2021-24
Strategy

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PREFACE

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), 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 roadmap 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.

1. ACKNOWLEDGEMENTS

BRD would like to thank the Board of Director, Strategic Planning Committee-, and staff who contributed generously their expertise, ideas and time to the development of this plan. With special thanks to Mr. Khan Agha Dawoodzai, the methodology design, writing, lead and coordination of the strategic planning process on behalf of the organization. We also thank our target groups, and partners for their valuable inputs

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 can 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 always accountable for our actions.
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.

Organization 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 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 2021-2024 Strategic Plan with the objective of meeting the needs of our targets groups and contributing to positive changes in the society of Afghanistan.

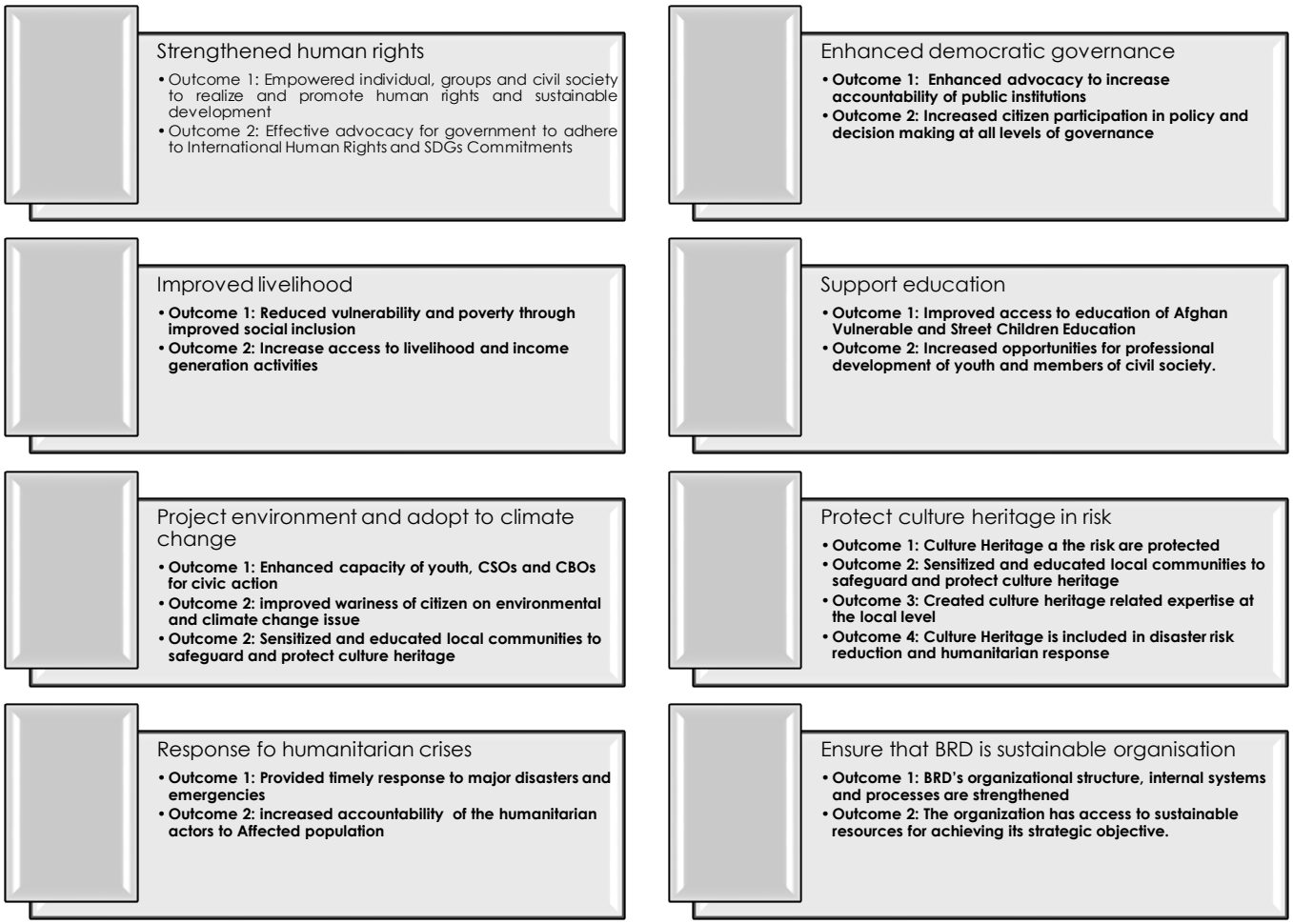
The 2021-2024 Strategic Plan will set the direction for BRD's work in Afghanistan. Influenced by our vision, mission, and values, the plan outlines our strategic objectives and the outcomes we hope to achieve in the next four years. The Board of Directors and staff will review progress and update the plan annually as needed. The 2021-2024 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 group 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.

