areas	All people of the districts	A station	Agricultural sector	C	Contribution of people guarantee continuation of the project		2010	First
5	Rehabilitation of Pastures	CHA	Conservation of living environment and livestock development	Focus areas	All people of the provinces	Completely	Agricultural sector	B	Contribution of people guarantee continuation of the project	Development budget of the National Environment	2010	First

			t							ental Protection Agency and its partner institutions		
6	Establishment of a lab and farmers support center for diagnosing of diseases and help farmers to cope against them	CHA	Improvement of Agriculture	Focus areas	All people of the provinces	One Session	Agricultural sector	C	Contribution of people guarantee continuation of the project	Development budget of the National Environmental Protection Agency and its partner institutions	2010	First
7	Survey and collecting of information about the status of livelihoods and food security	CHA	Collecting information for identifying of Agriculture and Rural Development needs	Focus areas	Ministry of Agriculture, Ministry of Rural Development, practitioners of development programs and	Household Survey	Agricultural sector	C	Commitment of Ministry of Agriculture, Rural Development and partner institutions for using the survey results		2010, and pursuing Researches in next years	First

					people							
8	Rehabilitation , development and strengthening of gardening	CHA	Development of Horticulture	Focus areas	People in coverage areas	Exhibition Plots in each district and encouraging nursery horticulture	Agricultural sector	C	Cooperation of people and long-term supporting plan of the Ministry of Agriculture		2010, and pursuing Researches in next years	First
9	Rehabilitation , development and strengthening of livestock	CHA	Improving of livelihoods through developing and growth of livestock, including poultry	Focus areas	Poor people in the coverage areas	Livestock owners and poor families in the targeted districts	Agricultural sector	C	Government's commitment in helping of livestock and sustainable support of livestock owners as well as to ensure livestock and poultry development through existence of accessible and usable food and medical services		2010, and pursuing Researches in next years	First
10	Help rehabilitation of irrigation systems and water resources	CHA	Growth of Agricultural and livelihood development sector	Focus areas	Farmers and people	Awareness of people about effective use of water, preservation	Agricultural sector in cooperation of the infrastructure	C	Cooperation of the people and long-term supporting plan of the Ministry of Agriculture		2010, and pursuing Researches in next years	First

						on and maintenance of irrigation facilities, construction of at least one irrigation facility in each district in consideration with priority	sector					
11	Help to increase yields and varieties of agricultural products	CHA	Growth of Agricultural and livelihoods development sector	Focus areas	Farmers and people	500 farmer families in each district	Agricultural sector	C	Cooperation of organizations		2010, and pursuing Researches in next years	First
12	Olericulture development in family and community level	CHA	Increasing food diversity and health improvement	Focus areas	People, especially women	500 families in each district	agricultural sector with cooperation of the community development sector	C	Cooperation of people, establishing of supporting mechanisms in district and village level, including Green Houses, cooperation of organizations		2010, and pursuing Researches in next years	First

13	Food security for all	CHA	Public awareness and mobilizing people for food security	Focus areas	Residents of targeted districts	Population of districts, especially farmers and livestock owners	Agricultural sector in coordination with the health and community development sectors	B	Cooperation of people and media, long-term plans of the Ministry of Agriculture for food security		2010, and pursuing Researches in next years	First
14	Comprehensive alteration management for agricultural pests in farm and village level	CHA	Increasing knowledge and skills of farmers for agricultural development	Focus areas	Farmers and the people	Farmers	Agricultural sector	C	Cooperation of people and media, long-term plans of the Ministry of Agriculture to help farmers and gardeners against pests		2010, and pursuing Researches in next years	First
15	Help in suitable management of medical plants and natural grain at the community level	CHA	Increasing of income, preservation of environment and marketing	Focus areas	Collectors of medical plant and natural grains	300 families in each targeted district	Agricultural sector	C	Cooperation of people and private sector in developing of a supportive policy on natural plants by the Ministry of Agriculture		2010, and pursuing Researches in next years	First
16	Assisting farmers and livestock	CHA	Increasing of income and improving of	Focus areas	Men and women in poor rural	300 families in each	Agricultural sector	C	Designing of a marketing policy that is being		2010, and pursuing Researches	First

