



BUREAU FOR RIGHTS BASED
DEVELOPMENT (BRD)

د حقونو پرمختګ پراختیایي موسسه
موسسه انکشاف بر مبنای حقوق



STRATEGIC PLAN

Rights-Resilience-Result

2025 – 2030

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PREFACE

This Strategic Plan articulates the long-term direction and priorities of the Bureau for Rights-Based Development (BRD) for the period 2025–2030. Endorsed by the Board of Directors, it serves as a guiding framework for BRD's programming, resource allocation, and organizational development over the next five years.

BRD continues to operate in a resource-constrained environment, relying primarily on project-based funding secured through competitive calls for proposals. In the absence of core or long-term funding, this Strategic Plan and its accompanying results framework will enable BRD to align all interventions with clearly defined strategic objectives and outcomes. It will also support the organization in measuring progress, evaluating impact, and ensuring accountability across its programs.

The strategic objectives outlined in this document are closely aligned with the needs of local communities and reflect Afghanistan's development priorities), the Sustainable Development Goals (SDGs), and international human rights and development principles.

The strategy was developed through a participatory and evidence-based process, including a comprehensive internal and external assessment, stakeholder consultations, and a SWOT analysis. Input from target groups and partners helped identify key challenges, opportunities, and aspirations, which are reflected throughout the plan. The result is a coherent, ambitious, and realistic roadmap for achieving BRD's mission.

As a rights-based organization, BRD remains committed to inclusive engagement with all stakeholders—target groups, civil society actors, and government counterparts. This Strategic Plan represents a collective vision and shared commitment to advancing human rights, social justice, and sustainable development in Afghanistan.

BRD will continuously review and adapt its operational processes to ensure effective implementation of the strategy. We are confident that this plan will contribute meaningfully to building a peaceful and prosperous Afghanistan, where all citizens enjoy improved livelihoods, dignity, and active participation in shaping the future of their communities and country.

EKNOWLADGEMTN

The Bureau for Rights-Based Development (BRD) extends its sincere gratitude to the Board of Directors, the Strategic Planning Committee, and all staff members who generously contributed their expertise, insights, and time to the development of this Strategic Plan. Special appreciation is due to the Strategic Planning Committee for their leadership in designing the methodology, coordinating the planning process, and drafting the strategy on behalf of the organization.

We also acknowledge the valuable input and recommendations provided by our target groups and partners, whose perspectives were instrumental in shaping the strategic direction of BRD. Their engagement reflects the collaborative spirit and shared commitment to advancing human rights, inclusive development, and social justice in Afghanistan.



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
DFAs	De-facto Authorities
UN	United Nations
UNAMA	United Nations Assistance Mission in Afghanistan
SWOT	Strength, Weaknesses, Opportunity and Threats

EXECUTIVE SUMMARY

The Bureau for Rights-Based Development (BRD) presents its Strategic Plan for 2025–2030, a comprehensive framework to promote human rights, inclusive development, and resilience in Afghanistan. This plan aligns with national priorities and the Sustainable Development Goals (SDGs), aiming to empower marginalized communities and strengthen institutional capacity.

STRATEGIC VISION

BBRD envisions a peaceful, equitable, and prosperous Afghanistan where all individuals—regardless of gender, ethnicity, or background—live with dignity and actively shape their communities and nation.

STRATEGIC OBJECTIVES (2025–2030)

Protect and Support Vulnerable Groups: Enhance the safety, dignity, and resilience of marginalized populations including children, women, refugees, and persons with disabilities. Ensure equitable access to essential services and protection mechanisms.

Education for Everyone: Promote inclusive and equitable quality education for all, regardless of age, gender, or socioeconomic status. Support lifelong learning opportunities and reduce barriers to education.

Community Health and Well-being: Improve physical and mental health through access to quality healthcare, awareness programs, and preventive services. Address health disparities and promote holistic well-being.

Humanitarian Response to Crises: Deliver timely and effective humanitarian aid during emergencies and disasters. Strengthen community preparedness and resilience through capacity building and risk

Promote a Clean Environment and Climate Adaptation: Foster environmental sustainability through conservation, pollution reduction, and climate adaptation initiatives. Empower communities to adopt eco-friendly practices and build resilience.

Preserve Cultural Heritage at Risk: Safeguard and promote cultural heritage, especially in conflict or disaster-prone areas. Encourage community participation in preserving traditions, languages, and historical sites.

Ensure BRD is a Sustainable Organization: Strengthen BRD's institutional capacity, financial sustainability, and governance. Promote transparency, accountability, and continuous improvement in operations and service delivery.

IMPLEMENTATION & MONITORING

Human Resources Management: BRD will conduct training needs assessments, develop staff training plans, and offer continuous learning opportunities. Leadership and technical training will be prioritized, and a team-based culture will be fostered.

