

BRD

Bureau for Rights-Based Development
د حقونو پر بنسټ پراختیایي موسسه



STRATEGIC PLAN 2018 | 2021



Preface

The purpose of this strategic plan is to articulate the long-term direction and priorities for the Bureau for Rights Based Development (BRD). The objectives and strategies described in this document have been approved by our board of Directors and will guide the organization's efforts and investments over the coming four years. The strategic objectives are closely aligned with the needs of local communities and the Afghanistan development priorities formulated in the Afghanistan National Peace and Development Framework (ANPDF), Millennium Development Goals (MDGs) and Sustainable Development Goals (SDGs).

In developing this strategic plan, we have analysed the organization's strengths, weaknesses, opportunities and threats. Similarly, the organization has worked with our target groups to identify some of the underlying challenges and needs, which are articulated in this plan. This plan offers a coherent, ambitious but realistic road map to reach to our strategic objectives.

Finally, as a rights-based organization, BRD's mandate is to continue to solicit the full engagement of all target groups, relevant stakeholders and government counterparts, as we move forward to actualize the strategies and activities outlined in this document.

BRD will continuously review its operational processes to facilitate the smooth implementation of this strategic plan. We are confident that implementing this plan will contribute towards peaceful and prosperous Afghanistan, where all Afghans live with improved livelihood, and dignity, and have active role in the values and governance of their own society and country.

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ABBREVIATIONS

AMP	Aid Management Policy
BRD	Bureau for Rights-Based Development
CBO	Community-based Organization
CSO	Civil society Organization
HRBA.....	Human rights-based approach
IDP.....	Internally displaced persons
MDG	Millennium Development Goals
NGO.....	Non-Governmental Organization
NPP	National Priority Programme
SDG	United Nations Sustainable Development Goals
TMAF	Tokyo Mutual Accountability Framework
UN	United Nations
UNAMA	United Nations Assistance Mission in Afghanistan
UPR	Universal Periodic Review



1. INTRODUCTION

1.1. Organization background

Established in 2002 and previously known as the Bureau for Reconstruction and Development, the Bureau for Rights-Based Development (BRD) is a registered Afghan non-profit, non-governmental development organization that aims to implement and promote rights-based development for a strong, viable, and pluralistic society in Afghanistan.

Our Vision

BRD's vision is of an Afghanistan where the entire population lives with improved livelihood, social justice, integrity and prosperity. Where all human rights, including the rights of women and children, are recognized, upheld and respected, and where citizens have an active role in determining the values, direction and governance of their communities and country—for the benefit of all.

Our Mission

BRD is dedicated to creating an environment in which men and women are able to improve their standards of living through the equitable and sustainable use of resources, with special attention to vulnerable groups of society, particularly women and children.

Our Values

Commitment: BRD is committed to delivering quality services to its target group based on their needs, to continuous improvement and innovations, and to effective collaboration with our stakeholders and society at large for positive and sustainable change.

Integrity: We conduct ourselves at all times in a manner that is ethical, legal, and professional, with the highest degree of honesty, respect and fairness.

Accountability: We promote openness and transparency in our operations, ensuring that we are accountable for our actions at all times.

Respect: Regardless of gender, caste, religion, language, or ethnic considerations, BRD treats all segments of society without prejudice.

Impartiality: We are impartial in our actions. The delivery of our services is based on the needs of our target groups, without consideration of nationality, race, religion, or political point of view.

1.2. The Organization's mandate

The Bureau for Rights-Based Development exists to develop a pluralistic society in Afghanistan where human rights are respected and citizens are empowered to improve their standard of living. The human rights-based approach to poverty eradication and development lies at the very heart of BRD's work. BRD's approach to poverty eradication starts with the connection between poverty and human rights, from the perspective of people living in poverty. As a development organization, BRD understands needs as the basis for claiming human rights, and supports marginalized people in their efforts to claim their rights. BRD aims to encourage and support beneficiaries to switch from a passive role to an active role of right holders, taking responsibility for their own development. This leads to increased ownership and sustainability of development efforts.

2. THE PURPOSE AND PROCESS OF DEVELOPING A STRATEGIC PLAN

To bring us closer to achieving our vision, the Strategic Planning Committee of the Bureau for Rights-Based Development developed the 2018-2021 Strategic Plan with the objective of meeting the needs of our targets groups and contributing to positive changes in the society of Afghanistan. The 2018-2021 Strategic Plan will set the direction for BRD's work in Afghanistan. Influenced by our vision, mission, and values, the plan outlines our strategic objectives and the outcomes we hope to achieve in the next four years. The Board of Directors and staff will review progress and update the plan annually as needed. The 2018-2021 Strategic Plan will be the

foundation of the annual planning process and strategy implementation. Ongoing review of the plan will allow us to identify opportunities for future work as well as collect lessons learned from experience.

The Strategic Planning Committee, including two Board members and four management staff, conducted both an internal and external environmental scan. Through interviews with community civil society organizations with whom we work, partner organizations in our network, and reviews of relevant demographic, government, UN, and international reports, we assessed both the challenges and opportunities we are likely to face in a volatile context. A risk analysis was conducted to take into account mitigation measures that have to be incorporated to ensure the feasibility of the strategic plan. In addition, the Committee conducted workshops and meetings with key staff members, stakeholders, and provincial civil society organization (CSO) networks to gather input on the needs of our target groups and strategic direction. The staff coordinated the planning process and provided important support and analysis to complete a plan that will help us to achieve an Afghanistan where human rights are respected, and citizens live in an equal and socially just society.

3. EXECUTIVE SUMMARY

The core objectives of the Bureau for Rights-Based Development 2018-2021 Strategic Plan:

- Strengthened respect for human rights
- Enhanced democratic governance
- Improved livelihood and protection of vulnerable groups
- Ensure that BRD is an efficient, effective, relevant, transparent and sustainable organization

The 2018-2021 Strategic Plan outlines our ambition for change and the outcomes that we expect to achieve over the next four years. These outcomes are in line with the Government of Afghanistan's (GoA) national priorities of promoting human rights, sustainable development, governance, and, ultimately, poverty reduction. In this plan we focus on contributing towards improving citizen representation and activism, which makes for a strong foundation of good governance in local communities and the nation as a whole. Moving forward with this four-year strategic plan will help us realize outcomes aligned with both the Sustainable Development Goals (SDGs) and the Afghanistan National Peace and Development Framework.

Under our first strategic objective, '**Strengthened respect for human rights**', BRD wants to empower individuals, groups and communities to respect and promote human rights and sustainable development. BRD also aims to systemize and strengthen individual, civil society organization and community-based organization monitoring and advocacy efforts to ensure that state and private sectors adhere to the national and international obligations towards human rights, sustainable development and environmental protections.

Our second strategic objective, '**Enhanced democratic governance**', aims to promote accountability and inclusiveness of public institutions, and increase citizen participation in the policy and decision-making process. BRD will also strengthen CSOs oversight capacity to monitor the performance of public institutions, and promote and improve access to information in the target areas. Training and increased networking among community-based organizations (CSOs) and CBOs in the targeted communities will enhance their advocacy efforts to increase accountability of public institutions to the people, and to improve public services.

Our third strategic objective is '**Improved livelihood and protection of vulnerable groups**'. BRD will promote social inclusion to improve social protection and reduce vulnerability, and provide vulnerable populations—especially women, children, youth,



people with disability, minorities, returnees and internally displaced persons (IDPs)—with diversified livelihood options to be self-sufficient and to strengthen their resilience.

Under our fourth and last strategic objective, '**Ensure that BRD is an efficient, effective, relevant, transparent and sustainable organization**', we will focus on strengthening the organization's structure, systems and processes. We will aim to improve capacity for monitoring and evaluation, grant management, and developing human resources and financial management to ensure effective, efficient and high-quality program delivery. Under this strategic objective we will also aim to increase BRD's access to diversified and sustainable resources, through systemizing and improving the function of resources mobilization within the organization for the delivery of the strategic plan. We will also strengthen our marketing and PR through social media platforms and outreach through different publications.

During the implementation of the strategic period, BRD will continue to be actively engaged in international advocacy platforms, such as the UN human rights mechanism in Geneva, Vienna, and in the relevant seminars and conferences organized around issues related to Afghanistan at the international level.

The human rights-based approach (HRBA), gender, environment and conflict sensitivity are integral parts of our program delivery and all of our strategic objectives. BRD will also capitalize, support and actively engage with ongoing advocacy processes at the national level. This includes the CSOs lead in monitoring the Brussels commitments; localizing the Sustainable Development Goals (SDGs); environmental sustainability through continued advocacy; participating in national and international events; and training and supporting local CSOs to enhance their active engagement in all of these processes.

4. INTERNAL ORGANIZATION ASSESSMENT

4.1. Governance and past achievements

The Board of Directors governs BRD. The Board provides overall direction to the organization's programs and also oversees the performance of the executives. BRD General Assembly is the highest decision making body



in the organization. BRD management consists of a director selected by the board, a program manager, finance manager, and program coordinators of the key programs.

BRD's core staff includes experienced professionals from the post-conflict Afghan Government, the UN System, and other bilateral and multilateral donor organizations. On an as-needed basis, we leverage the know-how of national and international technical advisors and experts.

BRD's first three-year strategic plan for 2009-2012 focused mainly on capacity building and training of the local government and NGOs for improved service delivery. This included income generation opportunities for vulnerable populations in underserved districts.

Then, for the 2013-2017 Strategic Plan, we shifted our focus and moved to the role of an intermediate organization that builds capacities of civil society and community-based organizations to promote human rights and accountability, providing oversight to service delivery. During this period, we also sought to demand accountability from the local governance structure, including gender responsive governance and follow-up on recommendations of the Universal Periodic Review (UPR) to tackle family violence. We developed pilot innovation initiatives within our key programs 'Human Rights and Sustainable Development', 'Good Governance & Accountability' and 'Protection of Vulnerable Groups' with special focus on women and children; and broadened our scope within advocacy, human rights, sustainable development, social protection, and youth and women empowerment.