	owners through building their capacity in process and packing of products, and marketing		livelihoods		families	district in the first year			supportive for poor people and farmers by the Ministry of Agriculture and Ministry of Commerce, assistance of private sector		in next years	
17	Community mobilization for contribution in rural development through implementation of National Solidarity Program	CHA	Empowering of community for development	Focus areas	Residents of targeted districts	The district people	Community development sector in cooperation of agricultural sector	C	Cooperation of people and partner organizations		2010, and pursuing Researches in next years	First
18	Women empowerment	CHA	Mobilization and empowerment of women for active participation in productive and social activities	Focus areas	Women	200 females in each of the targeted district	Agricultural sector and community development sector	C	Cooperation of organizations and people		2010, and pursuing Researches in next years	First
19	behavior change communication	CHA	Public awareness and	Focus areas	Residents of targeted	Local people started	Education sector in	C	Cooperation of people, Ministry of Education for		2010, and pursuing Researches	First

	n (BCC)		mobilization of people to improve their livelihoods		districts	from two villages in each district	cooperation of agricultural and health sector		incorporating of the issues in educational curriculum, cooperation of media		in next years	
20	Assisting farmers and building their capacity in usage of agricultural mechanized equipment	CHA	Growth and Development of Agriculture through mechanization of Agriculture in Afghanistan	Focus areas	Farmers	establishing of mechanization unit and training of 50 farmers in using of tractors and other mechanization equipments	Agricultural sector	C	cooperation of people, policies of Ministry of Agriculture and cooperation of organizations		2010, and pursuing Researches in next years	Second
21	establishing, strengthening and supporting groups of farmers and livestock owners	CHA	Mobilization of farmers and gardeners for coordinated actions in agriculture and revenue growth	Focus areas	Farmers	One group in each district	Agricultural sector	C	cooperation of Farmers and long-term support of Ministry of Agriculture		2010 and further Researches in next years	First
22	establishing of a center for	CHA	Access to seeds for	Focus areas	Farmers and	A center	The agricult	B	Contribution of people guarantee	Development	2010	Second



	replication, processing, storage and distribution of seeds		growth of agricultural livelihoods		people		ural sector		continuation of project	budget of Ministry of Agriculture and partner organizations		
23	Establishing of centers for production and replication of strawberry	CHA	Increasing food production resources and improving food status of families	Focus areas	Farmers and people	A center	Agricultural sector	C	Contribution of people guarantee continuation of project	Development budget of Ministry of Agriculture and partner organizations	2010	First
24	Establishing center for production of animal and poultry food	CHA	Access of Livestock and farm owners access to confident food	Focus areas	Livestock owners and farmers	A center	Agricultural sector	C	Contribution of people guarantee continuation of project	Development budget of Ministry of Agriculture and partner organizations	2010	Second
25	Survey and studies of medical plants, extension,	CHA	Improvement of living environment, development	Focus areas	People living in the areas	Completely	Agricultural sector	C	Contribution of people guarantee continuation of project	Development budget of Ministry of	2012	Fourth

	reproduction and improvement marketing of medical plants		t of alternative livelihood							Agriculture and partner organizations		
<b>The proposed project in sector of health and nutrition</b>												
No	Name of Project	Proposed by	Relation with the mission and the strategies	Location	Targeted Beneficiaries	Size - limit/ Number	Leading part	Type of intervention of leading part of the CHA: A-Implementer B-lobby and Advocacy C- implementation and Advocacy	Conditions for continuation of project	Probable Fund (Donor)	Year of Implementation	Priority No
1	Survey and collecting of information about the health status and problems in family and village level	CHA	Collecting of information for indentifying of health needs	Focus areas	Ministry of Health, practitioners of health programs and people	Household Survey	Health sector	C	Commitment Ministry of Health (MoPH) and partner health organizations		2010, and pursuing researches in next years	First
2	Strengthening and implementing of BPHS and supportive health services that all people	CHA	Development and strengthening of basic health services	Focus areas	Population of targeted districts	Standard health Structure for the four districts	Health sector		Long-term plans of the Ministry of Public Health		2010, and pursuing researches in next years	First

