FIVE YEAR STRATEGIC PLAN
2016 - 2020
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### Abbreviations

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<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>ACSEN</td>
<td>Afghan Civil Society Election Network</td>
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<td>ACSFO</td>
<td>Afghanistan Civil Society Foundation Organization</td>
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<td>AWN</td>
<td>Afghan Women Network</td>
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<td>CAL</td>
<td>Child-Act Law</td>
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<td>CEM</td>
<td>Civic Education Manager</td>
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<td>CHA</td>
<td>Coordination of Humanitarian Assistance</td>
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<td>CSHRN</td>
<td>Civil Society and Human Rights Network</td>
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<td>CS-JWG</td>
<td>Civil Society Joint Working Group</td>
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<td>EVAW</td>
<td>Elimination of Violence Against Women</td>
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<td>GAGs</td>
<td>Girls Advocacy Groups</td>
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<td>GCE</td>
<td>Global Campaign for Education</td>
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<td>CMRM</td>
<td>Communication and Media Relation Manager</td>
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<td>MoE</td>
<td>Ministry of Education</td>
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<td>MoJ</td>
<td>Ministry of Justice</td>
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<tr>
<td>MoLSAMD</td>
<td>Ministry of Labor, Social Affairs, Martyrs and Disabled</td>
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<tr>
<td>MOQEA</td>
<td>Movement for Support of to Quality Education</td>
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<td>NACG</td>
<td>National Action Coordination Group</td>
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<td>OHHRD</td>
<td>Organization of Human Resource Development</td>
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<td>RAM</td>
<td>Research and Advocacy Manager</td>
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<td>SMO</td>
<td>Saba Media Organization</td>
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<tr>
<td>S.W.O.T</td>
<td>Strengths, Weakness, Opportunities, Threats</td>
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<td>SWA</td>
<td>Social Watch Afghanistan</td>
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<tr>
<td>TJCG</td>
<td>Transitional Justice Coordination Group</td>
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<td>WBRAO</td>
<td>Watch on Basic Rights Afghanistan Organization</td>
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<td>WWSF</td>
<td>Women's World Summit Foundation</td>
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CHAPTER 1

Executive Summary

The extent and severity of human rights violations in Afghanistan stimulated and led a group of educated Afghans, who could not turn a blind eye to every act to infringe human rights, to come together and establish the WBRAO in 2008. WBRAO started its activities through a small Education Watch project. We slowly opened our way toward the Watchdog Institutions and as an active non-governmental organization and member of the civil society expanded our activities in Afghanistan.

The basic rights of Afghan citizens have been violated due to many causes (poverty, conflicts/wars, warlords, dominant culture of violence, high number of disabled, high number of widows, high number of drug addicts) for almost half a century; bad governance is behind all these facts. Women and children, as the most vulnerable groups in the society, have been the biggest losers in this process.

It was expected that the situation would improve after the fall of the Taliban regime and the establishment of the interim and later the elected government. Unfortunately, realities, statistics, and reports have shown that human rights violations still continue in intensity especially against children and women. Statistics about killing and stoning women, women's suicides, rape, harassments and tortures of women and children, and dozens of other violation against children and women rights indicate the deterioration of the human rights situation in Afghanistan.

By working as a Watch Organization during the past seven years we have understood and realized the deeper roots of the tragedies of human rights violations and unfair distribution of resources in Afghanistan. This led us to work harder and extend further our activities such as organizing human rights campaigns, peace building campaigns, child and women protection campaigns, education for all and other activities related to the organization's mandate. Our team also felt that a five-year strategic plan for more effective and efficient work was essential.

The strategic planning process was completed in a very participatory manner by valuable and experience-based inputs from the organization's senior team, WBRAO's key stakeholders, and the facilitator. The WBRAO's current vision, mission and core values reviewed and necessary changes were made according to the organization's mandate as well as SWOT analysis outcomes, realities on the ground, and considering the recommendation from stakeholders that WBRAO should focus in order to be more impact oriented.

To address WBRAO's vision and to achieve its mission, the organization is going to implement its strategies under the four Key Action Areas.

The organization's focused groups are mainly children and women, although, all of Afghan society benefits from the programs outcomes.

**WBRAO as a Watch Organization will focus towards:**

- Mitigation of Violence Against Women,
- Fighting against different kinds of child abuses,
- Watching the access to quality general education, and
- Providing Civic Education.
To achieve WBRAO’s strategic objectives, we continually work to improve the organization’s capacity as one of the five-year strategic plan’s Key Action Areas.

And, to have a stronger voice, WBRAO’s team maintain and expand our relationships with likeminded organizations and networks at the national and international levels including with audio, video, and social media.

**WBRAO’s Strategic Action Areas:**

**Key Action Area A: Watch and Advocacy**

**Aim:** to present an accurate picture about repeated rights violations and distribution of resources and social services for corrective measure to be taken

**Objective A-1:** To convey the issue of quality education and literacy as a national cause to policy and decision makers

  Strategy A-1-1: Review & research
  Strategy A-1-2: Awareness raising
  Strategy A-1-3: Campaign
  Strategy A-1-4: Lobby & advocacy
  Strategy A-1-5: To establish girls advocacy groups (GAGs) in three more provinces (Total 15 GAGs)

**Objective A-2:** To enforce the implementation of Elimination of Violence Against Women law (EVAW)

  Strategy A-2-1: Awareness raising and capacity building on women’s rights & EVAW law
  Strategy A-2-2: Campaign
  Strategy A-2-3: Lobby & advocacy

**Objective A-3:** To address the issue of child abuse as a national tragedy

  Strategy A-3-1: Review & research
  Strategy A-3-2: Awareness raising on child rights/child act law
  Strategy A-3-3: Campaign
  Strategy A-3-4: Lobby & advocacy

**Key Action Area B: Civic Education and Awareness Raising**

**Aim:** The citizens involved in their own governance.

**Objective B-1:** The targeted groups (women, youth, and children) are well instructed about their rights and responsibilities to take effective actions to prevent suffering.

  Strategy B-1-1: Face to face education
  Strategy B-1-2: To use media for public education/awareness

**Objective B-2:** Broaden the public’s understanding of the EVAW law and Child Act Laws and the role of laws in building a just society governed by the rule of law

  Strategy B-2-1: Face to face education of EVAW Law and Child Act
  Strategy B-2-2: To use media for public education/awareness

**Objective B-3:** To promote the culture of Peace in Afghanistan

  Strategy B-3-1: Face to face Peace education
  Strategy B-3-2: Campaign

**Objective B-4:** To improve civic awareness, learning, and engagement of Afghan youth as an active
and vibrant part of their communities (active citizenship)

Strategy B-4-1: Youth education about the concept of responsible citizens

Key Action Area C: Networking and Media relation

Aim: To have stronger advocacy voice, create synergism, reduce risks, and improve effectiveness for positive changes in Afghanistan

Objective C-1: To maintain active involvement and increase membership in 10 national and international like-minded networks during the next five years

Strategy C-1-1: Search for like-minded networks and apply for membership; and actively participate in activities.
Strategy C-1-2: Actively participate in joint activities considering the mutual benefits.