4.2. Current and past donors, partners and stakeholders

Engagement and collaboration with stakeholders with similar mandate improves our decision-making and relationships. It helps us to achieve our goals and to create transformational change. BRD collaborates with national CSOs and local NGOs for joint advocacy at the policy level; authorities at both national and local levels; international organizations; and relevant UN agencies.

Due to our partnership with the United Nations Volunteer program, we have access to a wide network of experts and development professionals to scale our projects. Furthermore, we combine expertise across the sector, bilateral government programs and NGOs to tap into a deep knowledge base to design projects, execute programs, and deliver tangible results. BRD is also involved in the submission of alternative reports and lists of issues in UN mechanisms such as the Universal Periodic Review and Treaty Bodies, including the translation and dissemination of UPR recommendations to civil society networks throughout Afghanistan. We encourage CSOs to lead monitoring of the implementation of recommendations from UPR and other human rights organizations by the Afghan government.

BRD has established partnerships and membership with the following national and international networks to leverage expertise, gain resources, and capitalize on collaboration opportunities:

- Afghan NGOs Coordination Bureau (ANCB)
- Centre for Civil and Political Rights (CCPR)
- Child Financial Education Network in Amsterdam
- Child Rights International Network (CRIN)
- Civil Society Joint Secretariat (CSJS) in Afghanistan
- ECOSSC/UN-DISA Civil Society Portal in Geneva
- Human Rights Education Network in South Asia
- International Peace and Conflict Resolution Network
- Let's Do It World Foundation (LDW)
- UNODC Civil Society Portal for Anti-corruption in Vienna

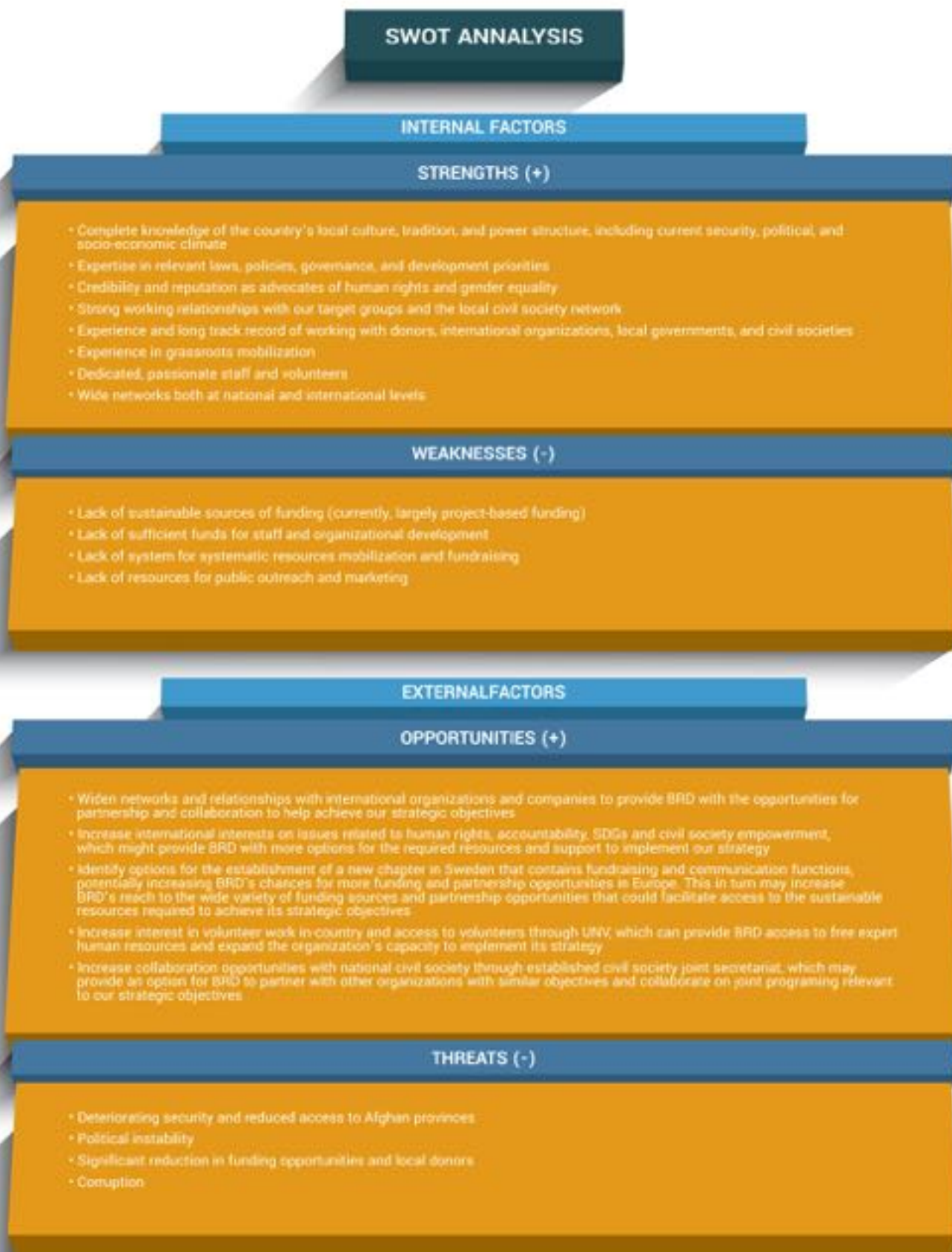
In addition, BRD has had the privilege of partnering and collaborating with the following organizations and donors through the BRD Afghanistan office:

- Agency for Rural Development Inc. (ARD)
- Buy 1 and Give 1
- Canada Fund

- DAI/USAID
- Department of States
- DFID/Atos Consulting
- Embassy of Netherlands
- Humboldt Vedraina School of Governance
- National Endowment of Democracy
- Prince Klaus Fund
- Relief International
- University of Virginia
- US Embassy Department of Public Affairs (PAS)
- World Bank/Atos Consulting



4.3. BRD SWOT Analysis



5. CURRENT CONTEXT

5.1. Security and political context

The security situation in Afghanistan remains intensely volatile. According to the United Nations Assistance Mission in Afghanistan (UNAMA), 5,687 security-related incidents took place between January and the end of March in 2017. According to their records, this is the highest total since 2001, showing a 2% increase against the same period in 2016. The UNAMA report also states that during the first half of 2017, armed conflict continued to cause severe harm to civilians across Afghanistan, killing and injuring civilians at levels similar to the same period last year. Between January 1 and June 30 2017, UNAMA documented 5,243 civilian casualties (1,662 deaths and 3,581 injured). The eastern and southern regions of Afghanistan were the most volatile, with a 22% increase in incidents in the eastern region compared with the same period in 2016.

Years of conflict have caused large population movements, and **civilians caught in the conflict have often needed to abandon their homes and livelihoods.** The conflict has led to the displacement of approximately 600,000 people, leaving them extremely vulnerable and often unable to return to their places of origin.

Reduction in international military and development support in 2014 continues to have a substantial impact on the security, politics, and economy of Afghanistan. Power struggles, unclear mandates, and delays in making decisions are prevalent in the government. Moreover, the 2016 parliamentary elections were postponed due to disagreement on electoral reforms, worsening the political uncertainty. **Political uncertainty and insecurity could undermine Afghanistan's transition and development** by threatening future development prospects and hard-wrought development gains achieved in the last decade.

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5.2. Socio-economic development context

Afghanistan's estimated total population is 27 million, with a population growth rate of 2.2%. More than 72% of the population lives in rural areas. The average household size in Afghanistan ranges between 7.3 to 7.5 people and about 46% of the population are below 15 years of age. Despite making significant progress within human development, Afghanistan still faces severe challenges. **Over thirty-five years of conflict has left Afghanistan one of the poorest countries in the world, and poverty remains high.** In 2008, 36% of the population lived in poverty. Over the last six years, this percentage remains unchanged.

Maternal mortality and life expectancy are poor. One woman dies every two hours from a pregnancy-related complication, one in ten children die before their fifth birthday, and ¹59% of children under five years are stunted. On average, one qualified medical personnel (i.e., doctor, nurse, or midwife) exists per 10,000 people. The World Health Organization standard is for 23 medical personnel per 10,000 people. Moreover, literacy rates remain very low at 26%. An estimated 3.5 million school-aged children are out of school, and dropout rates are as high as 15%.

These statistics show that the human rights situation is dire. Afghanistan's development prospects are at risk. Unpredictable natural disasters such as floods, drought, earthquakes, extreme winters, and avalanches become more frequent every year due to the effects of climate change, impacting millions of lives. For example, a major drought can hinder access to food supplies for millions of people. **²31% of the population lives with chronic food insecurity; 37% are borderline food insecure** (an estimated 8.5 million people). In 2011, nearly 3 million people were impacted when rain-fed wheat crops failed, followed by a bumper crop in 2012.

Women and girls still face enormous challenges in political participation and decision-making. Achieving the Millennium Development Goals remains a significant challenge, even though Afghanistan has an additional grace period until 2020 due to its delayed commitment to the MDGs. The National Priority Programme's (NPP) focus is on sustainable economic growth, job creation, and revenue generation.

Although there was a 7% decrease in the unemployment rate— a significant decrease from 32% in 2003— according³ to the Afghanistan Ministry for Labor and Social Affairs it is now above 40% in

1 Govt Afghanistan Mortality Survey 2010.

2 NRVA, 2007/08

3 Ibid



2016. ⁴Underemployment is high, estimated by the World Bank to be 56% and growing by 5% per annum. **Young Afghans face even greater difficulties entering the labour market; unemployment among 15-24 year olds is 47%.**

Key development challenges will need to be addressed from a medium- to long-term perspective, with key considerations for equitable economic development; reducing dependence on the illicit economy; provision of quality and sustainable basic social services on an equitable basis; securing social equity and investing in human capital, especially for women, youth and vulnerable minorities; and inclusive and accountable governance.

5.2.1. Service delivery

The Afghanistan **health system continues to face major challenges**, with many indicators remaining stagnant for the past 5+ years. Women receive the least amount of benefits from the primary healthcare system. Despite a dramatic decline in maternal mortality, pregnancy-related deaths remain a leading cause of death (41%) for women in their childbearing years, with a woman having a 1-in-32 chance of dying from pregnancy-related causes during her lifetime. Interventions that could improve maternal health remain limited in coverage. Skilled birth attendance is only 46% and the contraceptive prevalence rate is just 20%.