	have access to health facilities with maximum distance of two hours											
3	Raising health awareness and positive change in health behaviors and lifestyle for strengthening family and community health	CHA	Strengthening of health awareness	Focus areas	Population of targeted districts	Radio and television programs and educational programs in health centers and community level	Health sector	A	Cooperation of Ministry of Education, Ministry of Haj and Ministry of Culture		2010, and pursuing researches in next years	First
4	Establishing and Strengthening of environmental hygiene strategies in community level	CHA	Development of environmental hygiene	Focus areas	Population of targeted districts	Training of environmental hygiene volunteers in village level	Health sector	C	Establishing of coordination Strategy with the health network, the National Solidarity Program		2010, and pursuing researches in next years	First
5	Development of nutritional awareness and services in community level for	CHA	Reducing of malnutrition and improving of health	Focus areas	Population of targeted districts	Starting in five villages in each district and its	Health sector	C	Public awareness and cooperation of other sections of health sector, agriculture sector, and transportation		2010, and pursuing researches in next years	First

	treatment and prevention of protein, energy and micronutrients malnutrition					possible expanding						
6	Health technical support project	CHA	Quality Improvement and development of basic health services	Focus areas	Technical and administrative staff of the health and nutrition sector	Providing technical support for about 1500 technical, administrative, and health facilities staff	Health sector	C	Continuation of projects that have budget for training, and non exclusive training program by Ministry of Health or other agencies	CHA	2010, and pursuing researches in next years	First
7	Training of community midwife and community nurse	CHA	Sustainable growth and improvement of health	Focus areas	The people and implementers of health programs	10 persons from each district	Health sector	A	Long term development Plan of Ministry of Public Health and cooperation of people		2010, and pursuing researches in next years	First
8	Raising awareness and special services for prevention and treatment of tuberculosis,	CHA	Reducing of morbidity and mortality and improvement of health	Focus areas	People in targeted districts	Awareness and educational programs through radio and television,	Health sector	A	Cooperation of media, health facilities and people		2010, and pursuing researches in next years	First

	AIDS and diarrhea in community level					diagnostic and treatment services in village level						
9	Establishing and strengthening of emergency awareness system and addressing prevalence of diseases	CHA	Reducing of morbidity and mortality	Focus areas	People	Training of people at the community level, training of existing health staff, supplies for emergency cases	Health sector	C	long-term plan for disasters preparedness, cooperation between different existing sections		2010, and pursuing researches in next years	First
10	Awareness and mobilization of the community, especially mothers to increase level of access to vaccination especially polio	CHA	Reduction of mortality and elimination of polio	Focus areas	Pregnant mothers and children under 5 years	Educational programs in community and health facilities level in particular in level of schools	Health sector	A	Sustainable cooperation of stakeholders and people		2010, and pursuing researches in next years	First
11	Training of non-standard	CHA	Reducing of mortality	Focus areas	People, especially	Training of 60 non-	Sector health	A	Cooperation of people		2010, and pursuing	Second

	local medical staff		through improving quality of health services		mothers and children	standard health workers					researches in next years	
12	Delivery of basic health services in partnership with local private sector	CHA	Reducing mothers and children and strengthening of private health system	Focus areas	Pregnant mothers of children under 5 years	Training of 20 health workers of local private sector	Health sector	A	Cooperation of people and private sector		2010, and pursuing researches in next years	First
13	Rehabilitation and empowerment programs for handicaps and disables at the community level	CHA	Empowerment of disables and increasing their contribution in family livelihood activities	Focus areas	handicaps and disables	50 persons with disabilities in each district	Ministry of Social Affairs, Martyrs and the Disables and the Ministry of Health	C	Considering disabled members of society in designing socio-economical and development programs		2010, and pursuing researches in next years	First
14	Awareness of people from harms of drugs and AIDS	CHA	Reduction in level of drugs addiction, AIDS and Hepatitis	Focus areas	People, Addicted People, and people with contagious diseases	An Awareness and diagnostic center in each district	Ministry of Counter Narcotics and the Ministry of Health	A	Cooperation of people, civil institutions and local media		2010, and pursuing researches in next years	First
15	Health of schools	CHA	Capacity development	Focus areas	School students	In each district, a	Ministry of Public	C	Cooperation of people, civil and		2010, and pursuing	Second

			t of students and reduction of disability		and teachers	center for health examination and evaluation of students and teachers	Health and Ministry of Education		cultural institutions		researches in next years	
16	Rehabilitation and development of health buildings and infrastructure	Directorate of public health and councils of people	Developing strategy 4 of ministry of public health	Focus areas	People of the locality	For all active and planned health facilities	Health Sector in coordination of Infrastructure Unit	B	Contribution of people in ensuring of security and maintenance of the project		2011	Second