Resource Mobilization: BRD will diversify its funding base, strengthen its competitive position, and expand networking. Internal systems for grant management and donor engagement will be improved.

Program Delivery and Geographical Focus: Operating in all 34 provinces through regional offices and CSO networks, BRD ensures rapid mobilization, skill transfer, and reduced operational risks. Province selection will be based on demand, civil society presence, cooperation, security, and resources.

Monitoring and Evaluation (M&E): BRD will conduct mid-term and final evaluations, separate M&E functions from program delivery, and use measurable indicators. Participatory methodologies and benchmarking will be integrated.

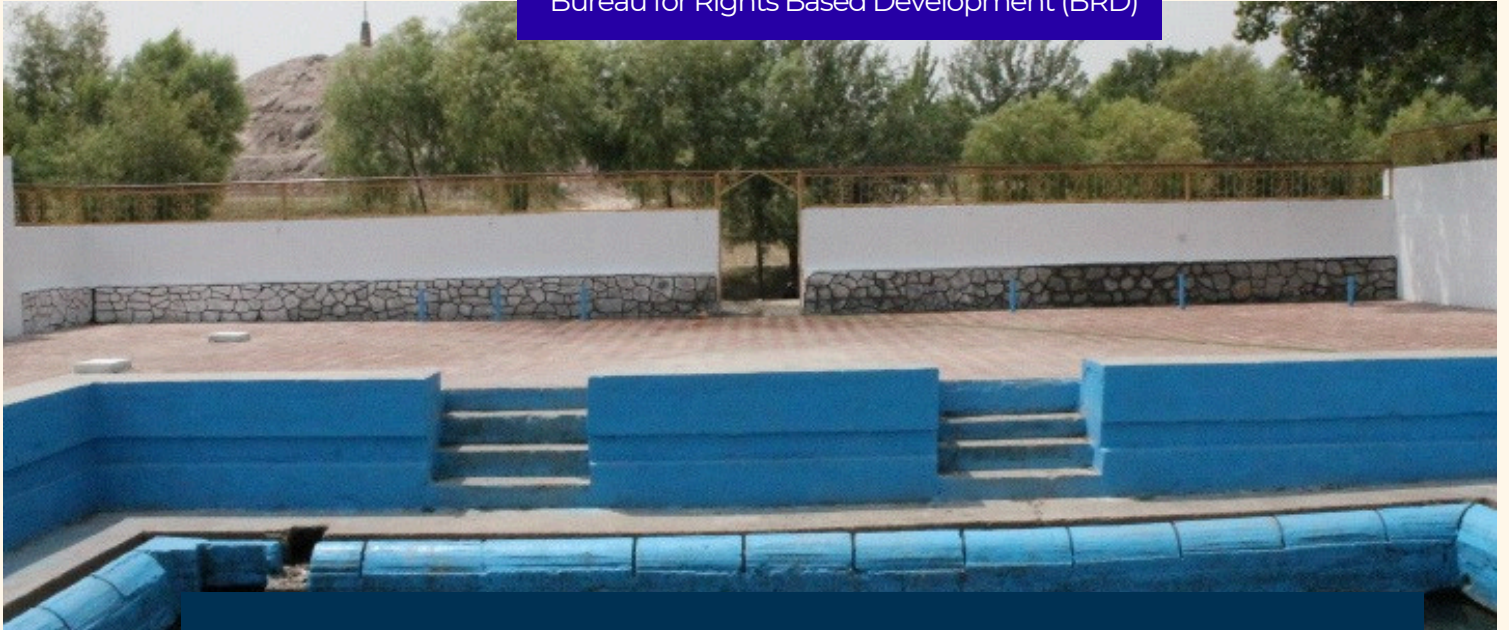
Flexibility and Change Management: BRD will strengthen internal systems, upgrade controls, empower female staff, and promote a culture of learning and adaptability.

Risk Management: BRD will monitor risks through CSO networks, develop mitigation plans, strengthen contingency planning, and ensure operational continuity.

COMMITMENT TO AGENDA 2030

BRD's work contributes directly to the SDGs, focusing on poverty reduction, education, health, gender equality, environmental sustainability, and peacebuilding.





ABOUT ORGANIZATION

INTRODUCTION

The Bureau for Rights-Based Development (BRD) is a registered non-profit, non-governmental organization established in 2002. BRD is committed to promoting rights-based development to foster a strong, inclusive, and pluralistic society in Afghanistan. Our mission is to empower individuals and communities—especially the most vulnerable—by addressing the root causes of poverty, inequality, and injustice. We believe that sustainable development is only possible when people are aware of their rights and are equipped to claim and protect.

OUR VISION

A peaceful, equitable and prosperous Afghanistan where every individual—regardless of gender, ethnicity, or background—can live with dignity, opportunity, and hope.

OUR MISSION

BRD works to empower men and women to improve their lives through fair, sustainable resource use, with a focus on supporting vulnerable groups—especially women and children.