Objective C-2: To maintain and establish new national and local networks for decreasing human rights abuses and enhancing self-governance

Strategy C-2-1: Develop the capacity/capability of already established and newly created local networks

Objective C-3: Partnership and mutual cooperation with four TV stations, four radio stations, and two print media

Strategy C-3-1: To use media effectively toward reaching WBRAO's Mission

Objective C-4: To present WBRAO as an Active, vibrant and leading communicator in social media.

Strategy C-4-1: Create and maintain the followings:
- five Facebook groups,
- one Website,
- one YouTube,
- one Twitter,
- one Facebook page,

Key Action Area D: Organizational Development

Aim: To act as an effective, efficient, innovative, and well recognized organization in the field of Watch on Basic Rights

Objective D-1: A professional WBRAO with improved competitive advantages

Strategy D-1-1: Develop new policies and guidelines according to the requirement of the organization’s key action areas
Strategy D-1-2: To improve organization fundraising capacity
Strategy D-1-3: To improve the organizational and human resource capacity
CHAPTER 2

Vision, Mission and Core Values

Vision:
“An all-inclusive Afghanistan where every citizen is engaged in civic movements to enjoy their equal rights and opportunities”

Mission Statement:
“WBRAO strives to achieve its vision through watch activities, evidence based-advocacy, and civic engagement”

Core Values:

1. Collaboration
We believe that effective, responsive and accountable governance requires the participation, inclusion and engagement of the people as well as the inputs of all our stakeholders and networks. WBRAO is committed to inspiring dialogue, promoting consultations, building consensus, facilitating networks, forging partnerships and engaging diverse stakeholders in participatory governance.

2. Diversity
We believe to a society for all and condemn all types of discriminations. We believe to gender equality/equity and requirement for enhanced role of women in all aspects of the Afghanistan society. We are committed to the equal opportunity for all and respect for diversity.

3. Professionalism
We believe that the people of Afghanistan and specially the women and children deserve the bests. We seek for the most significant positive change with the limited resources available. We shall be an organization that continually learning and sharing and acknowledges the requirements to be innovative and promote thoughtful analysis and learning.

4. Integrity
We keep our impartiality, consistency and neutrality and walk the talk. We are deeply committed to the transparency and accountability. We are objectively oriented and honest about those we work for and honest in all that we do.
CHAPTER 3

Introduction

This five-year strategic plan (SP) developed based on our experiences as a Human Rights Watch NGO since our establishment seven years ago.

Following the presidential election in 2014, it was expected to have a relatively better government after one and half decades of bad governance, but it is clear that Afghanistan entered a new period of instability with important implications of human rights, and the people of Afghanistan will have a very long journey ahead to achieve their dream for peaceful, non-violent and all-inclusive society.

Increasing distrust to the political and socio-economic situation of Afghanistan, along with growing pressure from Taliban and other insurgents, contributed to a decline in respect for human rights throughout the country.

Impunity for abuses by different groups and individuals, threats to women's rights, child rights and freedom of expression, injustice, corruption and other indicators as implication of bad governance is the legacy from the previous government, which remain as the major leading cause of challenges of human rights in Afghanistan.

WBRAO as Human Rights and Basic Service Watch institution cannot, in any circumstances and in any way, give up. But the fundamental question is: where should we focus our limited resources to maximize our effectiveness in the improvement of basic rights and social services for our beneficiaries especially women and children?

Developing the organization's five-year strategic plan is certainly a fundamental answer for effective and efficient performance of the organization as a Basic Rights Watch. WBRAO's general assembly strongly supported this recommendation.

Given the importance of the organization's five years strategic plan, we decided to develop our five-year strategic plan with commitment and with strong support of our stakeholders.

Based on the organization's mandate, watching the situation of the most vulnerable community groups in Afghanistan including women and children and working directly with them, we have become not only exasperated and upset but also inspired and energized to work harder for them. The current situation in Afghanistan is not tolerable for many women and children.

The Afghanistan and organization's existing facts guide WBRAO's team on how to proactively play its role in addressing the mentioned tragedies. One of the most salient points is that WBRAO, considering its years of experience and strong reputation among its target community and stakeholders, can play a more innovative and proactive role in addressing these issues and helping the citizens to become actively involved in their own governance.

Therefore, developing a strategic plan became a priority to deal with these challenges and to use new opportunities to change the situation to benefit Afghanistan's society, especially women and children.

A team consisting of the member of the General Assembly, the Managing Director, and the Department Managers, undertook the monumental task of processing this strategic plan and an
expert facilitator facilitated the overall SP development process. This strategic plan is enriched by valuable inputs from representatives of our stakeholders that include our donors, beneficiaries, and sister organizations.

In the strategic planning workshop, the framework for the strategic plan including vision, mission and core values, issues, and key action areas of the organization was laid out. The final draft was reviewed by the General Assembly members.

The insight and experiences that we received from our General Assembly Chairperson, proved especially helpful in this process.

WBRAO leadership is grateful to members of General Assembly, organization’s management team and all valuable stakeholders for their active participation in this process and for sharing their constructive feedback.

And; special thanks to Oxfam for the financial support that invested in the capacity building of WBRAO and its staff.

**CHAPTER 4**

**Methodology**

The WBRAO’s Management Team decided to commence with commitment to the organization’s strategic plan process. A team within the organization consisting of Dr. Hamidullah Saljuqi (member of WBRAO’s General Assembly), Ms. Zarmina Satary (Managing Director), and Mr. Mohammad Rahim Jami (Campaign and Advocacy Manager) took responsibility for the planning process in order to ensure a smooth and connected process. The overall Strategic Planning process was facilitated by Dr. Mohammad Fareed Waqfi who has years of experience working with NGOs and developing a number of NGO’s SPs.

The overall process took almost one and half months and the assignment consisted of seven steps:

1. **Step one (preparation stage):** The methodology was jointly developed; the list of stakeholders to be invited to the strategic planning workshop and for further discussions during the process was provided. Necessary documents including organizational statute, projects’ proposals, and human rights reports related to Afghanistan, previous vision, mission, and core values were reviewed and prepared for further discussion with stakeholders during strategic planning workshop. Necessary logistical arrangements took place.

2. **Step two:** The main points from organizational reports including achievements, challenges, issues, and recommendations were reviewed. Organization’s Strengths, Weaknesses, Opportunities and Threats (S.W.O.T) analyzed by the team, the main issues and challenges defined and the team agreed on the key action areas considering the outcome of SWOT analysis and organizations experience and strategic perspective. The drafted SWOT analysis discussed in detail during strategic planning workshop, necessary changes were brought by stakeholders and adopted according to the organizational operational context. Please see annex for updated S.W.O.T analysis.

3. **Step three (Vision, Mission, and Core values):** At this stage the WBRAO’s previous core values, vision, and mission were presented to the attendees of strategic planning workshop and they
worked on each topic separately in two groups. Participants agreed on a single organizational vision statement, mission statement, and core values after presentation and discussion of each work group’s outcomes.