**Proposed projects in education and culture sector - CHA 5-year strategic plan for focus areas**

No	Name of Project	Proposed by	Relation with the mission and the strategies	Location	Targeted Beneficiaries	Size - limit/ Number	Leading part	Type of intervention of leading part of the CHA: A-Implementer B-lobby and Advocacy C-	Conditions for continuation of project	Probable Fund (Donor)	Year of Implementation	Priority No
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								implementation and Advocacy				
1	Rehabilitation and development of infrastructure buildings for schools and other educational and cultural centers	CHA	building of gymnasium and sport field and development of technical skills of strategy of National Olympic Committee	Focus areas	People and practitioners of Education and Culture	For all existing and planned schools, educational and cultural centers	Education sector in collaboration with the infrastructure sector	B	Existence of a clear policy for maintenance and contribution of people		2010	First
2	Improvement of radio and television services	CHA	Growth of culture of peace and development with development of public access to media services	Focus areas	People of society and all governmental agencies and NGOs involved in peace and development activities	Four small Broadcasting stations in four targeted districts	Ministry of Information and Culture	B	Encouraging of free media for establishing of media stations, cooperation of security agencies in their protection		2010, and pursuing researches in next years	First
3	Development of primary education services to all eligible children both	CHA	Quality primary education for all	Focus areas	People of society and future generations	Accessible to all villages	Ministry of Education	C	establishing and development of village schools for community level education,		2010, and pursuing researches in next years	First



	boys and girls								Establishing and promoting of quality education through distance education,  Increasing the number of teachers,  Establishing of village-level satellites classes,  Increasing awareness of people about the benefits of education and encourage their participation			
4	Development of quality secondary education services for girls and boys	CHA	Quality secondary education	Focus areas	People of community, development program, higher education centers	Accessible village clusters	Ministry of Education	C	Establishing and promoting of quality education through distance education,  Increasing the number of teachers,  Establishing of		2010, and pursuing researches in next years	First

									village-level satellites classes,  Increasing awareness of people about the benefits of education and encourage their participation			
5	Establishing and running of vocational and professional training centers for employment skills building of girls and boys	CHA	Vocational and professional training for increasing level of employment and income	Focus areas	Youths and disables of community	One center in each of targeted districts	Ministry of Labor and Social Affairs and Ministry of Education	C	*Its incorporation in the long-term plan of the Ministry of Labor and Social Affairs and Education, participation of Community and people* Using of innovative methods		2010, and pursuing researches in next years	First
6	Peace Education (Training of people and community about fundamental rights, respect for life, tolerance and understanding)	CHA	To protect future generations from war, strengthening and understanding of human dignity and values, including	Focus areas	Students of schools, councils, social groups, and community	Including this issue in the curriculum of education, radio and television programs and	Ministry of Education, other relevant ministries and institutions	C	*Including this issue in the curriculum of education,  *active participation of civil society *Encouraging and participation of people		2010, and pursuing researches in next years	First

	g of human dignity, recognition and prevention of all forms of violence, social justice and civic responsibility, good citizenship)		men and women, situation in which all laws and international treaties for justice assured			conducting educational courses in district and village level						
7	Establishing and strengthening groups of women, youths, farmers, teachers, Students, people with disabilities and athletes, as a symbol of civil society in district and village level to encourage community participation	CHA	Coordination and capacity development and participation of community in development of culture, peace and contribution in development	Focus areas	The community	A group of each categories in district level and as much as possible in each clusters or villages	Relevant ministries and civil society organizations	B	Encouraging voluntary activities, capacity building, supporting and giving of participation right in village and district development affairs		2010, and pursuing researches in next years	First
8	Literacy campaigns	CHA	Literacy for All	Focus areas	Illiterate men and	Starting with	Ministry of		Encouraging of people, NGOs and		2010, and pursuing	First

	using innovative strategy that is able to cover existing problems				women in society	district centers and development to all targeted areas of the districts	Educational		private sector		researches in next years	
9	Development of sport with helping to establishing and strengthening of physical, cultural and skills conditions	CHA	Improvement of social life and strengthening culture of peace and sound engagement of youths	Focus areas	7000 people	7000 scores	Ministry of Education	B	Contribution of people guarantee continuation of the project		2011	Second
10	Quality secondary education	CHA	Public education	Focus areas	1060 teachers	Covering 20 public schools	Ministry of Education	C	Handing over to the Ministry of Education after the project ends		2011	First
11	vocational Training Institute	CHA	vocational Training	Focus areas	900 persons		Ministry of Education and Labour and Social Affairs	C	Encouraging other institutions to employment opportunities		2011	First
12	Accelerated education	CHA	General education	Focus areas	1000 Ladies	500 in Farah and	Ministry of	C	introducing of graduates to		2011	First