OUR CORE VALUES

Commitment: We are committed to delivering quality services to our target groups based on their needs. We strive for continuous improvement, innovation, and effective collaboration with stakeholders and society at large to drive positive and sustainable change.

Integrity: We conduct ourselves ethically, legally, and professionally always—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: We treat all segments of society with dignity and without prejudice—regardless of gender, caste, religion, language, or ethnicity.

Impartiality: We act impartially. Our services are delivered solely based on the needs of our target groups, without regard to nationality, race, religion, or political affiliation.

Professionalism: We take pride in our daily work and demonstrate persistence when faced with difficult problems or challenges.



STRATEGIC PLANNING PURPOSE AND PROCESS

PURPOSE OF THE STRATEGY

To bring us closer to achieving our vision, the Strategic Planning Committee of the Bureau for Rights-Based Development (BRD) developed the 2021-2025 Strategy with the objective of meeting the needs of our target groups and contributing to positive changes in Afghan society.

The 2025-2030 Strategy will set the direction for BRD's work in Afghanistan. Influenced by our vision, mission, and values, the strategy outlines our strategic objectives and the outcomes we hope to achieve in the next five years.

The Board of Directors and staff will review progress and update the plan annually as needed. The Strategy 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.

STRATEGY DEVELOPMENT PROCESS

The Strategic Planning Committee, including two board members and four management staff, conducted the following activities:

- Internal and external environmental scan.
- Consultation with community civil society organizations, partner organizations, and review of relevant reports (demographic, government, UN, international).
- Assessment of challenges and opportunities in a volatile context.
- Risk analysis to consider mitigation measures for strategy implementation.
- Workshops and meetings with key staff members, stakeholders, and provincial CSO networks to gather input.
- Coordination and support from staff to complete a comprehensive plan.

This collaborative and inclusive planning process aims to help BRD achieve an Afghanistan where human rights are respected, and citizens live in an equal and socially just society.



CURRENT AND PAST DONORS, PARTNERS AND STAKEHOLDERS

BRD's collaborative approach strengthens decision-making, fosters innovation, and drives transformational change. We actively engage with:

- -National CSOs and local NGOs for joint policy advocacy.
- Government authorities at both national and local levels.
- International organizations and UN agencies for technical support and strategic alignment.

STRATEGIC EVOLUTION: 2021–2024

During this strategic period, BRD expanded its programmatic focus to address emerging challenges and opportunities. Key initiatives included:

- Culture Heritage Protection: Preserving and promoting Afghanistan's rich cultural heritage.
- Humanitarian Response: Delivering emergency aid and support to vulnerable populations.
- Education and Sustainable Livelihood: Enhancing access to education and creating livelihood opportunities.
- COVID-19 Programs: Implementing health and awareness campaigns, and supporting pandemic-affected communities.
- Social Behavior Change: Promoting positive social norms and practices through targeted interventions. BRD also established new strategic partnerships with:
 - -UNICEF
 - -Prince Claus Fund (PCF)
 - -Center for International Private Enterprise (CIPE)
 - -UNESCO
 - Search for Common Ground

These collaborations have strengthened BRD's capacity to deliver impactful programs and broaden its reach across Afghanistan.



SWOT ANALYSIS

STRENGTHS (+)

- Deep understanding of Afghanistan's local culture, traditions, and power structures, including the current security, political, and socio-economic climate.
- Strong expertise in national laws, governance frameworks, and development priorities.
- Established credibility and reputation as advocates for human rights, gender equality, and civil society empowerment.
- Robust relationships with target groups, local civil society networks, and community leaders.
- Extensive experience in grassroots mobilization, donor engagement, and project implementation.
- Expansive national and international networks, including partnerships with UNICEF, UNESCO, CIPE, PCF, and Search for Common Ground.

WEAKNESSES (-)

- Unsustainable funding model, heavily reliant on short-term, project-based grants.
- Limited resources for staff development, training, and organizational capacity building.
- Challenges in maintaining staff retention due to funding fluctuations.

OPPORTUNITIES (+)

- Growing international interest in Afghanistan's humanitarian needs, human rights, and SDG-related initiatives.
- Potential to expand digital advocacy, fundraising, and community engagement through online platforms.
- Opportunities to scale humanitarian response, education, and livelihood programs in partnership with global organizations.
- Rising demand for cultural heritage protection and social behavior change initiatives.

THREATS (-)

- Political instability and bureaucratic hurdles affecting program approvals and implementation timelines.
- Funding cuts and reduced donor presence, impacting service delivery and sustainability.
- Restrictions on women's participation in the workforce, limiting program reach and inclusivity.
- Climate shocks, displacement, and economic hardship exacerbating humanitarian needs.