4. **Step Four (Key Action Areas):** At this step the strategic planning workshop attendees were invited to discuss and reach to a consensus on the organization’s key action areas by understanding the issues, challenges, and develop an aim and objectives for each key action areas.

5. **Step five (Strategies):** At this step the workshop participants were requested to break down the key action areas further into core strategies.

6. **Step six (tasks, responsibility, time frame, and indicators):** During this step the strategic planning team worked together to develop key tasks, responsible department/person, indicators, and schedule for each core strategy. All the materials developed in the previous steps are put together and the first draft of the strategic plan was written accordingly.

7. **Step seven (writing the final document):** The strategic plan team put together all work done by WBRAO’s stakeholders and General Assembly Members at this step. The first draft of the strategic plan was shared with the participants of the strategic planning workshop, General Assembly Members and individuals within the organization for further refinement. The feedback and participation of everyone helped to strengthen our morale and to make the final product more technically sound. The final draft submitted to WBRAO’s General Assembly members for final comments and further maturing of the strategic plan. The schedule and responsible persons for reviewing and monitoring of the strategic plan developed.

The following documents were used for developing the strategic plan:
- WBRAO’s current project proposals and documents
- Organization Charter
- Financial Report
- A Strategic Planning Kit for Even Better Service Delivery (written by Davis Meehan)
- Afghanistan National Development Strategy
- National Education Strategic Plan for Afghanistan (1389-1393/2010-2014)

WBRAO developed the strategic plan with strong participation of its stakeholders, donors, and partners.
CHAPTER 5

About WBRAO

Watch on Basic Rights Afghanistan Organization (WBRAO) is a non-government, and not-for-profit organization. It started its activities in 2008 from an Education Watch project funded by Oxfam-Novib. WBRAO registered with the Ministry of Economy in 2010, as well as connected with regional and global social watch organizations.

Since its establishment, WBRAO has been active in participating campaigns (Education, Literacy, Justice, Peace, Prevention of Child Abuse and Prevention of violence against women at national level with cooperation of the International organizations); organizing talk shows on media and commenting on quality education issues, watch & advocacy on the Right for quality education especially for girls and advocacy on the Rights of victims of violence especially women and girls. WBRAO is closely working with other NGOs and media outlets to achieve its long term goal and mission.

As a watch and advocacy organization, WBRAO had been started its activities to ensure the fair and equitable implementation of National Strategic Plans and Laws for Afghanistan through:
- Advocacy for improvement the policies on Basic services and Rights (Education, Health, Food Security, Access to Information and Budget Analysis) and practices of national (state institutions, NGOs and private sector) and international (donors, UN agencies, corporations, NGOs) actors, influencing delivery of relevant services in Afghanistan;
- Raise awareness and mobilize communities and other relevant entities for active participation and coordinated actions.

WBRAO has valuable experiences implementing quality projects and programs for the advancement of basic rights situation in Afghanistan especially for women and children. WBRAO is thankful to its donors for their sincere support to the people of Afghanistan, namely Oxfam Novib, US Embassy, Counterpart International, Asia Society/United States Department of State, Tawanmandi Grant Program of British Council Afghanistan, USAID, SMO, CHA, Open Society Afghanistan and Malala Fund.
CHAPTER 6

Strategic Areas of Action

Key Action Area A: Watch and Advocacy

Aim: To present an accurate picture about repeated rights violations and distribution of resources and social services for corrective measure to be taken

Objective A-1: To convey the issue of quality education and literacy as a national cause to policy and decision makers

Strategy A-1-1: Review & Research: To perform one review or research per year

Strategy A-1-2: Awareness raising: To convey 12 video/audio messages through media and social media per year

Strategy A-1-3: Campaign: To organize an education campaign according to the GCE action plan each year

Strategy A-1-4: Lobby & Advocacy: One program based on the research and review (as in part A-1-1) and four programs (2 debates and 2 reportages) based on findings from the field or Girls Advocacy Groups (GAGs) per year

Strategy A-1-5: To establish GAGs in three more provinces (Total 15 GAGs)

Objective A-2: To enforce the implementation of EVAW law

Strategy A-2-1: Awareness raising and capacity building on women rights & EVAW law:
- To produce and broadcast of 12 video/audio messages through media and social media
- To enhance the knowledge of 150 schoolgirls per year on EVAW and women’s rights through workshops

Strategy A-2-2: Campaign: To participate in annual EVAW campaign (16 days of activism on elimination of violence against women)

Strategy A-2-3: Lobby & Advocacy: To organize advocacy process on one burning issue per year

Objective A-3: To address the issue of child abuse as a national tragedy

Strategy A-3-1: Review & Research: To review and research on one burning issue on child abuse per year

Strategy A-3-2: Awareness raising on child rights/Child Act Law: To produce 12 video/audio messages (one minute each) per year and broadcasting through media and social media

Strategy A-3-3: Campaign: To organize the “19 days (1-19 November) activism on violence against children” per year

Strategy A-3-4: Lobby & Advocacy: To organize advocacy on one burning issue per year

Justification

Afghanistan is a country where law enforcement is a big problem; where truth telling is very risky; which is ranked among the three top corrupt countries in the world; where the various types of power
warlords, drug mafias, government senior staff, ethnic relations...) play a decisive role in people's daily lives. In this country developing the rule of law, ensuring basic rights and equitably distribution of social services are complex and generations endeavors. In this situation the most vulnerable especially women and children, are suffering the most from the unjust distribution of power and resources. The dominant culture of conflict among people is another important factor that worsens the situation further especially for vulnerable groups.

Perhaps the following sentences from a report written in 2014 about violence against women in Afghanistan reflects the tragic reality of the situation of women in Afghanistan:

[Ongoing conflict, high maternal mortality and domestic violence rates, limited access to health care, and “near total lack of economic rights” combine to make Afghanistan the world’s most dangerous country in which to be born a woman.]

Statistics and research findings on the situation of women in Afghanistan are also the evidences that the situation for women is worse than it thought. For example:

A study by Global Rights, an international non-governmental organization, found 85 percent of Afghan women reporting that they had experienced physical, sexual, or psychological violence or forced marriage. An estimated 2,000 Afghan women and girls attempt suicide by self-immolation each year, which is linked to domestic violence and early or forced marriages.

Afghans recently witnessed the stoning of Ms. Rokhshanah in Ghor province, killing of Ms. Ferkhondah in Kabul, and many others all over Afghanistan.

The situation of children is also appalling reading. On any given day in the towns and cities of Afghanistan, tens of thousands of children head to the streets to beg and hawk sundries — even during the winter, when bitter winds and snow keep most adults indoors. These street kids, who earn on average less than $2 a day, are often the only means of support for their families. And their numbers are growing.

There are too many widows now, too many fatherless children.