						500 in Ghor	Educational		schools and public System			
13	Global campaign GCE / EFA	CHA	Global education campaign	Coverage Areas	200,000 people		Ministry of Education	C	Attracting cooperation of other organizations active in education sector		2011	First

**Proposed projects in infrastructure and community development sector**

No	Name of Project	Proposed by	Relation with the mission and the strategies	Location	Targeted Beneficiaries	Size - limit/ Number	Leading part	Type of intervention of leading part of the CHA: A-Implementer B-lobby and Advocacy C-implementation and Advocacy	Conditions for continuation of project	Probable Fund (Donor)	Year of Implementation	Priority No
1	Reconstruction of roads from district capital to provincial capital and from district capital to villages,	CHA	Increasing accessibility and improving of livelihoods	Focus areas	People, government and other institutions	The main road from the provincial capital to district and from district to villages	Infrastructure sector in cooperation of health and agriculture sectors	C	Establishing of a sustainable maintenance system for roads		2010, pursued and extended in next years	First

2	Maintenance and keeping open the roads from Maimana city to districts and from district to villages	CHA	Construction and maintenance of infrastructures	Focus areas	People, government and other institutions	The main road from the provincial capital to district and from district to villages	Infrastructure sector in cooperation of health and agriculture sectors	C	Establishing of a sustainable maintenance system for roads		2010, pursued and extended in next years	First
3	Developing and sustaining of digital telephone system	CHA	Development of information technology for communication	Focus areas	People, government and other institutions	District centers and major clusters	Education and community development sectors	B	Coordination with available public and private sector systems to ensure its sustainability		2010, and pursuing researches in next years	First
4	Producing of electrical energy in consideration with safe technology for the environment (Solar electricity, micro hydro power if possible extension of urban electricity to	CHA	Preparation of Renewable Energy	Focus areas	People and other ministries and institutions	Four targeted districts	Community development sector	C	Encouraging public contribution for establishing of local maintenance systems		2010, and pursuing researches in next years	First

	districts and rural areas)											
5	Increasing access of people to drinking water and raising awareness of people accordingly	CHA	Improving living conditions and health status of people	Focus areas	People living in targeted districts	50 drinking water wells in each district	health and community development sector	A	Encouraging public contribution for establishing of local maintenance systems		2010, and pursuing researches in next years	First
6	Construction of bridges and culverts	CHA	Providing Facility in transportation of the coverage area	Focus areas	People living in targeted districts	100 Buildings	Engineering unit	A	Encouraging public contribution for establishing of local maintenance systems		2010, and pursuing researches in next years	First
7	Rebuilding of destruction caused by floods and prevention of soil erosion	CHA	To help protection of the villages, agricultural lands, public buildings, roads, water channels and Retention of green areas	Focus areas	People living in targeted districts	50 Buildings	Engineering unit and disaster risk reduction and emergency relief sector	C	Encourage public participation to create a system of maintenance and local		2010, and pursuing researches in next years	First
8	Providing and development of shelter	CHA	Preparation and development of shelter	Focus areas	People living in targeted districts	1000 shelters	Engineering unit and disaster	C	Cooperation of people, RRD's programs, long-term state policy		2010, and pursuing researches in next	First

			for proper living of people				risk reduction and emergency relief sector		on disaster risk reduction		years	
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Other Proposed Projects												
No	Name of Project	Proposed by	Relation with the mission and the strategies	Location	Targeted Beneficiaries	Size - limit/ Number	Leading part	Type of intervention of leading part of the CHA: A-Implementer B-lobby and Advocacy C-implementation and Advocacy	Conditions for continuation of project	Probable Fund (Donor)	Year of Implementation	Priority No
1	Continuation of debates and conducting of gender awareness workshops for project office staff	CHA	Gender	The main and field offices	The colleagues		Gender	A	Continuation of work of gender unit		2010 and further Researches in next years	