2. EXECUTIVE SUMMAR

The 2021-2024 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. The core objectives and expected outcome to be reached in 4 year period are outline as bellow:



Under our first strategic objective, 'Strengthened human rights', BRD wants to empower individuals, groups and communities to respect and promote human rights 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 accountably 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

Our third strategic objective, 'Support education', BRD aims to provide urgent response to the current challenges in access to education by supporting disadvantage children, both girls and boys and youths for necessary training opportunities and necessary economic support to enable children for continue their education and give opportunities for youth, who study at the secondary education level or waiting to enter university for higher education.

Our fourth strategic objective is 'Improved livelihood. 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 IDPs—with diversified livelihood options to be self-sufficient and to strengthen their resilience.

Under our 5th and last strategic objective', BRD will focus both on short term actions to sensitize and educate the public on the hazards of trash to health and how they can manage and reduce trash production in their homes, waste. BRD will also engage on policy advocacy on issues related environment and climate change. We will also continue to organize annual cleanup campaigns as part of our capacity building for civic action.

With sixth strategic objective; 'Protect culture heritage in risk' with aim to provide urgent response to protect culture heritage in risk, and empower communities to effectively engage in safeguarding preserving culture heritage in their village. Through training BRD will also create culture heritage protection resources at the local level in Afghanistan.

Our seventh strategic objectives,' Response to humanitarian crises', with the aim to respond current to response ot humanitarian crises and major disaster. BRD continue to support the vulnerable groups to increase their resilience toward coping with major disasters, and emergencies improved livelihood.

'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 develop 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 including the establishment of CSOs led human rights advocacy mechanism at the provincial, including building capacity of CSOs to effectively engaged in local decision making process.

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.

Under 2018-20, 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. BRD capacity has significantly increased both in term of implementation of project with a larger scope and also financial management and result abased management.

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)
- Civil Society Joint Secretariat (CSJS) in Afghanistan
- Let's Do It World Foundation (LDW)
- UNODC Civil Society Portal for Anti-corruption in Vienna

In addition, BRD has the privilege of partnership and collaboration with the following organizations and agencies:

- Agency for Rural Development Inc. (ARD)
- Asian Development Bank (ADB)
- ALIPH Foundation
- MSI USAID
- Let's Do It World
- Buy 1 and Give 1
- Canada Fund
- DAI/USAID
- Department of States
- DFID/Atos Consulting
- Embassy of Netherlands
- Humboldt Viadrina 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

STRENGTHS (+)

- Complete knowledge of the country's local culture, tradition, and power structure, including current security, political, and socio-economic climate
- Expertise in relevant laws, policies, governance, and development priorities
- Credibility and reputation as advocates of human rights and gender equality
- Strong working relationships with our target groups and the local civil society network
- Experience and long track record of working with donors, international organizations, local governments, and civil societies
- Experience in grassroots mobilization
- Dedicated, passionate staff and volunteers
- Wide networks both at national and international levels

WEAKNESSES (-)

- Lack of sustainable sources of funding (currently, largely project-based funding)
- Lack of sufficient funds for staff and organizational development
- no resource for for training and development of staff

OPPORTUNITIES (+)

- Widen networks and relationships with international organizations and companies to provide BRD with the opportunities for partnership and collaboration to help achieve our strategic objectives.
- Increase international interests on issues related to human rights, accountability, SDGs and civil society empowerment, which might provide BRD with more options for the required resources and support to implement our strategy.
- Access to digital tools and platform,s , can support BRDin public outreach, advoacacy and fundrising .

THREATS (-)

- Deteriorating security and reduced access to Afghan provinces
- Political instability
- Significant reduction in funding opportunities and local donors
- Losing staff due to funding flractuation
- Hight threat to staff saftey due to conflict
- CorruptionIncrea
- Differetn reporting layer within different level of government made it difficult for programs pass thorugh on timely mannger.
- increased target killings of human rights defendars, Jurnalists , civil socity activists

5.Current Context in Afghanistan

5.1. Security and political context

The security situation in Afghanistan remained highly volatile. From 13 July to 12 November, the United Nations recorded 10,439 security-related incidents, representing an 18 per cent increase compared with the same period in 2019. Armed clashes accounted for 63 per cent of all security incidents. Human rights defenders and media workers continued to face security threats. The targets of the assassinations included members of the security forces, government officials and civilians, and religious leaders known for being critical of the Taliban.