But, the fundamental question is this: regardless of whether these children had been working in the most difficult situations for a morsel of bread either for themselves or for their families, to what extent these children are safe from sexual, physical, psychological, and other forms of violence in the society that they are dealing with. Figures about different kinds of violence against children (child trafficking, child labor, child soldier, physical violence) show that the situation is catastrophic.

Given the complexity of the situation, what can WBRAO, as a watch organization, do in favor of its target community and to change the situation in favor of the oppressed classes? All these remind us of the words of a child to her mother when the following incident happened: “A young boy fell down from his bicycle on a rainy day. His leg was injured and bicycle broken. The child said “Mother, I am going to help him”. The mother replied, “You are too young to help him”. The child told her mother, “At least I can cry with him”. This most probably will not be the least that we can do.

With advocacy and raising our voices we will not be able to put an end to all these dramas, but it would be at least a good start for positive changes. However, we should not forget that we are not alone in this journey. Our little voice, combined with the voices of our beneficiaries and civil society networks at the national and international levels can launch a peaceful voice with a noise like the sound of a nuclear bomb.
We have the experience of how to work with likeminded organizations to be sure decision makers hear the peaceful voice of civil society and bring necessary changes in favor of Afghan citizens.

**Key Action Area B: Civic Education and Awareness Raising**

**Aim:** The citizens involved in their own governance.

**Objective B-1:** The targeted groups (women, youth, and children) are well instructed about their rights and responsibilities to take effective actions to prevent suffering.

**Strategy B-1-1:** Face to face education (four sessions, Kabul, Kandahar, Herat, and Balkh Provinces, 120 participants/year)

**Strategy B-1-2:** Use media for public education/awareness

**Objective B-2:** Broaden the public’s understanding of the EVAW law and Child Act Laws and building a just society governed by the rule of law

**Strategy B-2-1:** Face to face education of EVAW Law and Child Act: (four sessions, Kabul-Kandahar-Herat-Balkh Provinces, 120 participants/year)

**Strategy B-2-2:** Use media for public education/awareness

**Objective B-3:** To promote the culture of peace in Afghanistan

**Strategy B-3-1:** Face to face peace education (four sessions, Kabul, Kandahar, Herat and Balkh Provinces, 120 participants/year)

**Strategy B-3-2:** Campaign; To organize/participate one campaign (21September) per year

**Objective B-4:** To improve civic awareness, learning, and engagement of Afghan youth as an active and vibrant part of their communities (active citizenship)

**Strategy B-4-1:** Youth education about concept of responsible citizens (four sessions, Kabul-Kandahar-Herat-Balkh Provinces, 120 participants per year)

**Justification:**

WBRAO’s belief that “There is no more important task than the development of an informed, effective, and responsible citizenry.”

The main question is: Can a society (Afghanistan citizens) without having the knowledge, skills, having public characters and to grasp the shared values address major issues after five decades of conflict?

In one word, it is impossible without an informed, effective, and responsible citizenry to have good governance, which is a major concern of each citizen in Afghanistan. It is impossible to expect that human rights are respected; it is impossible to shift the culture of violence which is institutionalized into the soul of the Afghan people to a culture of peace; it is impossible to reduce violence against women and children abuse; it is impossible to expect people to willingly fulfill their responsibilities; it is impossible to imagine that the common good is the concern of all along with hundreds of other impossible. But the fundamental question is: how can we have an informed, effective, and responsible citizenry?

The simplest answer is that with civic education we can have such a society. This is something
that every nation, developed and developing, and war affected countries like Afghanistan need continually. Developed nations need it to sustain their democracies; developing ones need it to create and institutionalize democratic values. But the main challenge for us is that we have to start almost everything from scratch. Given the problems in Afghanistan after five decades of war and conflict, we have a long journey full of challenges ahead. But we have no choice but to begin this journey. The civil society movement started well after the fall of the Taliban regime and is slowly shaping the civil society networks. But looking at the level of illiteracy in general and especially among women and the new economic, social, political, security, and instability challenges due to bad governance during the past 14 years, our work is very difficult and full of bottlenecks.

Considering WBRAO’s mission, the organization civic education strategy is focusing mostly on women’s/child’s rights and peace building in close cooperation with civil society organizations and networks in Afghanistan.

Young and teenager students, teachers, and Community Development Councils’ members, as good civic education messengers, are our target beneficiaries. We will observe what impact civic education has on beneficiaries; if there were shortcomings in our work, we will correct them.

**Key Action Area C: Networking and Media relations**

**Aim:** To have stronger advocacy voice, create synergism, reduce risks, and improve effectiveness for positive changes in Afghanistan

**Objective C-1:** To maintain active involvement and increase membership in ten national and international like-minded networks during next five years

**Strategy C-1-1:** Search for like-minded networks and apply for membership; and actively participate in activities.

**Objective C-2:** To support, and mobilize extensive local and national networks to prevent and reduce human rights abuses and enhance self-governance.

**Strategy C-2-1:** Enhance the capability of already established local networks and build the capacity of newly established local networks

**Objective C-3:** Partnership and mutual cooperation with four TV, four radio, and two print media

**Strategy C-3-1:** To use media effectively toward reaching WBRAO’s Mission

**Note:** This strategy addresses the Objective C-4 as well.

**Objective C-4:** Active, vibrant, and leading communicator in social media through: five Facebook groups; one Website, one YouTube, one Twitter and one Facebook page.

**Justification:**

WBRAO is a member of strong networks at the national and international level, which has significant effect on the organization’s achievements.

WBRAO has continually benefited in working with its allies. WBRAO’s safety for its advocacy efforts, in the insecure and hostile environment of Afghanistan, has been strengthened. These networks and coalition enabled WBRAO to organize peace-building, child protection, education for all
campaigns, and others. We not only prevent duplication but also create effective synergy that saves our energy. WBRAO continuously has benefited from exchange of information, skills, experience, materials, and opportunities for working with networks. Our diversity has strengthened our efforts in organizing different education, human rights, peace building, and child protection campaigns. It also assists WBRAO in expanding its networking activities at the grassroots level by establishing Girls Advocacy Groups (GAGs) and 57-Movement Group.

WBRAO is a member of Partners in Development Network which is consists of four like-minded organizations; Coordination of Humanitarian Assistance (CHA) as the service delivery wing of the network, Saba Media Organization as the media wing of the Network, Organization of Human Resource Development (OHRD) as the capacity development wing of the network, and WBRAO as the Watch and advocacy wing of the network. The network covers almost all the country.

Our affiliations:
- WBRAO has the secretariat of Movement for Support to Quality Education (MSQEA); MSQEA is a member of Global Campaign for Education (GCE);
- WBRAO is a partner of Social Watch Afghanistan and member of International Social Watch;
- It is a partner of Women's World Summit Foundation (WWSF) for 19 Days-Prevention of Child Abuse Campaign;
- It is a partner for International Literacy Day Campaign, Peace Campaign, and Justice Campaigns;
- WBRAO joined the Afghanistan Civil Society Joint Working Group (CS-JWG)/ Media and Public Relation In-charge; member of working group for London Conference on Afghanistan 2014; and CS-JWG/Secretariat for Media and Public Relation;
- It is a member of National Action Coordination Group (NACG);
- A member of Transitional Justice Coordination Group (TJCG);
- A member of Child-Act Law Preparation Committee;
- A member of Afghan Women Network (AWN);
- A member of Afghan Civil Society Election Network (ACSEN);
- A member of Afghanistan Civil Society Foundation Organization (ACSFO); and
- A member of Civil Society and Human Rights Network (CSHRN).