21 HRDB. "Primary and Secondary Sub-sector Report" of the Education Joint Sector Review. 1391/2012:5

22 SCA. "Strategic Plan 2014 – 2017: Context Analysis, Education". 2013 : 7

23 NESP-III Draft. July 2013

There is a high incidence of communicable diseases and an escalating burden of non-communicable diseases, which contribute to 35% of deaths, according to Afghanistan Mortality Survey (AMS) 2010. While the reported cases of wild polio virus cases in the country have declined from 80 in 2011 to 14 in 2013, Afghanistan remains one of the only three polio-endemic countries in the world.

Primary and secondary school enrolment has increased from less than one million in 2001 to over 8.6 million. According to the Multiple Indicator Cluster Survey (MICS) 2010, 86% of children who enroll in school reach grade 5, with a transition rate to secondary school of 93%. 3.5 million school-aged children are still out of school, and approximately 1 million of these children are registered as “permanent absentees.” The Gross Enrolment Ratio (GER) for primary school was at 90% (102% boys and 77% girls).

Despite rapid gains in student numbers, **access to education remains low in rural areas, particularly for girls whose education is further affected by high school drop-out rates due to a number of reasons, including early marriage.** Provincial variations in education are wide, with primary net enrollment rates ranging from 30% in some areas to almost 100% in others.

Challenges affecting the education system include: socio-cultural practices and beliefs that undermine girls' education; insecurity in many parts of the country; long walking distance to schools; a shortage of schools, especially for girls (only 16% of schools are for girls); and inadequate facilities in schools such as toilets, drinking water, infrastructure, and school supplies.

5.2.2. Human rights and women's rights

Advocating for women's rights will be critical for the development of the quality of life for Afghan women in the immediate and long-term future. Almost 3 million girls in Afghanistan have primary and secondary education and women make up 28% of the National Parliament, yet **women remain the most marginalized segment of the Afghan population.** Due to varied interpretation of formal law, religious sanctions, and customary rules, Afghanistan is one of the most extreme cases of gender inequality in the world. Afghanistan has a Gender Inequality Index (GII) value of 0.667, ranking it 154 out of 159 countries according to UNDP Human Development report Index in 2016.

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Gender inequality perpetuates the effects of conflict, poverty, and gender-based violence for vulnerable groups like women and children. Though constitutionally women should have guaranteed rights, social, cultural, and



religious practices continue to limit women's rights and their quality of life, including the right to life, property, justice, protection, and political and economic participation.

5.2.3. Youth

More than ⁵50% of the population of Afghanistan are considered youth (persons between the ages 15 and 24, according to UN General Assembly)

Meeting the needs of this 'youth bulge' will continue to be a significant challenge for the economy, social stability, and service delivery over the next decade. **Access to healthcare, education, skills development, and jobs for youth will be a critical factor in Afghanistan's ability to achieve equitable development.**

Afghanistan's economy faces the challenge of absorbing 400,000 new labour market entrants annually (International Labour Organization, 2012), particularly in cities where the majority of high school graduates seek job opportunities commensurate with their level of education and rural migrants seek work. Afghanistan ratified the International Convention on Elimination of all forms of Racial Discrimination and the Convention on the Rights of the People with Disabilities to continue the development of youth involvement.

5.2.4. Minorities

The nomadic Kuchis population, estimated by the Central Statistical organization to be around 3 million people, suffered from years of conflict and natural calamities. Compared to the 30% of the Afghan population (an estimated 9 million) who live under the poverty line and the 5 million people who live on 2,100 Afghanis (US\$43) a month, **54% of Kuchis live under the poverty line**, according to the 2008 National Risk and Vulnerability Assessment. This includes many displaced Kuchis who live in urban areas like Kabul and lack access to education and health services. The establishment of the Independent Directorate for Kuchis represents the first efforts in meeting basic needs, though there is still urgent need for meeting their basic needs.

5.2.5. Inclusive and accountable governance

Afghanistan's reconstruction and development started in 2002 after almost three decades of war and destruction. Significant achievements over the past decade have laid the foundations for establishing democracy and effective governance, including capacity and institutional building, economic revival, and quality of life improvement for the Afghan people. With support from the international community Afghanistan needs to continue to make progress on issues such as **public administration, sustainable economic growth, the protection of human rights, and the establishment of a functional democracy based on credible and inclusive elections.**

5.2.6. Corruption

Afghanistan ranked 180 out of 182 countries in Transparency International's most recent Annual Corruption Perception Index.- **Corruption is widespread and affects the everyday lives of all Afghans, as well as the**

⁵ Persons between the ages 15 and 24, according to UN General Assembly Resolutions A/RES/50/81 in 1995, A/RES/56/117 in 2001, and A/RES/62/126 in 2008.

29 MICS 2010/11

⁶ 32 UNODC, Corruption in Afghanistan: Recent patterns and integrity challenges in the public sector, 2013,

33 UNODC, Corruption in Afghanistan: Bribery as reported by the victims, 2010, p. 25.

34 National Priority Plan 5, component 3.

35 National Priority Plan 5, component 2.

economy and delivery of essential services. It is cited as one of the top three problems in Afghanistan with 25% of the population rating it as their greatest problem, along with security (28%) and employment (27%). Institutional weaknesses foster corruption, and vice versa. Efforts to combat corruption had limited impact. The absence of a robust and coherent anti-corruption policy has led to weak anti-corruption institutions, delays in enactment of key anti-corruption laws, and poor enforcement of existing rules and regulations. Fragmented and uncoordinated donor support and approaches have further impeded progress.



5.2.7. Sub-national Governance

Sub-national governance in Afghanistan is highly centralized. The constitution establishes four levels of subnational government: Province, District, Municipality, and Village. According to the Constitution, as well as the Sub-National Governance Policy endorsed by the Government in 2010, each of these levels of governance should have elected executives and councils. However, apart from the Provincial Councils, no elections have ever been carried out. This leaves these sub-national bodies as merely administrative arms of the central government. The line ministry representatives at the local level are responsible for service delivery at the sub-national level. **Capacity constraints, especially at the sub-national levels, negatively impact planning and budgeting, effective communication, and coordination across line ministries.** Institutional clarity and a coherent framework for more accountable sub-national governance and de-concentration are needed for a more balanced distribution of service delivery responsibilities within sub-national levels.

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6. INTERNATIONAL COMMITMENTS FOR AFGHANISTAN

6.1. Brussels Conference “Partnership for Prosperity and Peace”

On October 5, 2016, 75 countries and 26 international organizations participated in the Brussels Conference on Afghanistan and issued a communiqué, renewing the partnership for prosperity and peace between the National Unity Government of Afghanistan and the international community. They underlined their collective commitment to deepen and strengthen their cooperation to achieve Afghanistan’s self-reliance in the transformation decade (2015-2024) and to create a political, social and economic environment that will allow Afghanistan to consolidate peace, security, sustainable development and prosperity. They noted that important progress has been achieved on Afghanistan’s way to a functioning, accountable and increasingly sustainable state, but substantial challenges that the country still faces require further efforts to safeguard and build on these joint achievements. To foster this progress, they reaffirmed their commitment to the following three pillars over the transformation decade:

- Afghan-led state and institution building as outlined by the Afghanistan National Peace and Development Framework and the Self Reliance through Mutual Accountability Framework (SMAF);
- Sustained international support and funding at or near current levels through 2020 with increased aid effectiveness;

36 National Priority Plan 5, component 2.

- Regional and international support for ending violence to foster economic development and improve regional economic cooperation, and for a political process towards lasting peace and reconciliation.

Within the Tokyo Declaration (2012) and reaffirmed at the London Conference on Afghanistan (2014), they also reaffirmed that the alignment of international support with Afghanistan's national priorities, as outlined in the Afghanistan National Peace and Development Framework, is essential.

6.2. London and Kabul Conferences: Towards Self Reliance

The Kabul Conference (2010), in line with the London Communiqué (2010), marked a new phase in partnership between the international community and the Government of Afghanistan for a secure, prosperous and democratic Afghanistan. This conference came to be known as the Kabul Process. To lead Afghanistan towards these achievements, it was agreed that the principles of partnership between the Afghan Government and the international community will be based on the leadership and ownership of the Government, in accordance with the principles of national ownership.

The Government and international community concur that aid delivered through the budget is among the most effective means of reducing aid dependency, delivering on shared governance and development goals, and increasing the Government's capacity in better managing and delivering aid. As donor funds are increasingly transferred to the Government, off-budget development assistance should also increasingly align with the prioritized Afghan National Development Strategy. Among the many principles that were agreed at the London Conference, two were instrumental in shaping the discussion on aid effectiveness, mutual responsibility and development cooperation, and were subsequently captured in the Tokyo Mutual Accountability Framework (TMAF), Aid Management Policy (AMP) and National Priority Programmes (NPP).

The international community agreed to increase its support to channel at least 50% of development aid through the Government's core budget while, as committed at the London Conference, the Government achieves the necessary reforms to strengthen its public financial management systems, reduce corruption, improve budget execution, and increase revenue collection to finance key National Priority Programmes;

The international community agreed to progressively align their development assistance with the National Priority Programmes with the goal of achieving an alignment of 80%.

6.3. From Transition to Transformation (2015-2024)

In Chicago and Bonn, the international community recognized the necessity that reductions of donor support take place in a phased and responsible manner. The lessons of the past indicated that precipitous drops in assistance might create instability. It is now the international community's and the Government's shared responsibility to ensure that assistance is used with ever-increasing effectiveness to realize shared goals of a secure, self-sufficient Afghanistan. Building on this, the Tokyo meeting focused on raising funding to consolidate and accelerate development gains.

A new framework, the TMAF, was introduced in July 2012; the Tokyo Conference agreeing that, in order to put Afghanistan on a solid path toward self-reliance, the Government, in partnership with the international community, will have to continue to build upon the gains of the last decade in grounding representational democracy, improving governance, addressing human rights issues (especially for women and girls), strengthening anti-corruption mechanisms, ensuring the integrity of public finance, and addressing economic challenges.