5.1. Humanitarian Assistance

Humanitarian needs continued to rise owing to ongoing violence, natural disasters and heightened levels of food insecurity, further compounded by the COVID-19 pandemic. It is estimated that a record of 18.4 million people will need As at 15 November, some 43,240 people across Afghanistan were confirmed to have been infected with COVID-19, but the actual number was believed to be much higher. Hospitals and clinics continued to report challenges in maintaining or expanding their capacity to treat patients with COVID-19 as well as in maintaining essential health services, with anticipated higher mortality and morbidity rates in the coming months. Health and nutrition data showed that patients were not receiving basic health services because the system was overwhelmed, and many people were staying away from health facilities out of fear that they would be infected with the virus. In October, UN-Women and the International Rescue Committee released a national assessment of the disproportionate impact of the pandemic on women, in particular internally displaced women. It was noted in the study that 78 per cent of women experienced adverse mental health effects from the ongoing conflict and COVID-19.

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 59% 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. 31% 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—according to the Afghanistan Ministry for Labor and Social Affairs it is now above 40% in 2016. Underemployment 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%.

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 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, with HDI value 0.478 in 2019.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 50% 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 in Afghanistan is endemic and 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.

6. Target Groups

6.1. 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.

6.2. 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.

6.3. Women, children and youth

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.

6.4. 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.

6.5. 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.

6.6. 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 bellow:

- security and political instability,
- poor quality of social services,
- poor QOVID-19 response
- drought
- poverty,
- lack of job opportunities,
- poor agriculture productivity
- lack of economic opportunities in culture heritage sector, and culture heritage it risk due to conflict.
- weak social protection mechanism for the vulnerable population,
- corruption and impunity in the government institutions,
- the 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

On 1 January 2016, the 17 Sustainable Development Goals (SDGs) of the 2030 Agenda for Sustainable Development adopted by world leaders in September 2015 at a historic UN Summit — officially came into force. Over the next fifteen years, with these new goals that universally apply to all, countries will mobilize efforts to end all forms of poverty, fight inequalities and tackle climate change, while ensuring that no one is left behind. BRD's work directly contributes towards achieving the SDG in Afghanistan, specifically with the following SDGs and its targets.

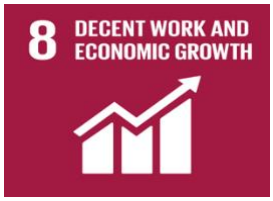
Targets: 1.1, 1.2, 1.3, 1.4, 1.5

Targets: 2.1, 2.2., 2.3, 2.4

Targets: 4.1, 4.2. 4.3. 4.4, 4.5. 4.7

Targets; 5.1, 5.2, 5.3, 5.4, 5.5

Targets; 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.a, 6.b



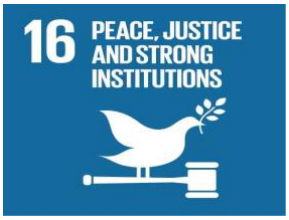
Targets: 8.3, 8.5, 8.6, 8.7, 8.8

Targets: 10.2, 10.3, 10.7

Target: 11.4, 11.5

Targets: 13.1, 13.2, 13.3, 13.a, 13.b

Target: 15.1., 15.2, 15.3, 15.4, 15.5



Targets: 16.1, 16.2, 16,3, 16,5, 16,6, 16.7, 16.10

Targets: 17.17

9. THEORY OF CHANGE

BRD believes that poor and marginalized people, regardless of geographical location, race, colour, and religion, have potential capacity and knowledge to overcome extreme poverty and enjoy their rights. Sensitizing people to their rights, and organizing them around solidarity and campaigning will inspire them to seek right- based alternative to confront and challenge the structural causes of poverty and injustices.

Our role is to empower people living in poverty by enhancing the capacity of the grassroots and community based organizations, to promote their rights to overcome injustice and enjoy their deserved rights. HRBA programming is a fundamental pillar of our effort to build a society that is just and free from poverty, where everyone enjoys life with dignity.

The concept of our social change theory is based on our understanding that the majority of people are socially and economically poor and marginalized. The global economic and political paradigm enables a small number of people to accumulate wealth and power at the expense of the poor, and social exclusion persists unless the affected people are empowered through awareness building, access to information, and collective action to challenge the status quo.

We believe social exclusion is an outcome of multiple human rights violations, and it is about exclusion from and unequal access to and control over resources; abilities to claim rights; and control over their own lives. The rich and powerful often deny the rights of the poor, and exclude them in order to get maximum control over productive resources and to build more wealth.