CURRENT CONTEXT IN AFGHANISTAN

SECURITY AND POLITICAL CONTEXT

Afghanistan continues to experience a volatile security environment, although large-scale hostilities have diminished. The de facto authorities (DfA) maintain control with limited international recognition, enforcing strict interpretations of Sharia law. The implementation of the August 2024 PVPV law has introduced numerous restrictions, including mandatory hijab and mahram requirements for women, beard and prayer mandates for men, and bans on music and non-Islamic holidays. These measures have exacerbated gender disparities and curtailed civil liberties. Community development councils have been sidelined, with the Ministry for the Promotion of Virtue and Prevention of Vice assuming significant authority.

HUMANITERIAN ASSISTANCE

Humanitarian needs in Afghanistan have escalated, with approximately 22.9 million people requiring assistance in 2025. This surge is driven by chronic food insecurity, frequent natural disasters, and restrictive gender-based policies. Around 14.8 million individuals face acute food insecurity, and the number of districts classified as severity level 4 for malnutrition has tripled to 56. Water scarcity has become widespread due to years of over-extraction and poor management. Humanitarian operations are further hindered by DfA-imposed restrictions, particularly affecting female aid workers and beneficiaries.

SOCIO-ECONOMICS DEVELOPEMENT CONTEXT

Afghanistan's socio-economic situation remains dire. Nearly 48% of the population lives in poverty, and unemployment and underemployment are widespread, especially among youth and women. Female employment has declined by nearly 50% across all sectors. The economy has contracted significantly since 2021, with limited recovery due to international isolation and reduced development funding. The population is estimated to exceed 40 million, with 72% residing in rural areas.

Service delivery

Service delivery is severely constrained. Healthcare infrastructure is overwhelmed, with only one qualified medical personnel per 10,000 people. Education access remains low in rural areas, especially for girls. Malnutrition and stunting are prevalent among children under five.

HEALTH SYSTEM

Afghanistan's health system remains under severe strain. Over 200 health facilities have closed due to funding shortages, impacting 1.84 million people. Maternal and reproductive health services are limited, with high maternal mortality rates persisting. Preventable diseases such as measles and malaria are on the rise, exacerbated by weakened infrastructure and limited access to essential services.

EDUCATION

The education sector faces significant challenges, with 9 million children in need of immediate support. Girls' education is particularly affected by mahram requirements and school closures. Infrastructure decay, unsafe learning environments, and displacement have contributed to high dropout rates. Despite previous gains in enrollment, access to education remains low in rural areas, especially for girls.

YOUTH

Youth make up over 50% of Afghanistan's population, presenting both a challenge and an opportunity for development. However, the country's economic crisis and restrictive policies have left many young people without access to education, healthcare, or employment. The economy struggles to absorb 400,000 new labor market entrants annually, particularly in urban areas where high school graduates and rural migrants seek jobs.

While Afghanistan has ratified international conventions on racial discrimination and the rights of persons with disabilities, youth participation in governance and development remains limited. Addressing the needs of this demographic is critical for long-term stability and equitable growth.

CORRUPTION

Corruption remains endemic in Afghanistan, consistently ranking among the worst globally. Institutional weaknesses and lack of enforcement have undermined anti-corruption efforts. Transparency International previously ranked Afghanistan 180 out of 182 countries, and corruption is cited by 25% of the population as one of the top three national problems, alongside security and unemployment.

Fragmented donor approaches and the absence of a coherent anti-corruption strategy have further impeded progress. Strengthening institutional capacity and accountability mechanisms is essential for restoring public trust.



TARGET GROUPS

LOCAL CIVIL SOCIETY ORGANIZATIONS (CSOS) AND COMMUNITY BASED ORGANIZATIONS (CBOS)

Local CSOs and CBOs continue to play a vital role in informal governance and community representation, especially in the absence of inclusive formal structures. These organizations are instrumental in promoting human rights, accountability, peacebuilding, and sustainable development. BRD collaborates with women's groups, youth associations, local media, professional societies, unions, and NGOs to build capacity and deliver programs. Given the restrictive operating environment and limited resources, BRD supports CSOs and CBOs as local delivery mechanisms and empowers them to advocate for human rights, women's rights, and good governance.

LOCAL GOVERNMENT INSTITUTIONS

Local government institutions are duty bearers responsible for upholding human rights and delivering public services. BRD works with these institutions to promote good governance, accountability, and service delivery. This includes building partnerships with CSOs for joint actions and supporting the implementation of sub-national governance policies.

WOMEN, CHILDREN AND YOUTH

BRD promotes the rights and empowerment of women, children, and youth. Women face systemic discrimination and exclusion, and BRD works to create opportunities for their full participation in society. Children are supported through access to education and safe environments, while youth are engaged in education, skills development, and employment initiatives to enable them to contribute to community development.

PEOPLE WITH DISABILITY

BRD advocates for the inclusion of people with disabilities, ensuring they have equal access to health, education, employment, and public life. Programs are designed to eliminate violence and discrimination against individuals with disabilities.