7. TARGET GROUPS

7.1. Local Civil Society Organizations (CSOs) and Community-Based Organizations (CBOs)

Local CSOs and CBOs are important informal governance actors at the sub-national governance level, and can represent communities in the local decision-making process. CSOs and CBOs can provide oversight on services; promote accountability and human rights; have the potential to be engaged in peace building and conflict resolution; and can promote sustainable development and environmental protection. BRD works with local CSOs such as women's groups, youth and student associations, local media organizations, social organizations, professional societies, unions, community-based organizations and local non-governmental organizations in the target provinces. We engage and collaborate with local CSOs and CBOs with the aim of building capacity to deliver their mandates while at the same time providing us with a local delivery mechanism for BRD programs, considering the current security situation and scarcity of resources for NGO activities in Afghanistan. Finally, BRD aims to build the capacity of local CSOs and CBOs to effectively engage in promoting human rights, women's rights, good governance and accountability, and to be part of the local decision-making process.

7.2. Local government institutions

Government institutions have the duty to comply with their human rights obligations. BRD works with local government institutions as duty bearers on issues related to good governance, accountability and service delivery. This includes building partnership and collaboration with local CSOs for joint actions for improving services and implementation of the sub-national governance policy.

7.3. Women, children and youth

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BRD is promoting women's rights and empowerment through creating space and opportunity to participate fully and actively in the society and to have equal access to all public services and employment, without any form of violence or discrimination.

BRD is also promoting the rights of children to have access to necessary facilities and a safe environment to grow up in; to receive education and actively participate in developing their communities, and to become agents of change in their communities. Working with youth through promoting education, skills development and jobs, BRD encourages children to be more active and productive in their communities and to contribute to the development of the whole society in Afghanistan.



7.4. People with disability

BRD, as a rights-based mandated organization, promotes the inclusion of people with disabilities. People with disabilities should enjoy equal rights to health, education, employment and participation in public life without violence and discrimination.

7.5. Vulnerable population and minorities

Under its social protection objective, BRD supports the most vulnerable populations including those who have limited means of income and employment; labour constrained households; conflict induced IDPs; disaster affected families; female-headed households; returnees and vulnerable minorities.

7.6 Input from our target groups

Consultations with our target groups during the input gathering for the new strategy have provided BRD with a clear idea of their needs, concerns and ambitions in BRD's targeted provinces. The inputs from the consultation with our target groups also provided us with a roadmap and direction for formulating our strategic objectives. The key examples of their needs and concerns are outlined as below:

- Security and political instability,
- Poor quality of social services,
- Poverty,
- Lack of job opportunities,
- Weak social protection mechanism for the vulnerable population,
- Corruption and impunity in the government institutions,
- Lack of knowledge and awareness on issues related to human rights and the rights of women and children,
- Lack of capacity of the local CSOs to fulfill their role,
- Limited or no opportunity for vocational training and income generation activities,
- No market linkages to the local products.



8. AGENDA 2030

The Millennium Development Goals (MDGs) have been used globally by development organizations as a reference for strategic planning. Afghanistan began implementing activities towards achieving the eight MDGs in 2004, four years later than most other countries, but extended the global target of 2015 to 2020. Furthermore, Afghanistan has added a ninth Development Goal on Enhancement of Security. The MDGs can therefore still be regarded as a useful reference document for the BRD Strategic Plan 2018-2021. BRD's work is contributing towards achieving the following MDGs:

- MDG 1 Eradicate Extreme Hunger;
- MDG 2 Achieve Universal Primary Education;
- MDG 3 Promote Gender Equality and Empower Women; and
- MDG 7 Ensure Environmental Sustainability;

The Sustainable Development Goals (2015-2030), and the broader sustainability agenda, go further than the MDGs in their aim to address the root causes of poverty and the universal need for development for all people. Even though Afghanistan has extended the term for the MDGs to 2020, the SDGs are more integrative in their nature and more explicitly linked to people's rights and the search for equality. BRD, as a rights-based development organization, promote all SDGs, and our work is particularly linked with the following outcomes of the SDGs:



- SDG 1 No Poverty;



- SDG 4 Quality Education;



- SDG 5 Gender Equality;



- SDG 10 Reduced Inequalities;



- SDG 13 Climate Action;



- SDG 16 Peace, Justice and Strong Institutions; and

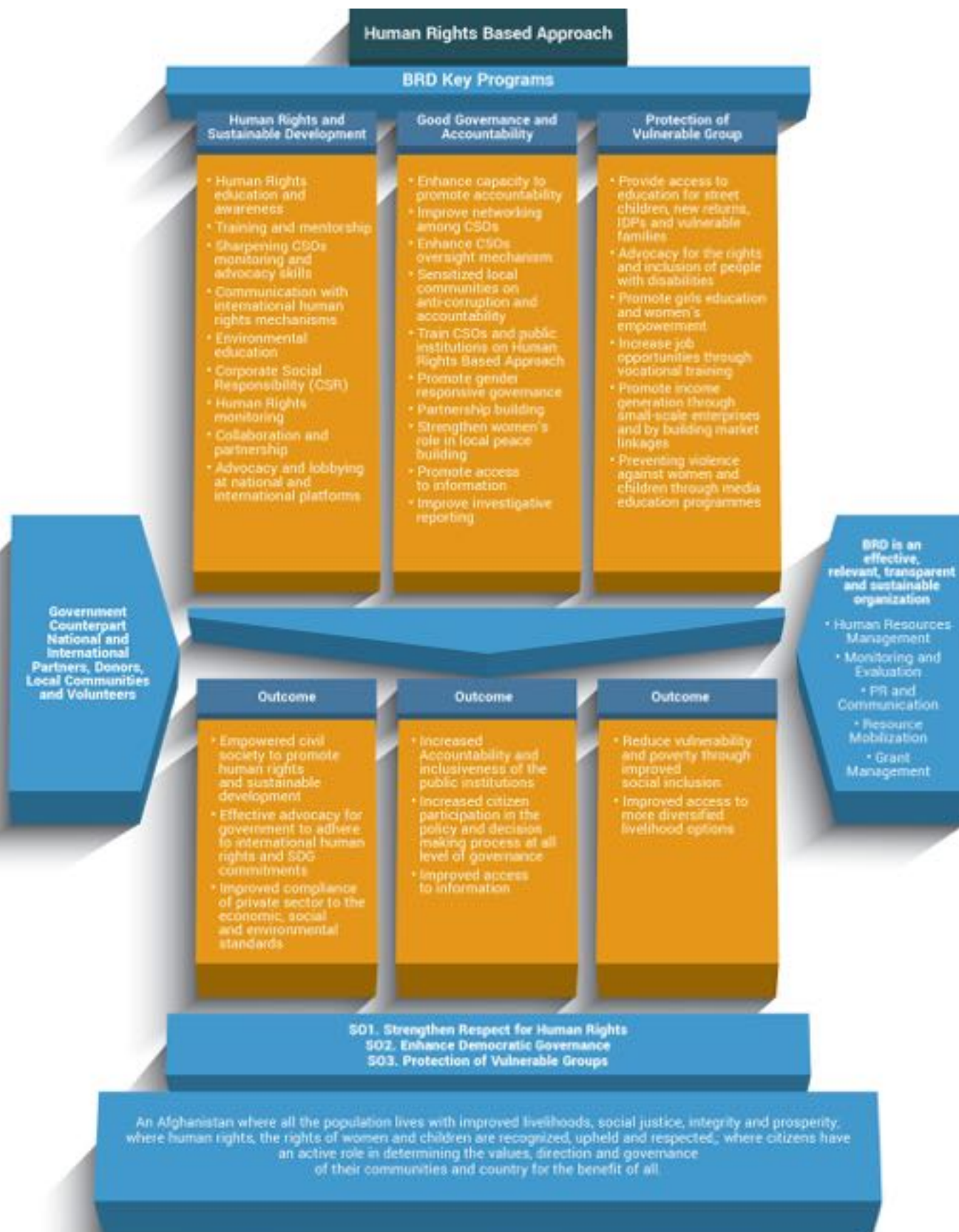


- SDG 17 Partnerships for the Goals

Therefore, the SDGs are highly relevant to BRD's work under the 2018-2021 Strategic Plan.



9. THEORY OF CHANGE





10. BRD PROGRAMMING PRINCIPLES AND APPROACH

10.1. Empowerment

One of the distinctive strengths of our empowerment approach includes our participatory processes with our target groups at the local level. The rich set of methodologies we use will be harmonized and enhanced to build people's communication skills and deepen their critical awareness of power and rights.

- 22 These empowerment processes are crucial for building effective mobilization and strategic action, supporting grassroots organizations and strengthening social movements that represent the wider community and their causes. It is through organizing at different levels that those living in poverty can engage with formal power structures, develop sustainable relationships and create new spaces to hold governments, the private sector and other actors to account, using, for example, social audits and participatory civic actions.

10.2. Partnership

We build long-term partnerships with organizations and social movements, respecting their autonomy, strengthening their capacities and helping them to share learning across issues, sectors, movements and geographies to build a formidable movement for change. We also work in alliances with many different actors, including NGOs, networks, think tanks, unions, campaigns and progressive companies. We also seek to hold those with power accountable through critical engagement—for example with governments or the private sector—engaging constructively where possible but being willing to challenge where necessary.

10.3. Human Rights-Based Approach (HRBA)

Human rights consist of both rights and obligations. The state assumes obligations and duties under international law to respect the rights of peoples, meaning that the state must refrain from interfering with or curtailing the enjoyment of human rights. To protect means that states have to protect individuals and groups against human rights abuses. To fulfil human rights means that states must take positive action to facilitate the enjoyment of basic human rights. The responsibilities of all citizens in a democratic society are inseparable from the responsibility to promote human rights. To flourish, both democracy and human rights require people's active participation.

BRD's approach to development is the Human Rights Based Approach (HRBA). The Declaration on the Rights to Development, adopted by the General Assembly in 1986, laid the foundation of the UN's rights-based approaches to development, providing its key elements including: putting people at the center of development; ensuring free, active and meaningful participation; securing non-discrimination; fair distribution of development

benefits; and respecting self-determination and sovereignty over natural resources; and in all the process that advances civil, political, economic, social and cultural rights.