In conclusion, WBRAO has achieved more through peer support, encouragement, motivation, and professional recognition by its connections.

**Key Action Area D: Organizational Development**

**Aim:** An effective, efficient, innovative, and well recognized organization in the field of watch on basic rights

**Objective D-1:** A professional WBRAO with improved competitive advantages

**Strategy D-1-1:** Develop new policies and guidelines according to the requirement of organization's key action areas

**Strategy D-1-2:** To improve organization fundraising capacity

**Strategy D-1-3:** To improve the organizational and human resource capacity

**Justification**
In order to address present strategic issues, to take advantage of available opportunities, and to confront potential future challenges, WBRAO has reviewed its vision, mission, and core values and
brought necessary changes in order to further strengthen its effectiveness, competitiveness, pro-
activity, and recognition.

**Organizational Structure:** WBRAO’s team has worked within an organizational structure since its
establishment. In looking at its three Key Action Areas today, it seems it is now not appropriate
for the handling of the WBRAO strategies requirements under each key action area, as each of
these action areas requires its own professional human resources. Furthermore keeping in mind
the diversity of the organizational job, it would be very difficult for two technical departments
to perform all the tasks as each key action area needs extensive effort, both technically and
administratively. Therefore, the organization is considering changing its structure based on the
needs of its key action areas.

**Policies:** While WBRAO is rich with its professional Accounting Management Information System,
policies, and guidelines (financial, inventory, HR) there are still gaps especially in the technical
section. WBRAO believes and commits to its core values, but the organization still needs to review its
existing guidelines and develop some new policies and guidelines from scratch such as the children
protection policy and guidelines, women protection policy and guidelines, media and social media
policy and guidelines, civic education policy and guidelines, advocacy policy and guidelines, and
research policy and guidelines among others. Developing an organization operational manual may
define and address most of these gaps.

**Human Resources:** At present WBRAO is operating through two technical departments: 1) “Public
Relations, Campaign, and Communication”, and 2) “Report Development and Advocacy”, but only
the Public Relations, Campaign and Communication Coordinator is carrying out both technical
department’ responsibilities. WBRAO needs to change not only its old structure according to the
needs but also should fill the two vacant positions.

**Sustainability:** Although almost all NGOs in Afghanistan depend on external financial assistance,
those national NGOs or Civil Society Organizations that are dependent on one donor or do not
providing social services e.g. health, education, livelihoods (agriculture), and infrastructure are
more vulnerable to instability. WBRAO is not an exception to this situation. Lack of reserve funds,
WBRAO’s dependence on one donor, and weakness in fund raising (probably due to the lack of
capabilities in writing winning proposals), are all indicators for organizational vulnerability. If these
continue the risk of facing serious financial crisis is high. Thus, it is anticipated in the strategic plan
that the organization should actively expand its network communication, avoid dependency to
only one donor and look for different donors with long-run commitments, and, if necessary, look
for external facilitators to develop appropriate proposals.

**Re-structuring:** The organogram of WBRAO (structure) has changed to fill the gaps found in the
organization’s SWOT analysis, ready to address the challenges of an emerging even more difficult
environment and to meet the requirements of the new strategic directions. The aim was to renew
the structure that ensures separation of functions and more efficient lines of hierarchy. However,
while the organizational structure has changed, WBRAO still needs to find competent staff and
financial inputs to fully functionalize it.

The highest governing body of WBRAO is the General Assembly. WBRAO is represented by the
Managing Director. The Managing Director is assisted by the Executive Committee, which consists
of the three departments’ Managers.
The clarity of functional boundaries between departments, efficiency of structure, reporting lines, and vertical and horizontal balance are the elements considered in WBRAO’s future institutional structure. The nature of organization’s mission seriously requires that all technical departments work in absolute harmony and coordination.

Each department is involved in its own program development, project implementation, reporting, training, stakeholders meetings, coordination, monitoring, and quality check in their focus areas. The head of departments are directly responsible for proposal development and fundraising; however an expert proposal writer can be outsourced to address the fund raising challenges.

The Administration and Finance Department manages general services for the organization and its programs. Its main functions are office management, staffing, procurement and supply, ICT, marketing and publicity, and financial management.
## Chapter 7

### Strategic Plan for Action

#### Key Action Area A: Watch and Advocacy

**Aim:** To present an accurate picture about repeated rights violations and distribution of resources and social services for corrective measure to be taken

**Objective A-1:** To convey the issue of quality education and literacy as a national cause to policy and decision makers