VULNERABLE POPULATION AND MINORITIES

BRD supports vulnerable populations including those with limited income, labor-constrained households, internally displaced persons, disaster-affected families, female-headed households, returnees, and marginalized minorities. Social protection initiatives aim to address their basic needs and improve resilience.

LACK OF ECONOMIC OPPORTUNITIES IN THE CULTURAL HERITAGE SECTOR

Current Status: Cultural sectors are underfunded and neglected, despite their potential for tourism and local economic development

WIDESPREAD POVERTY AND UNEMPLOYMENT

Current Status: Over 23 million people require humanitarian assistance. Unemployment is rampant, and poverty levels are among the highest globally

LOW AGRICULTURAL PRODUCTIVITY

Current Status: Agriculture has seen some recovery, but productivity remains low due to outdated practices, climate impacts, and lack of investment

WEAK SOCIAL PROTECTION MECHANISMS FOR WOMEN AND CHILDREN

Current Status: Social protection is nearly nonexistent, especially for women and children. Malnutrition and lack of access to services are critical issues

INPUTS FROM TARGET GROUPS

SECURITY AND POLITICAL INSTABILITY

Current Status: While there are signs of relative stability, the political situation remains fragile under the de facto authorities. Governance challenges persist, and international recognition is limited

POOR QUALITY OF SOCIAL SERVICES

Current Status: Public services, especially healthcare and education, are deteriorating. Women and girls are particularly affected, with bans on female education and employment in many sectors

DROUGHT AND CLIMATE-RELATED CHALLENGES

Current Status: Afghanistan faces severe climate stress, including droughts and floods, which exacerbate food insecurity and displacement

LACK OF VOCATIONAL TRAINING AND INCOME GENERATION PROGRAMS

Current Status: There is a significant gap in vocational education and employment programs, especially for youth and women

Commitment to Sustainable Development Goals (SDGs)

On 1 January 2016, the 17 Sustainable Development Goals (SDGs) of the 2030 Agenda for Sustainable Development adopted by world leaders at the historic UN Summit in September 2015 officially came into force. These goals are a universal call to action to end poverty, protect the planet, and ensure peace and prosperity for all by 2030. Afghanistan, despite its challenges, remains committed to achieving these goals. BRD (Bureau for Rights-Based Development) actively contributes to the realization of the SDGs in Afghanistan through its programs and initiatives focused on human rights, governance, education, health, and social protection.

BRD's work directly supports the achievement of several SDGs in Afghanistan. Through its rights-based approach, BRD promotes inclusive development, gender equality, access to education and healthcare, environmental sustainability, and accountable governance. The organization collaborates with local communities, civil society organizations, and government institutions to implement programs that align with the following SDGs and their respective targets:



Theory of change

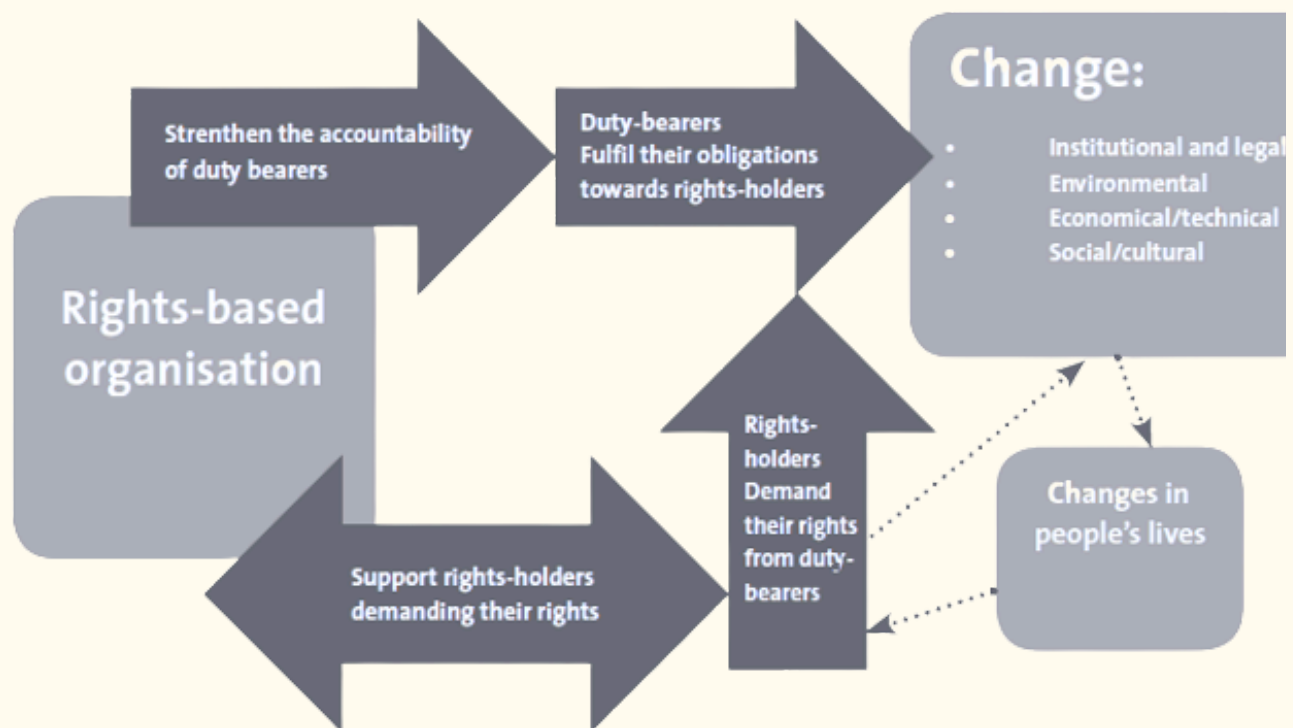
BRD's Theory of Change is rooted in the belief that poor and marginalized individuals possess the capacity and knowledge to overcome poverty and claim their rights. By raising awareness and organizing communities around solidarity and advocacy, BRD empowers people to challenge structural injustices and promote inclusive development.