We promote the development interventions that address both the demand and supply side, meaning the State as well as the people: empowering right-holders to know, claim, access and realize their rights through:

1. Human rights education to promote awareness among the people on their rights and entitlements;
2. Fostering the confidence, skills and resources to communicate with duty bearers, and advocate and claim their rights.

We also strengthen duty-bearers to comply with their human rights obligations and duties by:

1. Identification of the reasons for their underperformance of their duties;
2. Awareness raising of their obligations under international, regional and domestic law and identifying their responsibilities;
3. Capacity development, so that they can meet their obligations e.g. service delivery;
4. Fostering accountability mechanisms which include downward accountability.

10.3.1 Human Rights Principles

Universality, interrelatedness and indivisibility:

Human rights reflect universal values and belong to all human beings. Human rights are inalienable, indivisible and interrelated; rights cannot be taken away and different rights depend on and complement each other.

Equality and non-discrimination:

All human beings are entitled to their rights without discrimination of any kind (race, color, sexual orientation or gender identity, ethnicity, age, language, religion, political or other opinion, national or social origin, disability, property, or any other reason).

Participation and inclusion:

Individuals and groups have the right to free, active and meaningful participation in relation to issues that concern them and the development of their society.

Accountability:

States are accountable for respecting, protecting and fulfilling the human rights they have committed to. The HRBA emphasizes accountability relationships between authorities and people instead of focusing merely on donor-partner government accountability.

Transparency:

Access to information, freedom of expression, openness in decision-making processes to ensure participation, inclusion and accountability. A free media is an important key to holding governance structures accountable. Development processes can become more transparent and accountable by enhanced capacities in programming, planning, implementation, monitoring and evaluation. It also entails that mapping of stakeholders according to their role and responsibility in implementing human rights commitments is an important part of the programming and planning of development interventions.

10.3.2 HRBA objectives

The main objectives of Human Rights-Based Approach (HRBA) are to:

- Strengthen the understanding of rights, i.e., understanding the location, forms and perpetrators of rights violations; recognizing who is vulnerable and assessing degrees of vulnerability; and recognizing existing power imbalances in society;



- Ensure accountability and transparency by identifying rights-holders (and their entitlements) and corresponding duty-bearers (and their obligations);
- Build capacities for the realization of rights so that rights-holders can make claims and duty-bearers can meet their obligations;
- Facilitate the active and meaningful participation of multiple stakeholders, including people who directly benefit from projects through access to development processes and institutions, improved information, legal redress, and other positive strategies;
- Create a sense of ownership of development processes through strategies of empowerment that focus on rights-holders both directly and through their advocates and civil society organizations; and
- Encourage the expression of rights through different mediums of communication and interaction with people across regions.

10.3.3. Cross-cutting objectives

Gender

To reduce inequalities between individuals, groups and societies by ensuring that all enjoy human rights, including the most vulnerable and marginalized groups, is the key objective of the HRBA. The objective of reducing inequalities means addressing those factors that cause power imbalances or possible discrimination of groups of people or areas.

The objective of gender mainstreaming is to integrate the gender perspective into development interventions with the goal of achieving gender equality. Analyzing gender helps to identify different roles and responsibilities women and men have in particular contexts and the relation those roles have with access to power, resources and decision-making. In using the HRBA in gender mainstreaming and for reducing inequalities, international human rights commitments and principles are integrated into addressing the root causes for inequalities. This helps in defining priorities, actions and objectives for reaching equality in different development interventions. BRD considers gender mainstreaming as an integrated component of the HRBA and applies gender mainstreaming in both the context of internal organization structures and roles, as well in our policy, programs and interventions.

Climate Change

Climate change directly affects the enjoyment of many human rights such as rights to food, water and health. Using the HRBA to increase climate sustainability means the adoption of appropriate measures and policies to mitigate the impacts of climate change on human rights. Furthermore, applying the HRBA means that mitigation measures take into account vulnerable groups, including people living in disaster-prone areas.

10.3.4. Fragility and conflict sensitivity

Conflict and poverty are often correlated and they interlink with the human rights performance of the state. In addition, human rights violations can be drivers and consequences of conflict or fragility. Interventions in fragile states need to be based on a comprehensive understanding of the power relations and the root causes of conflict, poverty and the human rights challenges. The application of the HRBA is adjusted to legal and political realities in fragile states and in conflict or post-conflict settings.

In these situations, the expectations on the duty-bearers to perform their duties might need to be adjusted to capacity constraints that often (in conflict settings) are serious. Support might also need to be steered to other responsible actors, for example, as service providers. However, the responsibility



for implementing human rights commitments always remains with the state and its authorities. This means that support to responsible actors should be linked to capacity development of the authorities. In situations of armed conflicts or emergency, both international human rights law and international humanitarian law guide the application of the HRBA. These legal frameworks are complementary and together they outline the responsibilities and rights of duty-bearers and rights-holders. The key operational points for applying the HRBA in situations of fragility and conflict are:

- Conflict sensitivity focusing on the elements causing or triggering the conflict, an assessment of the power relations, and the capacity of the duty-bearers are crucial for a successful implementation of the intervention.
- In situations of deterioration or non-existence of stable and capable state institutions, support to other responsible actors as service providers may be temporarily needed.
- The importance of capacity development and supporting peaceful relations and settlements between all stakeholders is emphasized.

BRD is committed to being fully impartial in our work. The communities are our most important local partners and their participation in planning, implementation and follow-up is essential to avoid contributing to existing or potential future conflicts. We treat our target groups as active agents of change and work with them as partners rather than recipients with the aim to facilitate change rather than impose it. We work together to identify solutions to local issues.

Due to the current ongoing internal conflict in Afghanistan, BRD may face a situation where some of our target areas might come under the control of the armed opposition groups; this makes them important local stakeholders. Their families and children are amongst the target groups and they have the power to allow or deny BRD access and to implement activities in line with our values and plans.

It is important in these situations to maintain the dialogue through local communities and clearly communicate our vision, mission and values, raising awareness on who we are and who we are not. Communities remain the main channel of dialogue with armed opposition groups in areas under their control. This understanding helps us gain trust so that local communities, as well as authorities, commit their resources and take responsibility for their own development. BRD will remain transparent and accountable at all times with what we are doing, and plan to do. For strengthening our acceptance, BRD will ensure the involvement of our target groups and stakeholder in planning, implementation and monitoring.

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11. STRATEGIC OBJECTIVES (SOs)

11.1. SO.1: Strengthened respect for human rights

BRD's aim is to increase respect for human rights through educating citizens, vulnerable groups, and members of the civil society about human rights. By doing this, it aims to





build the capacity to monitor the government's obligations towards human rights and effective advocacy for the state to adhere towards its national and international obligations for human rights and sustainable development. Additionally, BRD directs its education and advocacy programs towards targeting the private sector, which is a key non-state actor, to ensure that they are fully aware of their role and responsibilities, and to promote their adherence to national and international obligations and Corporate Social Responsibility (CSR).

11.1.1. Outcome: Empowered individuals, groups and civil society to realize and promote human rights and sustainable development

BRD will help people understand human rights, value human rights, and take responsibility for respecting, defending, and promoting human rights. We believe that empowerment is an important outcome of human rights education, representing a process through which people and communities increase their control of their own lives and take ownership of the decisions that affect them. The ultimate goal of human rights education is to encourage people to work together to bring about human rights, justice, and dignity for all. BRD's Human Rights Education and advocacy program will be focused on groups who have a particular need for human rights education: groups who are vulnerable to human rights abuses; those who hold official positions where upholding human rights is their responsibility; and civil society because of their ability to influence and educate.

BRD also believes that raising environmental awareness, education and training plays an important role in enabling the integration of the principles of sustainable development into international, national and local policies and programs. BRD environmental education will provides citizens with the appropriate knowledge, skills and ethical commitments to engage critically in decision-making and take action on current and emerging environmental and development problems. BRD also seeks to strengthen CSOs advocacy role in enabling policy to enhance their potential in bringing improvement of the environment and people's quality of life.

11.1.2. Outcome: Effective advocacy for government to adhere to International Human Rights and SDG commitments

Effective advocacy is defined as organized, civil society or citizen's groups operating for the purpose of influencing state policy towards greater respect for human rights. BRD will raise awareness to its target groups on the Government's commitments towards international human rights and SDGs. BRD will build civil society's capacity to monitor the government's national and international commitments, particularly those impacting women, youth, minorities and vulnerable populations. We will also enable civil society groups to influence state policy through mobilizing popular interest and action, or direct appeal to state authorities. Operations, whether including paid staff or not, must be continual and ongoing, and must result in demands that are visible to state authorities.

11.1.3. Outcome: Improved compliance of private sector to national and international standards with regards to economic, social and environmental rights-

BRD will work closely with the advocacy groups, civil society organizations and community-based organizations serving the commercial and economic interests of citizens. The strengthening of such groups entails either or both of the following: increasing their capacity to mobilize popular opinion and action; and enhancing their capacity to promote and advocate for private sector compliance to the national and international standards regarding economic, social and environmental rights. BRD capacity building efforts will consist of training, including continuous technical support for a systemized advocacy mechanism.



11.2. SO.2: Enhanced democratic governance

There is increasing recognition that citizen involvement is critical for enhancing democratic governance, improving service delivery, and fostering empowerment. “Good Governance” (GG) refers to the ability of citizens, civil society organizations and other non-state actors to hold the state accountable and make it responsive to their needs.

BRD aims to strengthen the capacity of CSOs, the media, local communities, and the private sector to hold authorities accountable for better development results. We will empower citizen to fully participate in society and influence their own development, and provide them with the opportunities to establish links with the civil society, elected institutions and enable them to participate effectively in the decision-making process.

BRD will also ensure the involvement of citizens in their representative community based organizations, including traditional shuras, Community Development Councils and other traditional structures. Through building the capacity of CBOs to fulfil their mandate and establish partnerships for joint delivery of programs, BRD aims to create a sense of ownership and transfer of skills, expertise and knowledge to the communities, which will increase their accountability for the results that are achieved. BRD will support the CSOs to promote access to information and awareness raising of the rights holders and duty bearers to fulfil their obligations. BRD will work to strengthen networking among the CSOs in the target provinces and will extend the current networking mechanism to the new province. BRD will also improve local CSOs linkages with national-level networks that can extend their voice to be heard at the national level.