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Tasks</th>
<th>Time frame</th>
<th>Responsible (s)</th>
<th>Indicators</th>
</tr>
</thead>
</table>
| **Strategy A1-1-:** Review & Research: To perform one review or research per year | 1. To select a main issue on General Education  
2. To select and train the survey/research team  
3. To provide necessary tools  
4. To conduct the survey/research  
5. To analyze and interpret the data/information  
6. To write the report and disseminate | Annually (Beginning of the year.) | - Director  
- Research and Advocacy Manager (RAM) | - One important and sensitive issue on education is reflected and shared with all stakeholders annually |
| **Strategy A2-1-:** Awareness raising: To Convey 12 video/audio messages through media and social media per year | 1. To develop the 12 top messages through a participatory approach with Ministry of Education’s media, and stakeholders  
2. To produce the video/audio messages  
3. To broadcast the messages  
4. To disseminate through social media | Annually (Beginning of the year.) | - Director  
- RAM Communication and Media Relation Manager (CMRM) | - 12 top education messages are broadcasted through 2 TV and radio and 3 social media  
- Around …. audiences have watched the 12 messages on 2 TV stations and …. listened on radio  
- Almost 500,000 people watch and read on social media |
| **Strategy A3-1-:** Campaign: To organize an education campaign according to the Global Campaign for Education (GCE) action plan each year | 1. To coordinate the Campaign with GCE  
2. Pre campaign preparation  
3. To launch the campaign  
4. To follow up the campaign | Annually | -Director  
- RAM  
- CMRM | - Most important stakeholders participated in campaign and were impressed  
- MoE considered the campaign recommendations in its plan |
| Strategy A4-1-: Lobby & Advocacy: One program based on the research and review (as in part A1-1-) and 5 programs (3 Debates and 2 reportages) based on the findings from the field or Girls Advocacy Groups (GAGs) per year | **For Debates:**  
1. To share the review/research, outcomes, and advocacy plan with the Education Advocacy Network  
2. To prepare the questions and explanation for debates according to the review/research findings  
3. To invite the most important stakeholders according to the debate themes  
4. To conduct the debates  
**For Reportages:**  
1. To select 2 main themes for education reportages considering the GAGs findings and suggestions  
2. To develop Terms of Reference (ToR) and sign a Memorandum of Understanding (MoU) with media organization  
3. To monitor the production process of reportages  
4. To broadcast the reportages  
5. To disseminate the reportages through social medias and the CDs to stakeholders  
6. To hold round table TV debates on the 2 reports | - Director  
- RAM  
- CMRM | - MoE considers the correction measures and puts necessary inputs in its plans  
- MoE, Parliament, donors, and private sector pay attention to the suggestions made to address the challenges raised by advocacy programs |
| --- | --- | --- |
| Strategy A5-1-: To establish the GAGs in 3 more Provinces (Total 15 GAGs) | 1. To select the target schools and coordinate the process with local and schools authorities  
2. To communicate with schoolgirls and teachers about the process  
3. To select GAGs members and build their capacity on small research activities at school level and how to advocate  
4. To follow-up the GAG’s activities and reflect their research outcomes and suggestions for solutions | - Director  
- CEM  
- RAM  
- CMRM | - The girls understand self-governance  
- The schools’ needs are identified and addressed as much as possible  
- The GAGs’ activities’ outcomes are reflected through social media and debates |
| Objective A-2: To enforce the implementation of the EVAW law |
|---|---|---|---|---|
| **Strategies** | **Tasks** | **Time frame** | **Responsible (s)** | **Indicators** |
| Strategy A1-2: Awareness raising and capacity building on women's rights & EVAW law: | 1. To develop the 12 top messages through a participatory approach with MoWA and stakeholders 2. To develop ToR and sign a MoU with media organization 3. To produce and broadcast the 12 video/audio messages 4. To disseminate through social media | Annually | - Director - Civic Education Manager (CEM) - RAM - CMRM | I - 12 top women's rights and EVAW messages are broadcast by a TV, radio stations and 3 social media - Around 2 million viewers have watched the 12 messages on a TV station and 4 million listened on radio - Almost 500,000 people watch and read on social media II - 750 schools girls understand the EVAW and have basic understanding about women's rights |
| To enhance the knowledge of 750 schoolgirls per year on EVAW and women's rights in workshops | | | | |
| Strategy A2-2: Campaign: To participate in annual EVAW campaign (16 days activism on violence against women) | 1. To coordinate the Campaign with Women's World Summit Foundation (WWSF) 2. Pre campaign preparation 3. To launch the campaign 4. To follow up the campaign | Annually | - Director - RAM - CMRM | - Most important stakeholders participated in campaign and were impressed - Ministry of Justice (MoJ) and other relevant institutions considered the campaign recommendations in their programs |
| Strategy A3-2: Lobby & Advocacy: To lobby and advocate on 1 EVAW or women's rights burning issue per year | 1. To coordinate and cooperate with other CSOs with evidence based burning issue 2. To prepare the questions and explanation for debates according to the nature of the evidence 3. To participate in debates (Face to face and TV round table debate) | Annually | - Director - RAM - CMRM | - Ministry of Women's Affairs (MoWA) provides strong support to the process - The EVAW and women's rights issues are a topic of serious discussion among important stakeholders |
**Objective A-3:** To address the issue of child abuse as a national tragedy

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Tasks</th>
<th>Time frame</th>
<th>Responsible (s)</th>
<th>Indicators</th>
</tr>
</thead>
</table>
| **Strategy A1-3-:** Review & Research | 1. To select 1 burning issue on Child abuse  
2. To select and train the survey/research team  
3. To provide necessary tools  
4. To conduct the survey/research  
5. To analyze and interpret the data/information  
6. To write the report and disseminate | Annually (Beginning of the year.) | - Director  
- RAM | - One important and sensitive issue on child abuse is reflected and shared with all stakeholders annually |
| **Strategy A2-3-:** Awareness raising on child rights/child Act law: To produce 4 video and 8 audio messages (each one minute long) or video clips (animation videos) and broadcasting through media and social medias, per year | 1. To select and develop 12 top messages through a participatory approach with related stakeholders  
2. To develop ToR and sign a MoU with media organization  
3. To produce and broadcast the 4 video and 8 audio messages  
4. To disseminate through social media | Annually | - Director  
- CMRM  
- RAM | - 12 top child abuse messages are broadcasted through a TV, radio and 3 social media;  
- Around 2 million viewers have watch the 4 messages on a TV station and 4 million listen the 8 messages on radio;  
- Almost 500,000 people watch and read through social media |
| **Strategy A3-3-:** Campaign: To organize the "19 days (19-1 November) activism on violence against children" per year | 1. To coordinate the campaign  
2. Pre campaign preparation  
3. To launch the campaign  
4. To follow up the campaign | Annually | - Director  
- CMRM  
- RAM | - Most important stakeholders participated in campaign and were impressed  
- Ministry of Justice (MoJ), Ministry of Labor, Social Affairs, Martyrs and Disabled (MoLSAMID), police, and other relevant institutions considered the campaign recommendations in their programs |
Strategy A4-3: Lobby & Advocacy: To organize advocacy on 1 burning issue per year

1. To share the review/research’s outcomes and advocacy plan with the Child Advocacy Networks
2. To prepare the questions and explanation for debates according to the review/research findings
3. To invite the most important stakeholders according to the debates’ themes
4. To conduct 1 round table TV debate on the research findings
5. To disseminate the debates through social media

<table>
<thead>
<tr>
<th>Annually</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director</td>
</tr>
<tr>
<td>RAM</td>
</tr>
<tr>
<td>CMRM</td>
</tr>
</tbody>
</table>

- MoJ, MoLSAMD, police, and other relevant institutions considered the correction measures and put necessary inputs in their plans
- Child abuse is a topic of serious discussion among important stakeholders

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Key Action Area B: Civic education and awareness raising

**Aim:** Increased people’s awareness on active citizenship.

**Objective B-1:** The targeted groups (women, youth, and children) are well instructed about their rights and responsibilities

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Tasks</th>
<th>Time frame</th>
<th>Responsible(s)</th>
<th>Indicators</th>
</tr>
</thead>
</table>
| **Strategy B1-1:** Face to face education (4 sessions, Kabul-Kandahar-Herat and Balkh Province, 120 participants/ year) | 1. To adopt the curriculum based on education needs 2. To coordinate with local authorities and beneficiaries 3. To provide educational materials 4. To conduct the sessions | Annually | Director  
RAM  
CMRM | - 4 programs conducted per year  
- 120 person educated on citizens’ rights and responsibilities per year |

| **Strategy B2-1:** To use media for public education/awareness | 1. To produce/broadcast 4 video/audio programs 2. To sign MoU with media service providers 3. To use the social media | Annually | Director  
RAM | - 4 video/audio programs on citizens’ rights and their responsibilities are produced/broadcasted  
- Around 2 million viewers have watched the programs on TV and 4 million listened on radio  
- Almost 500,000 people watch and read on social media |
**Objective B-2:** Broaden the public’s understanding of the EVAW law and Child Act Laws and the role of laws in building a just society governed by the rule of law (justice and law)