Our approach is grounded in a Human Rights-Based Approach (HRBA), emphasizing empowerment, participation, accountability, and non-discrimination. We strengthen grassroots and community-based organizations to advocate for rights, engage in dialogue with duty bearers, and confront power structures that perpetuate exclusion.

Social exclusion stems from unequal access to resources, limited ability to claim rights, and lack of control over life decisions. BRD addresses these issues by facilitating access to information, promoting participation in decision-making, and enhancing control over resources.

We collaborate with local CSOs to leverage community knowledge and expand outreach, while engaging with national stakeholders to influence policies and promote human rights. Our programming fosters collective action, behavioral change, and challenges harmful cultural practices through participatory processes and quality information dissemination.

Transformational change for BRD means enabling communities—especially women and marginalized groups—to gain confidence, capabilities, and hope. It involves structural reforms in policies and practices of governments and institutions to promote equity, inclusion, and sustainable development.



PROGRAM PRINCIPLES AND APPROACHES

Empowerment

BRD's empowerment approach emphasizes participatory processes with target groups at the local level. Using a rich set of methodologies, BRD builds communication skills and deepens critical awareness of power and rights. These processes support grassroots mobilization, strengthen social movements, and enable communities to engage with formal power structures. Through tools like social audits and participatory civic actions, communities can hold governments, private sector, and other actors accountable.

Partnership

BRD fosters long-term partnerships with organizations and social movements, respecting their autonomy and strengthening their capacities. We collaborate across sectors and geographies to build a formidable movement for change. Our alliances include NGOs, networks, think tanks, unions, campaigns, and progressive companies. We engage constructively with governments and private sector actors, challenging them when necessary to ensure accountability.

Human Rights-Based Approach (HRBA)

BRD's development approach is grounded in the Human Rights-Based Approach (HRBA), which emphasizes the obligations of states to respect, protect, and fulfill human rights. The HRBA promotes active participation, non-discrimination, fair distribution of development benefits, and respect for self-determination. BRD empowers right-holders to claim their rights and supports duty-bearers in meeting their obligations.

Human Rights Principles

- **Universality, Interrelatedness, and Indivisibility:** Human rights are universal, inalienable, and interdependent.
- **Equality and Non-Discrimination:** All individuals are entitled to rights without discrimination of any kind.
- **Participation and Inclusion:** People have the right to actively participate in decisions affecting their lives and society.
- **Accountability:** States must be held accountable for respecting, protecting, and fulfilling human rights.
- **Transparency:** Access to information and openness in decision-making are essential for accountability and participation.

Cross-cutting objectives

GENDER

Reducing inequalities and achieving gender equality are central to HRBA. BRD integrates gender perspectives into all interventions, addressing power imbalances and discrimination. Gender analysis informs priorities and actions to ensure equal access to resources and decision-making for all genders.

ENVIRONMENTAL SUSTAINABILITY

Environmental sustainability is essential for long-term development and the protection of human rights. BRD integrates environmental considerations into all programming to ensure that development efforts do not compromise ecological integrity. This includes promoting sustainable resource use, reducing environmental degradation, and supporting community-led conservation initiatives. Environmental sustainability aligns with HRBA by safeguarding the rights of current and future generations to a healthy environment.

CLIMATE CHANGE

Climate change impacts fundamental human rights such as access to food, water, and health. BRD applies HRBA to promote climate resilience, ensuring that vulnerable groups are considered in mitigation and adaptation strategies.