11.2.1. Outcome: Enhanced advocacy to increase accountability of public institutions

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BRD believes that accountability can be both an end in itself—representing democratic values—and a means towards the development of more efficient and effective organizations. Politicians and public servants are given enormous power through the laws and regulations they implement, resources they control and the organizations they manage.

BRD also sees accountability as a key way to ensure that power is used appropriately and in accordance with the public interest. Accountability requires clarity about who is accountable to whom and for what, and that civil servants, organizations and politicians are held accountable for their decisions and performance. BRD’s approach for achieving this outcome will be through a systemic advocacy and sensitization of the communities on the importance of accountability, as well as the consequences of corruption on their daily lives, society and the country as a whole, and their role as a rights holder for claiming their right to be informed. Another result will be an increase in support for the civil society actions and advocacy efforts.

Building capacity and sharpening CSOs and CBOs advocacy and social auditing skills will help to raise their voices against corruption, provide oversight on public services, and demand accountability from public institutions and politicians at the local governance level. BRD will also be engaged in policy advocacy in collaboration with other CSOs, international organizations and UN agencies at the national level for promoting accountability of the government and raising voices against corruption. Based on its wider network at the international level, BRD will also reach to the key international mechanism in Geneva and Vienna and donors to raise support for CSOs on promoting accountability in Afghanistan.



11.2.2. Outcome: Increased citizen participation in policy and decision making at all levels of governance


Democratic governance implies popular participation, including by those from disadvantaged social groups, in both public policy making and its implementation. In this process BRD will work to develop the capacity of the civil society to perform its role in complementing, and sometimes countervailing, the state. BRD aims to equip local CSOs with knowledge and skills to promote and protect civil rights, ensure that citizens have the means to express their preferences, engage in dialogue with policy-makers, and affect decisions

in the public realm. Further, BRD encourages local CSOs to provide oversight on the state's performance by demanding accountability in the allocation and management of public resources, promoting free access to information and performing the social audit.

11.2.3. Outcome: Improved access to information

In order to participate in policy debates, citizens must have access to a wide range of information. BRD will enhance the knowledge of the citizens, civil society and community-based organizations on the laws, policies, commitments and their role and responsibility through sensitization and awareness campaigns.

BRD will build capacity through training local civil society organizations to design and implement advocacy campaigns to improve access to information on laws and rights, and demand the full access of citizens to information through government channels. BRD can also develop the capacity of local media organizations, along with the civil society in developing and publishing analytical reports in regards to the functions, access and quality of public services, transparency, accountability and citizen participation in the decision making process, using good governance indicators. BRD will also be engaged in collaboration with other organizations and networks in advocacy efforts for improving access to information both at the national and provincial level.



11.3. SO.3: Improved livelihood and protection of vulnerable groups

Afghanistan does not have a comprehensive social protection system to support and protect vulnerable children and families. At the same time, positive family coping mechanisms have been eroded by poverty, war, and displacement, leaving children at risk and in need of systematic protection. BRD's protection comprises of a set of interventions aimed at increasing the capacities, opportunities and security of the most vulnerable Afghans, through a process of economic empowerment in order to reduce poverty and increase self-reliance. BRD will promote social inclusion of vulnerable children, women, persons with disability and minorities through creating equal opportunities for education,



employment and income generation efforts. BRD will also continue its advocacy efforts in collaboration with other organizations both at the national and also international level for promoting the rights of persons with disability, minorities, children and women.

This will contribute towards the first objective of Afghanistan National Peace and Development Framework 2017 to 2021 under development priorities, “to promote sustainable job creation to improve public welfare and support Afghanistan’s progress towards achieving the Sustainable Development Goals”. SDG 8 is to “promote inclusive and sustainable economic growth, employment and decent work for all”. Targets 10.1 and 10.2 under SDG 10 are specifically about income growth of the bottom 40% of the population and to empower and promote the social, economic and political inclusion of all.

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11.3.1. Outcome: Reduced vulnerability and poverty through improved social inclusion

BRD aims that all programs and interventions such as income generation, economic, financial and labor inclusion, and education are to be inclusive and focused on children, women, youth, people with disability, and all populations in extreme poverty, under responsibilities schemes that enable families to improve their living conditions and ensure the enjoyment of their social rights and access to social development and equality. BRD will also promote social inclusion through education for empowerment of vulnerable groups and policy advocacy.

11.3.2. Outcome: Increase access to livelihood and income generation activities

BRD will enhance and promote demand-driven vocational skills, with particular focus on women, youth and disabled men and women. BRD will work closely with community-based organizations to assist them in integrating within the market, and promote access to micro-credit schemes in order to get financial support for small-scale business, thus supporting entrepreneurial development.

We will also use a wide range of participatory methods to facilitate the acceptance of people with disabilities as contributing members of society. BRD will work with local businesses and employers to promote employment of men and women with disabilities. At the same time, vocational trainings will be provided to persons with disabilities with an objective to equip them with market-oriented skills and enhance their access to employment/self-employment.

BRD as the rights-based organization will provide protection to vulnerable groups, specifically women and children, through education and improved livelihood. BRD protection comprises a set of interventions aimed to increase the capacities, opportunities and security of extremely poor and vulnerable Afghans through a process



of economic empowerment in order to reduce poverty and increase self-reliance.

11.4. SO.4: Ensure that BRD is an efficient, effective, relevant, transparent and sustainable organization

Strengthening the organization's system and processes, while encouraging the professional development of staff, are key to achieving our goal and reaching our vision. The strategic objective relating to the organization's development ensures BRD's commitment to continuous investment in the development of the organization, to better its systems and processes, increase accountability, maintain credibility and provide sustainability. BRD recognizes that our staff represent the greatest resource and are our organization's best asset. We will continue to invest in and develop our staff's capacity, in order to provide them with the necessary tools and create an adequate working environment to support our staff's productivity and quality of work, with an emphasis on gender mainstreaming.

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11.4.1. Outcome: BRD's organizational structure, internal systems and processes are strengthened


BRD is continuously strengthening its systems, support functions and program processes in order to provide transparency and accountability towards our beneficiaries, donors and other stakeholders, as well as to improve the quality of our service delivery.

During the period of this Strategic Plan, we will focus on further strengthening our internal control system, grant management, and the independent function of monitoring and evaluation. We will also systemize fundraising and resource mobilization, to ensure that the organization has access to sufficient resources for the implementation of the Strategic Plan. We will also work on increasing our visibility through PR and marketing, via our website and social media tools.

11.4.2. Outcome: The organization has access to sustainable resources for achieving its strategic objective-.

BRD is currently dependent on a project-based funding mechanism. Ensuring improved donor relations with long-term donor commitment and a reasonably stable and long-term funding solution is the key for BRD to achieve its strategic objectives. Since BRD was established we have successfully managed to receive project-based funding from international and local donors. BRD also received income through the provision of training and consultancy services, which has been instrumental in sustaining the organization's operation.

Fundraising from private donors will be a good source of income for BRD to cover unfunded program activities, provide for staff capacity building and organizational development, as well as being kept as unrestricted reserves fund. This objective will contribute towards SDG 17, in strengthening partnerships for development goals, as well as the overall achievement of SDG 16, to enhance peace and justice. To achieve this



objective, BRD will further strengthen its communication and policy advocacy efforts both at the national and international level to encourage more support and resources from donor countries.

12. GEOGRAPHICAL FOCUS AND PROGRAM DELIVERY

Considering the complex security environment in Afghanistan and the current level of funding, which limits BRD's choice for multiple programming and physical focus on all provinces of Afghanistan, we used criteria for selection of the provinces. These criteria were based on high demand for BRD services, program synergies and coordination; the existence of civil society and community organizations committed to working on issues related human rights, governance and development who are ready to collaborate with BRD; programs; cooperative local authorities; accessibility; and the level of required and available resources.

Currently BRD is active in 13 out of 34 provinces of Afghanistan through local CSO networks, which have been established under the facilitation and capacity support of BRD. These networks now serve as a local delivery mechanism for the implementation of BRD programs in the respected provinces. This mechanism also provides BRD with option for quick mobilization of program implementation, and for building capacity and transferring skills to local CSOs. Furthermore, it removes BRD requirements to look for extra resources for physical presence in all provinces, and avoids the risk of staff movement during the current tough security conditions and high transport costs.

However, under certain conditions and depending on the availability of resources, BRD may decide to enter new provinces/districts and establish a similar program delivery mechanism, or exit from current provinces/districts. If so, this will be done to ensure stronger program coordination and synergies; best use of resources whilst maintaining effectiveness and quality; maximum impact of operations and sustainability; and improved security coordination. In such instances, further guidance will be provided through relevant internal policy guidelines.

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13. OPERATIONALIZING THE PLAN

13.1. Human resources management

BRD recognizes that our staff are our greatest assets, and that attracting, developing, and retaining high quality staff will be essential to the achievement of this strategic plan. To support the realization of BRD's strategic objectives, we will increase our investment in the development of program and support staff. The staff training and development plan will be finalized based on a comprehensive training needs assessment, where all staff will have access and opportunities for continuous training and personal development.

BRD will also start management and leadership training for all staff at the managerial level. BRD will provide technical specialized training for project and program staff to ensure high quality project delivery. Special effort will be placed on fostering a team-based approach across the country program, improving internal communication and engaging in activities to build a team spirit within and across departments.

13.2. Resources mobilization

The current post-transitions context, the political uncertainty after the 2014 elections, and the deteriorating security conditions in Afghanistan, has caused significant reduction and fluctuation of funding for NGOs. This has also had an impact on BRD programs, which resulted a significant reduction of our activities and services.