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Tasks</th>
<th>Time frame</th>
<th>Responsible (s)</th>
<th>Indicators</th>
</tr>
</thead>
</table>
| Strategy B1-2-: Face to face education of EVAW Law and Child Act (4 sessions, Kabul-Kandahar-Herat-Balkh Province, 120 participants/year) | 1. To adopt the curriculum based on education needs  
2. To coordinate with local authorities and beneficiaries  
3. To provide education materials  
4. To conduct the sessions | Annually | - Director  
- RAM | - 4 programs conducted per year  
- 120 person educated on EVAW Law and Child Act |
| Strategy B2-2-: To use media for public education/awareness | 1. To produce/broadcast 4 video/audio programs  
2. To sign MoU with Media service providers;  
3. To use the social media | Annually | - Director  
- RAM | - 4 video/audio programs on EVAW Law and Child Act are produced/broadcasted  
- Around 2 million viewers have watched the programs on TV and 4 million listened on radio  
- Almost 500,000 people watched and read on social media |

**Objective B-3: To promote the culture of peace in Afghanistan**

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Tasks</th>
<th>Time frame</th>
<th>Responsible (s)</th>
<th>Indicators</th>
</tr>
</thead>
</table>
| Strategy B1-3-: Face to face peace education (4 sessions, Kabul-Kandahar-Herat-Balkh Province, 120 participants/year) | 1. To adopt the curriculum based on educational needs  
2. To coordinate with local authorities and beneficiaries  
3. To provide educational materials  
4. To conduct the sessions | Annually | - Director  
- RAM | - 4 programs conducted per year  
- 120 person educated on peace |
| Strategy B-3-2_ Campaign; To organize/participate one campaign (21 September) per year. | 1. To coordinate the Campaign with Partners  
2. xPre campaign preparation  
3. To launch the campaign | Annually | - Director  
- CMRM  
- RAM | - Most important stakeholders participated in campaign and were impressed  
- Peace Council, Parliament, Ministry of Haj and Religious, Political Parties, Community Elders, Religious Leaders, and other relevant institutions considered the campaign recommendations in their programs. |
**Objective B-4:** To improve civic awareness, learning, and engagement of Afghan youth as an active and vibrant part of their communities (active citizenship)

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Tasks</th>
<th>Time frame</th>
<th>Responsible (s)</th>
<th>Indicators</th>
</tr>
</thead>
</table>
| Strategy B1-4-: Youth education about concept of responsible citizens (4 sessions, Kabul-Kandahar-Herat-Balkh Province, 120 participants) | 1. To adopt the curriculum based on educational needs  
2. To coordinate with local authorities and beneficiaries  
3. To provide educational materials  
4. To conduct the sessions | Annually    | - Director  
- RAM | - WBRAO is a recognized member of 3 international networks  
- WBRAO is a recognized member of 7 national networks  
- Support of watch activities at national and internationally levels |

**Key Action Area C: Networking and Media relation**

**Aim:** To have stronger advocacy voice, create synergism, reduce risks, and improve effectiveness for positive changes in Afghanistan

**Objective C-1:** To maintain active involvement and increase membership in ten national and international like-minded networks during the next five years

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Tasks</th>
<th>Time frame</th>
<th>Responsible (s)</th>
<th>Indicators</th>
</tr>
</thead>
</table>
| Strategy C1-1-: To find like-minded networks and actively participate in activities. | 1. To maintain current memberships  
2. To search for like-minded networks and fulfill requirement for registration  
3. To apply for membership  
4. To participate as a proactive member for mutual benefit | Continually | - Director  
- CMRM  
- RAM | - WBRAO is a recognized member of 3 international networks  
- WBRAO is a recognized member of 7 national networks  
- Support of watch activities at national and internationally levels |

**Objective C-2:** To maintain and establish new national and local networks

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Tasks</th>
<th>Time frame</th>
<th>Responsible (s)</th>
<th>Indicators</th>
</tr>
</thead>
</table>
| Strategy C1-2-: To enhance further the capability of already established local networks and build the capacity of newly established local networks | 1. To maintain support to 14 already established GAGs and the group of Movement-57  
2. To establish 15 new GAGs in 3 province  
3. To build the capacity of local networks  
4. To maintain support to the local network | Continually | - Director  
- CMRM  
- RAM | - 29 GAGs are active  
- Movement-57 group is active |

**Objective C-3:** Partnership and mutual cooperation with four TV stations, four radio stations, and two print media

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Tasks</th>
<th>Time frame</th>
<th>Responsible (s)</th>
<th>Indicators</th>
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</table>


**Objective C-4:** Active, vibrant and leading communicator in social media through: five Facebook groups, one Website, one YouTube, one Twitter, and one Facebook account.

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Tasks</th>
<th>Time frame</th>
<th>Responsible (s)</th>
<th>Indicators</th>
</tr>
</thead>
</table>
| Strategy C1-4-: To use social media effectively toward reaching WBRAO’s Mission | 5. To maintain WBRAO’s social media accounts  
6. To attract social media users through providing the media with interesting and attractive messages about WBRAO’s findings and outcomes | Continually | CMRM | - The WBRAO’s social media accounts are always updated  
- WBRAO’s Social Media members are increased  
- Mutual partnership is built with other watch networks |

**Key Action Area D: Organizational Development**

**Aim:** An effective, efficient, innovative, and well recognized organization in the field of watch on basic rights

**Objective D-1:** A professional WBRAO with improved competitive advantages

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Tasks</th>
<th>Time frame</th>
<th>Responsible (s)</th>
<th>Indicators</th>
</tr>
</thead>
</table>
| Strategy D1-1-: To develop new policies and guidelines such as:  
- Children protection  
- Women protection  
- Media and social media  
- Civic education  
- Advocacy and research policy  
- Others | 1. To assign a team to take responsibility for developing policies and guidelines  
2. To collect and review the policies and guidelines of other likeminded organizations relevant to the WBRAO’s needs  
3. To develop and write policies and guidelines through participatory approach  
4. To build the capacity inside the organization for understanding and application of policies and guidelines  
5. To test the feasibility and effectiveness of policies and guidelines  
6. To bring necessary changes according to the test results | 2016 | MD  
RAM  
CEM  
CMRM | WBRAO has policies and guidelines for effective and efficient implementation of its key action areas |
<table>
<thead>
<tr>
<th>Strategy D2-1:</th>
<th>To improve organization fundraising capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. To assess/improve the management capacity for fundraising</td>
<td></td>
</tr>
<tr>
<td>2. To monitor the effectiveness of each department in searching fundraising opportunities and actions to apply for it</td>
<td></td>
</tr>
<tr>
<td>3. To outsource for facilitating proposal development</td>
<td></td>
</tr>
<tr>
<td>Continually</td>
<td></td>
</tr>
<tr>
<td>MD RAM CEM CMRM</td>
<td></td>
</tr>
<tr>
<td>WBRAO is not dependent on a single donor</td>
<td></td>
</tr>
<tr>
<td>WBRAO has access to potential donors</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategy D3-1:</th>
<th>To improve the organizational and human resource capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. To assess knowledge and skills needs and provide necessary trainings for 3 departments staff;</td>
<td></td>
</tr>
<tr>
<td>2. To furnish the organization with tools and new technologies;</td>
<td></td>
</tr>
<tr>
<td>Continually</td>
<td></td>
</tr>
<tr>
<td>MD</td>
<td></td>
</tr>
<tr>
<td>WBRAO is well equipped with professional staff, appropriate working environment, and technology.</td>
<td></td>
</tr>
</tbody>
</table>