Our process of social change will be founded on the HRBA principles and our rights based development programming. We will ensure that our empowerment and awareness building programme engages both people living in poverty and duty bearers to facilitate dialogue. We will identify, analyze and confront power basis that exclude and marginalize women and man, and in general the poor.

We will work in partnership with local CSO partners to harness local knowledge, skills and reach larger constituents; and with other stakeholders and the central level to leverage and influence policies, decisions, and to promote the state's commitment to human rights and sustainable development, to facilitate setting the ground for sustainable change.

We will advance people's access to information, participation in decision-making and control over resources. We will also monitor, assess social change, document and share lessons to improve our theory of change.

BRD will endeavour to facilitate collective action and voices of the local civil society and the general public through participatory process , influencing policies and behavioral change to confront harmful cultural practices by providing quality and relevant information

Enabling requires listening, showing solidarity in words and actions, supporting and collaborating in partnerships without imposing top-down solutions; and acting as a respectful ally. It can also mean expressing a view if that increases impact and expands political space and voice for partners and allies. Transformational change means projecting our vision of fairness, equity and rights. It means the target communities and local CSOs we work with acquiring or taking power, to realize their rights with dignity.

It means people and communities, particularly women and marginalized people gaining confidence, capabilities and hope, in the place of apathy and exclusion. Transformational change also means structural change. Changing the policies and practices of governments, institutions and businesses, to improve equality and inclusion, and to help people rise out of poverty.

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.

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.

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 be 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. Fo strengthening our acceptance, BRD will ensure the involvement of our target groups and stakeholder in planning, implementation and monitoring.

11. Strategic Objectives (SOs)

11.1. SO.1: Strengthened 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 and make possible effective advocacy for the state to adhere to its commitments towards national and international obligations for human rights and principles for 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 individual, 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 SDGs Commitments

Effective advocacy is defined as organized, civil society or citizens 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 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.

11.2. 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 citizen 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

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 form 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.

11.3. SO.3: Improved livelihood

Afghanistan does not have a comprehensive dal 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 organization both at the national and also international level for promoting the rights of person 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.

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: Support education

Decades of war and the current crises in Afghanistan have led to a nationwide breakdown of social and economic structures. Children are among the biggest victims of the endemic poverty and vulnerability. When basic survival of a family is at risk, access to education is out of question. Everyday tens of thousands of children roam the dusty streets in Afghanistan, begging or working desperately to earn money needed for their family, worse case for the orphans who lost their parents unended conflict. When children and youth are prepared to go to school, learn, and gain the skills they need for life and work, they are able to build more hopeful and prosperous futures for themselves, their families, communities, and countries.

11.4.2. Outcome: Improved access to education of Afghan Vulnerable and Street Children Education

Supporting the Afghan street children livelihood to enable and providing with opportunities to enroll and continue their education, supporting the poor and vulnerable children with for school kits and stationery to encourage them to continue their education, will decrease the drop out of the students specially in the primary school. BRD program will ensure to synergies with other similar program and also fully aligned with ministry of education polices.

11.4.2. Outcome: Increased opportunities for professional development of youth and members of civil society.

For achieving this outcome BRD already established an online training portal for professional development of the Afghan citizen, BRD will continues to deliver short and long term online and onsite training program in the area of conflict management, good governance, human rights, culture heritage protection, management and leadership programs. BRD will start to work on the opportunities for scholarship for the higher education to provide youth with option to complete higher education.

11.5. SO.5: Protect environment and adopt to climate change

Due to highly unstable security environment and the extreme poverty, the nation's natural resources and ecosystem functions are being rapidly degraded by uncontrolled water extraction, overgrazing and deforestation. In addition to that, the population in the growing urban areas suffers from severe air pollution and Trash, lack of sanitation and access to safe drinking water. The growing pollution in the cities is strongly affects people's health and wellbeing. Health problems caused by environmental problems throughout the country include malnutrition, respiratory diseases and asthma. Alone in the city of Kabul, the residents use 4 tons of plastic bags and 3 tons of disposable plates and water bottles every day, where 13 million tons of plastic are thrown into the rivers every year which drastically affects the underwater life. If the situation the prolific use of plastic continues there will be no ground left to plant trees and other plants. BRD will continue to education citizen for their active engagement in environmental protection and adopt to climate change, will enhance the capacity for youth, CSOs and CBOs for civic action, including our policy advocacy at the national and international level.