The current external trends have had major consequences for NGOs with regards to funding. Specifically, with the economic crisis set to continue, we can expect structural changes in the NGO sector as funding becomes scarcer and more competitive. Today more than ever, NGOs find that traditional funding sources are often insufficient to meet the growing needs and rising costs in programs. Furthermore, increased restrictions imposed on many grants and donations, along with the uncertainty of these funds over time, make it difficult for NGOs to do long-term planning, improve their services or reach their full potential. The following strategies will be employed over the 2018-2021 Strategic Plan period:

- To increase access to more funding opportunities, we need to raise knowledge about our organization's accomplishments and key competencies in order to strengthen our competitive position for grant funding.
- To allow us to deliver effective, high quality programs, we will continue to seek to diversify our funding base, with an emphasis on long-term grants. We recognize the value of working in consortia and partnership with other organizations; further increase to networking both at the national and international level will create opportunities for more collaborations and partnership with other organizations and stakeholders.
- BRD is also in the process of establishing a BRD chapter in Sweden with fundraising functionality that will be responsible for marketing and fundraising in Europe. This will include lobbying and advocacy to the key Official Development Assistance donors for more funding to CSOs and Afghanistan, which facilitate BRD access to funding from institutional donors and individual donations.

14. FLEXIBILITY AND CHANGE MANAGEMENT

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The current context in Afghanistan is complex and rapidly changing; working in such a context requires that operations and approaches are continuously assessed and adjusted in connection to political, social and security changes. BRD is required to continuously interact with target groups, be present, implement and follow up. Therefore, there is a need for further development of our monitoring and follow-up mechanisms to increasingly learn about changing contexts and adjust our methods/approaches accordingly. Additionally, robust internal systems and procedures are essential for the effectiveness and efficiency of our operations and for continuous organizational development. Financial and administrative systems will be further developed and staff capacity will be built at all levels of the organization. Robust financial and administrative systems and procedures are crucial to ensuring effective control and transparency. Initiatives to augment staff motivation, particularly female staff, through competitive remuneration packages, a harassment free working environment, and career development opportunities, will be undertaken.



15. MONITORING AND EVALUATION

Effective monitoring and evaluation requires systematic collection of data according to the targets in the strategic plan and requisite activities defined in annual work plans and budgets. Evaluation will assess the outcomes and impacts of the strategic plan and will entail annual self-evaluations and a major external evaluation to be conducted towards the end of the four-year plan. The criteria for evaluation will be based on the strategic plan's vision, objectives and other requirements. BRD will examine new approaches to planning and monitoring and evaluation (M&E) on activities to enhance organizational learning. There is a need to balance accountability with learning, and to benchmark against other institutions to remain relevant and improve transparency and outreach. Other key elements to be considered in developing the M&E strategy include:

Reviewing current practices with respect to M&E and use of feedback (including internal seminars and participatory methodologies);

- Clearly separating the M&E function from program delivery to ensure independence and follow-up;
- Developing a system for monitoring outputs, involving measurable indicators to increase accountability for the impact of projects, products and services and to promote organizational learning;
- Improving the quality and volume of information used in formulating, implementing and monitoring BRD projects;
- Using different types of evaluation/review to obtain a quick appraisal of how activities are perceived in the field, and to facilitate rapid adaptation if necessary.
- Evaluation of the strategic plan will take place twice during the four year period; mid-term evaluation will be commissioned after completion of the second year and final evaluation will take place at the end of the strategic planning period. The key lessons learned from the mid-term, and findings and recommendations of the final evaluation, will feed into any changes or fine-tuning of the strategic plan for the next four year period.

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16. RISK ASSESSMENT AND MITIGATION MEASURES

In a context as complex as Afghanistan, there is high risk embedded in all dimensions of BRD's work. These are constantly changing and interdependent. These risks are not only security risks but several other risk scenarios may be triggered in a short time, which can put the organization under great stress if they are not mitigated in a timely manner.

The risk context in Afghanistan is, to a high degree, centered around protracted conflict, but with conflict also follows the risks of working in a fragile state with weak administration and corruption; conservative culture and social values; practical hindrance to implementation of activities; and donor fatigue when development aid seemingly does not lead to the promised change.

To address these risks, BRD needs to use risk management and capacity to identify risks, understand their consequences, and prepare for and mitigate risks. As a national organization BRD has valuable insight and knowledge of the context in Afghanistan and has built up resilience and developed approaches and



alternative delivery mechanisms to ensure the continuation of our work despite the changing political environment. However, BRD needs to adopt a more systematic and holistic approach to risk management and develop organization capacity to effectively and continuously identify, manage and mitigate all risks in a timely manner.

In relation to the strategic plan for 2018, BRD will work to identify risk areas and adopt proper mitigation strategies. BRD will also work to collect information from the field through CSO networks and other sources and will develop annual risk and mitigation plans, connected to the work plans. These plans are to be updated on an annual basis, considering the highly changing environment.

17. APPENDIX

17.1 Result Framework

1.1. STRENGTHENED RESPECT FOR HUMAN RIGHTS

Outcome-. 1.1-: Empowered individuals, groups and civil society to realize, and promote human rights and sustainable development

Outcome Indicators			Means of Verification	Frequency
Improved awareness of the target groups on human rights and sustainable development			Assessment reports	Biannually
Increased collaboration among CSOs and CBOs on issues related to human rights and sustainable development			Annual reports	Annually
CSOs and CBOs engaged in systematic advocacy for promoting human rights and sustainable development			Reports	Biannually
Outputs	Indicators			
Output 1.1.1. Increased understanding of rights and responsibilities among the target group-	1	Awareness raising meetings being organized	Annual Reports	Annually
	2	CSOs, CBOs participating in the events	Annual reports	Annually
	3	CSO or CBO being engaged in civic education	Annual reports	Annually
Output 1.1.2. Advocacy and Communication mobilization training to CSOs	1	Training event in the target provinces	BRD review reports	Annually
	2	CSOs being trained	BRD reports	Annually
	3	Developing follow-up plans	BRD reports	Annually
Output 1.1.3. Enhanced Community-based Civic Action Programs	1	Events for sensitizing the CSOs and CBOs to organize	BRD reports	Annually
	2	Civic campaigns conducted by the targeted communities	BRD reports	Annually
Output 1.1.4. Strengthened networking and partnership among CSOs and CBOs in the target provinces.	1	Partnership meetings being organized	Project reports	Annually
	2	CSO networks established	Project reports	Annually
	3	CSOs get membership in the networks	BRD reports	Annually

Outcome 1.2. Effective advocacy for government to adhere to International Human Rights and SDG commitments

Outcome Indicators			Means of Verification	Frequency
CSO reports on the status of government compliance in relation to SDG and international human rights standards			CSOs Alternative Reports	Biannually
Government regularly following up and implementing the recommendations of mechanism such as the UPR and treaty bodies, as a result of CSOs monitoring and their advocacy actions			CSOs Monitoring Reports	Biannually
Actions for the localization of SDGs with clear targets and timelines in consultation with CSOs and private sector participation			Research and assessment reports	Biannually
Consultation meetings with CSOs for integrating their inputs in the action plans			Annual reports	Annually
Outputs	Indicators			
Output 1.2.2. Civil society capacity to monitor and report on national and international commitments, particularly those impacting women, youth, minorities and vulnerable groups, is strengthened.	1	CSOs receiving specialized training in HR monitoring, documenting and reporting	Project reports	Annually
	2	CSOs engaging in monitoring	Project reports	Annually
	3	CSO monitoring reports	Reports	Annually
Output 1.2.2. Enhanced CSOs skills in policy advocacy and Community Mobilization	1	CSOs engaging in reporting	BRD review reports	Annually
	2	CSOs receiving advocacy and community mobilization training	BRD reports	Annually
	3	CSOs advocacy action plans in follow up to the training	BRD reports	Annually
Output 1.2.3. Increased production and the dissemination of human rights. Materials to enhance advocacy for Government adherence.	1	Public events being organized	BRD reports	Annually
	2	CSOs network is actively engaged in advocacy	BRD reports	Annually

Outcome 1.3. Improved compliance of private sector to national and international standards with regards to economic, social and environmental rights-.

Outcome Indicators			Means of Verification	Frequency
Policy implementation mechanisms are functional			Annual reports	Annually
CSO engaging in monitoring the government and private sector compliance			Annual reports	Biannually
Companies adopting CSR in their policies and work practices			Research and assessment reports	Biannually
Company and CSOs partnership on SDGs is established			Annual reports	Annually
Outputs	Indicators			
Output 1.3.1. Improved capacity of the institutions and CSOs to implement human rights based development	1	Training organized targeting CSOs, public institutions and private companies	BRD project reports	Annually
	2	Follow up plans for adopting the RBA in the program and policies	BRD project reports	Annually
	3	Advocacy campaigns organized by the targeted CSOs	The BRD project report	Annually
Output 1.3.2. Increased understanding in the private sector about CSR and their responsibility regarding compliance to the international standards on economic social and environmental rights	1	Companies where staff received CSR training	BRD review reports	Annually
	2	Companies having a follow up plan for adopting CSR	BRD reports	Annually
Output 1.3.3. Increased capacity of the government institutions and communities regarding transparent use of natural resources	1	CSOs and Community based organizations being trained	BRD reports	Annually
	2	Community-based organizations are engaged in transparent use of natural resources	BRD reports	Annually
	3	CSOs monitoring of the transparent extraction and contracting of mines	Project reports	Annually
	4	CSOs monitoring reports of natural resources	BRD reports	Annually
Output 1.3.4. Increased pressure on businesses to improve their compliance regarding labor, land and environmental rights and to take social responsibility	1	Media campaigns organized	BRD reports	Annually
	2	Situation reports published on companies and human rights	CSOs reports	Annually
Output 1.3.5. Increased engagement with businesses to improve their compliance to labor, land and environmental rights	1	Companies are assessed	BRD reports	Annually
	2	Award of best company issued annually	BRD reports	Annually