FRAGILITY AND CONFLICT SENSITIVITY

Conflict and poverty are interlinked with human rights violations. BRD tailors HRBA to fragile and conflict-affected settings by understanding power dynamics and root causes. Support may be directed to alternative service providers when state capacity is limited, but the state's responsibility remains central.

- Conflict sensitivity includes assessing triggers, power relations, and duty-bearer capacity.
- Support to non-state actors may be necessary in unstable environments.
- Capacity development and peaceful stakeholder engagement are prioritized.
- BRD maintains impartiality and promotes community participation to avoid exacerbating conflicts.
- Target groups are treated as partners and agents of change, not passive recipients.
- Transparency and accountability are upheld through inclusive planning and monitoring.

AID AND DEVELOPMENT COOPERATION EFFECTIVENESS

Background

Enhancing development cooperation effectiveness has long been a priority for the global development community. Despite significant investments, donor requirements and aid delivery processes have often failed to produce the desired results. This is largely due to misalignment with national priorities and the lack of ownership and meaningful participation by civil society and local communities.

Our Approach and Commitment for Enhancing aid and development cooperation effectiveness Challenges

BRD recognizes that development aid is a limited resource and must be used effectively to achieve meaningful results. Better national policies, improved aid allocation aligned with national priorities, and active participation of civil society and communities are essential for increasing aid effectiveness. BRD's rights-based development agenda aims to eradicate poverty and build a strong, inclusive, and sustainable society. As a committed national organization, BRD aligns its programs with international principles and best practices, promoting national and local ownership. BRD supports the global partnership for development as outlined in the SDGs and integrates principles from the 2005 Paris Declaration, 2008 Accra Agenda for Action, and 2011 Busan Outcome Document. BRD aligns its programs with national strategies developed through participatory processes, ensuring leadership and ownership by the state and local communities. Through its HRBA, BRD empowers communities and civil society to promote accountability and transparency in public institutions. BRD is committed to contributing to the realization of the SDGs and maximizing the impact of development cooperation programs. As a member of the Aid Effectiveness Group under ACBAR, BRD actively promotes aid effectiveness at the national level. Internally, BRD ensures accountability, transparency, and sustainability by strengthening organizational policies and processes. Strategic objectives focus on improving internal capacity to deliver effective development cooperation programs.

Key Priorities

- Collaborate with other organizations at national and international levels to simplify and harmonize donor practices, address locally driven development priorities, and promote CSO and community participation.
- Empower local communities through HRBA to engage in decision-making and policy development, ensuring accountability and sustainable results.
- Coordinate program implementation with relevant institutions and stakeholders to prevent duplication, reduce aid fragmentation, and promote harmonisation.
- Adapt approaches and methods to fragile and conflict-affected environments, leveraging BRD's two decades of experience.

STRATEGIC OBJECTIVE, OUTCOME AND INDICATORS

STRATEGIC OBJECTIVES

SO-1. Protect and Support Vulnerable Groups

OUTCOMES

- Enhance the safety, dignity, and resilience of marginalized populations including children, women, refugees, and persons with disabilities.
- Ensure equitable access to essential services and protection mechanisms.

INDICATOR

- % increase in access to shelter, food, and legal aid
- # of vulnerable individuals receiving psychosocial support
- % reduction in reported cases of abuse or exploitation

SO-2. Education for Everyone

- Promote inclusive and equitable quality education for all, regardless of age, gender, or socioeconomic status.
- Support lifelong learning opportunities and reduce barriers to education.

- % increase in school enrollment and completion rates
- # of learners accessing inclusive and equitable education
- Average improvement in literacy and numeracy scores

SO-3. Community Health and Well-being

- Improve the physical and mental health of communities through access to quality healthcare, awareness programs, and preventive services.
- Address health disparities and promote holistic well-being.

- % reduction in preventable diseases
- # of individuals accessing health services
- % increase in mental health awareness and support programs

STRATEGIC OBJECTIVES

SO-4. Humanitarian Response to Crises

OUTCOMES

4.1. Deliver timely and effective humanitarian aid during emergencies and disasters.
4.2. Strengthen community preparedness and resilience to future crises through capacity building and risk reduction strategies.

INDICATOR

- Average response time to emergencies
- # of individuals assisted during crises
- % of communities with emergency preparedness plans

SO-5. Promote a Clean Environment and Climate Adaptation

5.1. Foster environmental sustainability through conservation, pollution reduction, and climate adaptation initiatives.
5.2. Empower communities to adopt eco-friendly practices and build resilience to climate change.

- % reduction in pollution and waste
- # of climate adaptation projects implemented
- % of population engaged in environmental conservation activities

SO-6. Preserve Cultural Heritage at Risk

6.1. Safeguard and promote cultural heritage, especially in conflict or disaster-prone areas.
6.2. Encourage community participation in preserving traditions, languages, and historical sites.