11.5.1. Outcome: Enhanced capacity of youth, CSOs and CBOs for civic action

To achieve the outcome BRD will continues to engage with youth and civil society and community based organizations, to building their capacity to effectively engage in civic action for protection of environment, organize campaigns and initiate advocacy for policy change on key issues related to plastic and hazardous material. BRD will also support the youth and CSOs and CBOs in organization of annual cleanup campaign.

11.5.2. Outcome: improved wariness of citizen on environmental and climate change issue

The outcome to will be achieve to commencing environmental and climate change education to the population on the issue related the environment and their active engagement in environmental protection actions, cleanup campaign and also information on the climate change adoptability.

11.6. SO.6: Protect culture heritage at risk

Despite best efforts, several monuments identified by UNESCO and the Afghan authorities as being of worldwide significance have either been destroyed or continue to be at risk of collapse because of a combined lack of both resources and expertise to ensure the provision of the necessary emergency conservation and safeguarding measures. According to BRD rapid assessment of the tangible culture heritage sites at high risk in diester prone provinces, supported by the Prince Clause Fund (PCF), most of the culture heritage sites remained in the status of collops, which requires quick response for protection and stabilisation, but there was no measure in place by the

responsible institutions or other organisations, due to lack of resources, capacity, skills, knowledge and expertise for provision of necessary response for protection or safeguarding. To address the needs for timely response to protection culture heritage, engage local communities and civil society using community approach and provide emergency response to culture heritage in the risk of collapse. For aching the above objective BRD will work to reach the bellow key outcome.

11.6.1. Outcome: Culture Heritage a the risk are protected

BRD will continueselly assess and provide timely response to protect and safeguard culture heritage in risk. BRD will support the capacity development of the relevant institutions on damage assessment and reporting.

11.6.2. Outcome: Sensitized and educated local communities to safeguard and protect culture heritage

BRD work with local communities and local organization to sanitize and education on the importance of the culture heritage and their roel and protection, as well as how to use culture heritage identity for building peace and social cohesion at the community level. BRD also will establish community lead committee and providing them with basic skills on how to protect and safeguard culture heritage during emergencies and disaster.

11.6.3. Outcome: Created culture heritage related expertise at the local level

In collaboration with our partners and support from our donors, BRD will creat pool of culture heritage protection and safeguarding related expertise and skills, train the trainers, regional training and community engagement program, who will continue provide timely response to culture heritage in risk in the provinces, which will be an important for sustainability of the culture heritage and its further development will provide communities with the economic opportunities, including its preservation for future generations.

11.6.4. Outcome: Culture Heritage is included in disaster risk reduction and humanitarian response

BRD will continue to advocate for the inclusion, of the culture heritage in the national disaster risk reeducation planning as well as its inclusion in boarder humanitarian response, such as cash for work programs in term of supporting the affected communities with both humanitarian assistance and the rehabilitation and protection of the culture heritage site affected by disaster or crises.

11.7. SO.7: Respond to humanitarian crises and emergencies

The on-going conflict has killed millions, obliterated most of the country's infrastructure and placed Afghanistan at the bottom of nearly every measure in the Human Development index, including infant mortality, maternal mortality and literacy rates. It has also created the world's largest refugee population. A humanitarian crisis of incredible proportions has grown even more complex due to the current intensified conflict, drought and Covid 19. As operation for 2 decades in Afghanistan its important for BRD to contribute in responding toward measure humanitarian crises and emergencies base on its capacity and expertise and long term relationship built through continues engagement with local communities.

11.7.1. Outcome: Provided timely response to major disasters and emergencies

Due to the current dire humanitarian situation caused by the current conflict and frequent diesters and drought, increase the vulnerability of the populations, and reduced their coping capacity in responding these touch situation, therefore there continues need for humanitarian assistance and response. BRD will be active continue to responded to these situation and to help the affected population for live saving assistance as well interventions for recovery.

11.7.2. Outcome: increased accountability of the humanitarian actors to Affected population

Transparency in the delivery of the humanitarian response without the interference of the authority and reaching the most vulnerable population are the key challenges in a conflict context specially in the current situation of

Afghanistan. BRD will advocate for the transparent humanitarian response with increased accountability of humanitarian actors to the affected population, using both national and international platform.

11.8. SO.8: Ensure that BRD is an 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.

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

RD 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.

11.8.2. 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 work 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 17 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 transfering 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.

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 2021-2024 Strategic Plan period:

- To increase access to more funding opportunities, we need to raise knowledge about our organization's accomplishments and key competences 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

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 the 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.

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.

In relation to the strategic plan for 2021-2024, 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.

BUREAU FOR RIGHTS BASED DEVELOPMENT (BRD)

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