SO.2.ENHANCED DEMOCRATIC GOVERNANCE

Outcome 2.1 Enhanced advocacy to increase accountability of public institutions

Outcome Indicators			Means of Verification	Frequency
# Public accountability events held by the public institutions			Reports	Annually
% Increase women's employment in public institutions			Reports	Every two years
Quality of the services delivered			Research/Survey Reports	Every two years
Level of cooperation of CSOs and public institutions			Survey reports	Every two years
CSOs level of engagement in providing oversight			Research/Survey reports	Every two years
Outputs	Indicators			
Output 2.1.1. Enhancing the capacity of the civil society, media, to promote accountability of public institutions	1	# of CSOs received capacity building support	Training /project / evaluating reports	Annually
	2	# CSOs engaged in promoting accountability		
Output 2.1.2. Improved horizontal and vertical linkages and networking among CSOs at the local and national level	1	# CSOs networks are functioning in the provincial areas	Project reports	Annually
	2	# Joint events and communication between local and national networks	Reports	Annually
Output 2.1.3. Established/enhanced CSO oversight mechanism at local governance level	1	# CSOs being members of the oversight mechanisms	Reports	Annually
	2	% CSOs that are members and engaged in provision of oversight	Reports	Annually
Output 2.1.4. Local communities sensitized about issues related to accountability and corruption	1	# Sensitization events	BRD project reports	Annually
	2	% Population that are aware of the issues related to accountability	Survey/assessment	Annually
Output 2.1.5. Enhanced capacity of the CSOs and Government Institutions on Rights-Based Approach.	1	# Organizing rights-based training	Project report	Annually
	2	# Institutions and organizations receiving HRBA training	Project reports	Annually
Output 2.1.6. Promote gender responsive governance	1	# Women that are provided with competencies development training to compete for jobs in the civil service	Project reports	Annually
	2	# Women employed in the civil service job sector	Project reports	Annually
	3	# Institutions and organizations receiving gender responsive governance training	Training program reports	Annually

Outcome 2.2. Increased citizen participation in policy and decision making at all levels of governance

Outcome Indicators			Means of Verification	Frequency
# CSOs participation in national local consultations			Reports	Biannually
Platform for civil society participation			Reports	Biannually
% CSOs provided membership in the decision-making mechanisms			Reports	Biannually
Quality of the inputs provided by the CSOs			Reports	Biannually
Outputs	Output Indicators			
Output 2.2.1. Frameworks and dialogue processes for effective and transparent engagement of civil society in the development and governance process	1	# Consultation held with CSOs	Government, CSOs and BRD reports	Annually
	2	# CSOs engaged in the existing mechanism	BRD evaluation reports	Annually
	3	# CSOs participating on the established platforms	Evaluation report	Annually
	4	# Development plans or policies including the CSOs' inputs.	Survey/Assessment	Biannually
Output 2.2.2. Enhanced partnership among public institutions and civil society organizations	1	# Organizing partnership events	Reports	Annually
	2	# CSOs and public institutions are engaged in the development and governance process	Reports	Annually
	3	# Partnership and collaboration activities	Reports	Annually
Output 2.2.3. Increased collaboration with national and international organizations to promote citizen participation in the decision-making process through civil society organizations	1	# Events where both national and international organizations attended	Reports	Annually
	2	# Follow up activities organized by BRD	Reports	Annually
	3	# Partnerships and collaborations established with other organizations	Reports	Annually
Output 2.2.4. Strengthening women's role and participation in the local peace building, conflict resolution and security processes	1	# Women trained on peace and security	Project reports	annually
	2	# Follow-up activities that are implemented by women	Project reports	Annually
	3	# Women being part of the local peace building process	BRD project reports	Annually

Outcome 2.3.- Improve access to information

Outcome Indicators			Means of Verification	Frequency
Implementation of the strategy for access to information is ongoing by the public institutions at all levels			Survey Reports	Every two years
% Public institutions having a functional point of access to information			Assessment reports	Every two years
% CSOs engaged in social audit using the information			Every two years	Every two years
Outputs	Output Indicators			
Output 2.3.1. Strengthening the capacity of CSOs and CBOs in promoting access to information at all levels of governance	1	# CSOs/CBOs trained on the access to information law and advocacy	Reports	Annually
	2	# Follow-up plans for CSOs to promote access to information developed	Reports	Annually
Output 2.3.2. Improved investigative reporting and collaboration between journalists and civil society activists	1	# Journalist and CSOs activists trained	Project reports	Annually
	2	# Reports produced by the trained participants	Project reports	Annually
	3	Quality of the reports	Assessment reports	Annually
Output 2.3.3. Increased cooperation and collaboration with other civil society organizations at the policy level and international level	5.3.1	# of joint events organized	Project reports	Annually
	5.3.2	# Workshops and meetings attended at country level and abroad by BRD staff	Project reports	Annually

SO.3. IMPROVED LIVELIHOOD AND PROTECTION OF VULNERABLE GROUPS

Outcome 3.1.- Reduced vulnerability and poverty through improved social inclusion

Outcome Indicators			Means of Verification	Frequency
% Increase the number of disabled people in socially protection, and help included them in the plans and programs carried out by the Government and Non-Governmental organizations.			Assessment report	Biannually
% Increase literacy among women and girls' enrolment in the primary, secondary education the target areas			Survey report	Biannually
% Decrease the drop-out rate of children at primary school level			Survey Reports	Biannually
% Decrease the number of children living on the streets and decrease the amount of child labor			Survey Report	Biannually
Outputs	Indicators			
Output 3.1.1. Improved access to education for street children, returnees and vulnerable families and reduce the rate of children leaving primary school in conflict affected area	1	# Children supported to start school through alternative livelihood options-	Project reports	Annually
	2	# Stationery kits distributed in schools in the target areas	Project reports	Annually
	3	# Street children enrolled in schools	Project reports	Annually
Output 3.1.2. Promote the rights and inclusion of people with disabilities in programmes both in the public and private sector	1	# Advocacy events organized	Project reports	Annually
	2	# Public institutions, private sectors companies mainstreamed the rights of people with disability and # of person with disability are benefited from the programs-	Survey reports	SP period
Output 3.1.3. Increase girls' enrolment in schools	1	# family awareness programs conducted by CSOs network in provinces for encouraging the parents for allowing the girls children to be enrolled in schools-	Reports	Biannually
	2	% Increased girls' enrolment in schools in the target provinces	Survey	Annually
Output 3.1.4. Increased literacy among over-school-age girls and women	1	# Basic education class established	Project reports	Annually
	2	# Students enrolled	Project reports	Annually

Outcome 3.2.- Improved access to diversified livelihood options

Outcome Indicators			Means of Verification	Frequency
% Improvement in household economy of the vulnerable population			Survey report	Biannually
# People with improved livelihood in the target areas			Survey report	Biannually
# Small scale business that are operational			Project reports	Biannually
Outputs	Indicators			
Output 3.2.1. Increased job opportunities for youth, women and for people with disabilities through skills training and job placement in public and private sector	1	# People placed in jobs	Project report	Annually
	2	% Increase of income at household level	Project report	Annually
	3	# People trained	Project report	Annually
Output 3.2.2. Income generation opportunities through establishment of small scale businesses by vulnerable women, youths provided	1	# Small scale business established and provided with market linkages by BRD	BRD Project Report	Annually
	2	# Women trained and provided with mentorship	Project report	Annually
Output 3.2.3. Small-scale businesses linked with local market and micro-finance	1	# Small scale businesses are linked with MFIs	Project report	Annually
	2	#Existing small-scale business expanded	Project report	Annually
	3	% Increase in investment in the small-scale businesses	Survey reports	Biannually

SO.4. ENSURE THAT BRD IS AN EFFICIENT, EFFECTIVE, RELEVANT, TRANSPARENT AND SUSTAINABLE ORGANIZATION

Outcome 4.1.- BRD's organizational structure, internal systems, and process are strengthened

Outcome Indicators			Means of Verification	Frequency
Functional M&E system			M&E reports	Annually
Effective grant management and timely reporting to donors			Donor reports	Annually
Functional Governance mechanism			Board Meetings Decisions	Annually
Sound financial and administration systems in place			Admin and Financial polices, rules and regulations	Annually
Risk management system is in place			Risk Management Plan	Annually
Outputs	Indicators			
Output 4.1.1. Enhanced competencies of the organization's staff	1	# Tailored trainings conducted according to needs	Need assessment reports, training reports	Annually
	2	# Of staff trained	Need assessment reports, training reports	Annually
Output 4.1.2. Strengthened and sound governance mechanisms	1	# Board Meetings	Meeting reports	Annually
	2	# Policies, Guidelines that are developed, approved and applied	Polices and guidelines	Annually
Output 4.1.3. Improved financial management, grant management and Reporting System	1	Financial management system and polices in place and reduced number of financial audit related queries	Financial polices, audit reports	Annually
	2	Grant management system developed, guidelines optimized and number of received grants are effectively managed	Grant management guidelines, reports	Annually
	3	# Result-based reporting to the donors	Donor reports	Annually
Output 4.1.4. Strengthened Monitoring and Evaluation System	1	# Monitoring visits and evaluation taken place	M&E reports	Annually
	2	M&E plan and indicators are place	M&E plan and indicators	Annually
Output 4.1.5. The information, IT and Documentation systems of BRD are strengthened to be reliable, accessible, effective	1	Updating the guidelines for internal communication and documentation	Guidelines and Policies	Annually
	2	Upgrading the IT system and the ICT policy and developing guidelines for their use	Guidelines and polices	Annually

Outcome 4.2.- The organization has access to sustainable resources for achieving its strategic objective-.

Outcome Indicators			Means of Verification	Frequency
% Increase in funding			Annual reports	Annually
# Offers for partnerships and collaborations			Annual reports	Annually
The level of recognition of the organization			Research and assessment reports	Annually
# Donors			Annual reports	Biannually
Outputs	Output Indicators			
Output 4.2.1. Enhance the public communication and outreach functions of the BRD	1	# and quality content published through BRD social media pages: website, twitters and Facebook etc.	BRD review reports	Annually
	2	# Publications and other printed materials published	BRD reports	Annually
	3	# Public events, media campaigns, conferences attended both at national and international level	BRD reports	Annually
Output 4.2.2. Resources mobilization and fundraising to be systemized within the organization	1	Created a functioning resource mobilization unit	BRD reports	Annually
	2	# Organize fund-rising events and identify potential donors	BRD reports	Annually
	3	# Developing proposals	BRD reports	Annually
	4	# Achieving successful proposals	BRD reports	Annually
Output 4.2.3. Organization system RM related competencies being developed	1	# Organizing grants management, proposal development and reporting training	Project reports	Annually
	2	# Trained staff	Project reports	Annually
	3	# Guidelines and policies developed or updated and applied	BRD reports	Annually





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