- # of cultural sites restored or protected
- % increase in cultural education and participation
- # of heritage-related programs and events conducted

SO-7. Ensure BRD is a Sustainable Organization

7.1. Strengthen BRD's institutional capacity, financial sustainability, and governance.
7.2. Promote transparency, accountability, and continuous improvement in operations and service delivery.

- % increase in diversified funding sources
- Annual staff retention rate
- # of audits and evaluations conducted with positive ratings

Geographical Focus and Program Delivery

Given the ongoing humanitarian crisis, economic stagnation, and complex security environment in Afghanistan, BRD continues to operate with a strategic and adaptive approach to program delivery. The country faces significant challenges, including acute food insecurity affecting nearly 15 million people, limited access to healthcare, and restrictive policies that hinder humanitarian operations. These realities, combined with constrained funding, necessitate a focused and efficient deployment of BRD's resources. BRD currently operates in 34 out of 34 provinces through its regional offices and a network of local Civil Society Organizations (CSOs), which were established and supported by BRD. These CSO networks serve as decentralized delivery mechanisms, enabling BRD to implement programs effectively while minimizing the need for a physical presence in every province.

This approach enhances BRD's ability to:

- Rapidly mobilize program activities.
- Build capacity and transfer skills to local partners.
- Avoid risks associated with staff movement amid high transport costs and security threats.
- Maintain operational flexibility and sustainability.

Province Selection Criteria remain rooted in:

- High demand for BRD services.
- Program synergies and coordination opportunities.
- Presence of committed civil society and community organizations.
- Cooperative local authorities.
- Accessibility and security conditions.
- Availability of required resources.

Considering the evolving situation—including restrictive governance policies and humanitarian access challenges—BRD may, based on resource availability and strategic priorities, expand into new provinces or exit current ones. Such decisions will be guided by the need to:

- Strengthen program coordination and synergies.
- Maximize impact and resource efficiency.
- Ensure operational effectiveness and quality.
- Enhance security coordination and risk mitigation.

Any changes in geographical focus will be governed by BRD's internal policy guidelines and informed by continuous monitoring of the humanitarian and security landscape.

OPERATIONALIZING THE PLAN

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.

RESOURCES MOBILIZATION

The current political uncertainty and the deteriorating security conditions in Afghanistan have caused significant reduction and fluctuation of funding for NGOs. This has also had an impact on BRD programs, which resulted in 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 2025-2030 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.

FLIXEBLITY AND CHANGE MENA

Operating in Afghanistan's dynamic and volatile environment requires BRD to maintain a high degree of flexibility and responsiveness. Political, social, and security conditions continue to evolve rapidly, necessitating ongoing assessment and adaptation of operational strategies. BRD will enhance its monitoring and follow-up mechanisms to better understand contextual changes and adjust its approaches accordingly.

To remain effective, BRD will:

- Strengthen internal systems and procedures to support organizational development.
- Upgrade financial and administrative systems to ensure transparency and control.
- Build staff capacity across all levels, with a focus on female staff empowerment through competitive remuneration, a harassment-free workplace, and career development opportunities.
- Foster a culture of continuous learning and adaptability to respond to emerging challenges and opportunities.
- These measures will ensure BRD remains agile and resilient in the face of uncertainty, while maintaining operational efficiency and impact.

MONITORING AND EVALUATION

Evaluation of the strategic plan will take place twice during the five years 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 five years period.

BRD's monitoring and evaluation (M&E) framework is designed to ensure accountability, learning, and continuous improvement. Systematic data collection aligned with strategic targets and annual work plans will form the basis of performance tracking. Key components of the M&E strategy include:

- Annual self-evaluations and a comprehensive external evaluation at the end of the strategic period.
- Clear separation of M&E functions from program delivery to ensure objectivity.
- Use of measurable indicators to monitor outputs and assess impact.
- Integration of participatory methodologies and internal feedback mechanisms.
- Benchmarking against peer institutions to enhance transparency and relevance.

Mid-term and final evaluations will provide critical insights and recommendations to inform future strategic planning and ensure BRD's continued effectiveness and relevance.



RISK ASSESSMENT AND MITIGATION MEASURES

Afghanistan's complex risk landscape—marked by protracted conflict, weak governance, corruption, and donor fatigue—poses significant challenges to BRD's operations. Risks extend beyond security to include cultural, administrative, and financial dimensions. To mitigate these risks, BRD will:

- Identify and monitor risk areas through CSO networks and field intelligence.
- Develop and update annual risk and mitigation plans aligned with work plans.
- Implement proactive strategies to address emerging threats and ensure operational continuity.
- Strengthen internal controls and contingency planning to safeguard resources and personnel.

These efforts will enable BRD to navigate uncertainty, maintain program integrity, and continue delivering impactful services to communities across Afghanistan.



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STRATEGIC PLAN

2025-2030

Rights-Resilience-Result
**Join us in building a just and
inclusive Afghanistan**

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