**CHAPTER 8**

**Monitoring and evaluation of the Strategic Plan**

M&E system is an integral part of this strategic plan. The core purpose of the strategic plan’s M&E system is to provide the information needed for understanding the progress against the strategic plan, and to involve WBRAO’s stakeholders with its staff in process improvement. The system will provide regular reports on strategic plan progress to the different levels of staff and stakeholders in a format appropriate for their needs.

The organization’s Managing Director and Executive Committee are responsible for overall monitoring process of the progress of the strategic plan throughout its implementation.

The M&E team (Managing Director and Executive committee) is responsible for formulating annual work-plans for the strategic plan. Meanwhile they will consider necessary resources required for systematizing information flow on strategic plan progress to guarantee timely decision-making by management and for preparing relevant reports. The M&E team should ensure timely provision of information for management decisions. The M&E team should ensure that the information collected, processed, and analyzed on strategic plan progress is available to leadership (General Assembly). The activities for the M&E team are: developing the detail work plan and M&E system, elaborating strategic plan progress report on six months basis and facilitate an annual strategic plan review workshop. The team will present the summary of key success and problems, ideas for changing the strategic plan activities or even strategies, lessons learned from strategic plan implementation, and M&E adjustment based on reviewing organization SWOT analysis. The organization high level management will monitor the circumstances during the year to find if there is need for the strategies to be adjusted from time to time.

To make the Strategic Plan’s M&E system operational the required information is summarized in the following M&E matrix.
Key action area A: Watch and Advocacy

**Objective A-1:** To convey the issue of quality education and literacy as a national cause to policy and decision makers

<table>
<thead>
<tr>
<th>Performance Questions</th>
<th>Information need and Indicators</th>
<th>Data gathering methods, frequency and Responsibility</th>
<th>Required forms, resources and Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy A1-1: Review &amp; Research: To perform one review or research per year.</td>
<td>Does research about sensitive educational issues get carried out annually?</td>
<td>One important and sensitive issue on education is reflected and shared with all stakeholders annually.</td>
<td>Progress report each six months by RAM.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Research report, MoU, financial and logistic documents, RAM is responsible for follow up</td>
</tr>
<tr>
<td>Strategy A2-1: Awareness raising: To Convey 12 Video/Audio messages through media and social media per year.</td>
<td>How many educational messages are broadcasted through different media?</td>
<td>12 top educational messages are broadcasted on 2 TV and radio stations and, 3 social media;</td>
<td>Progress report each month by CMRM</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>A form which demonstrates details about each message is required, CMRM is responsible for MoU with media</td>
</tr>
<tr>
<td>Strategy A3-1: Campaign: To organize an Education Campaign according to the GCE action plan each year.</td>
<td>Was the education campaign organized? If yes; how many people participated?</td>
<td>Most important stakeholders participated in campaign and were impressed</td>
<td>Photos, progress report, as per predicted time, report by RAM.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Photos, campaign report RAM is responsible</td>
</tr>
<tr>
<td>Strategy A4-1: Lobby &amp; Advocacy: One program based on the research and review (as in part A1-1-) and 5 programs (3 Debates and 2 reports) based on findings from the field or Girls Advocacy Groups (GAGs) per year</td>
<td>Was lobby and advocacy carried out based on review and research of WBRAO?</td>
<td>Lobby and advocacy processes are started at different levels based on WBRAO’s research and review.</td>
<td>Photos, presentations, round table debates, meetings agenda, radio/ TV broadcasting reports</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>A checklist of different advocacy events and lobby process RAM is responsible.</td>
</tr>
<tr>
<td></td>
<td>How many programs and reports were developed and circulated?</td>
<td>5 programs (3 Debates and 2 reports) based on findings from the field or Girls Advocacy Groups (GAGs) are developed per year</td>
<td>3 programs and 2 reports Circulating list Media broadcasting schedule</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>A checklist based on the strategy work plan to be developed to check the process. RAM is responsible</td>
</tr>
<tr>
<td>Strategy A5-1: To establish GAGs in 3 more provinces (Total 15 GAGs)</td>
<td>How many new GAGs are established?</td>
<td>15- new GAGs are established in 3 more provinces</td>
<td>MoU with schools, Process documents for selection, capacity building, meeting agendas</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>A checklist based on the strategic work plan to be developed to check the progress. RAM is responsible</td>
</tr>
</tbody>
</table>

**Objective A-2:** To enforce the implementation of EVAW law

<table>
<thead>
<tr>
<th>Performance Questions</th>
<th>Information need and Indicators</th>
<th>Data gathering methods, frequency and Responsibility</th>
<th>Required forms, resources and Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy A1-2-: Awareness raising and capacity building on women's rights &amp; EVAW law:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>To produce and broadcast 12 video/audio messages through media and social media</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>To enhance the knowledge of 750 schoolgirls per year on EVAW and women’s rights through workshops</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>How many EVAW messages were broadcasted through TV and Radio and Social Medias?</th>
<th>12 top women's rights and EVAW messages are broadcasted through 1 TV, Radio and 3 Social Medias;</th>
</tr>
</thead>
<tbody>
<tr>
<td>Messages clips, MoU with media, WBRAO's social media accounts, TV's and radios' schedule</td>
<td>A checklist according to the strategy process to be developed, CMRM is responsible</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>How many schoolgirls were trained on EVAW and basics women rights?</th>
<th>750 schoolgirls understand the EVAW and basic about Women rights.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teaching aid materials, list of students and school, training schedule, participant attendance sheet</td>
<td>Progress report, students' registration form, list of teaching aid materials CEM is responsible</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategy A2-2-: Campaign: To participate in annual EVAW campaign (16 days activism on violence against women)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Was the campaign held?</strong></td>
</tr>
<tr>
<td>EVAW campaign (16 days activism on violence against women) held annually.</td>
</tr>
<tr>
<td>Photos, report, list of likeminded stakeholders, meetings agendas, and events records</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategy A3-2-: Lobby &amp; Advocacy: To lobby and advocate on 1 EVAW or Women's rights burning issue per year</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Was lobbying and advocacy carried out based on EVAW or a women's rights burning issue?</strong></td>
</tr>
<tr>
<td>One lobby and advocacy process started at different levels based on EVAW or women's rights burning issue per year</td>
</tr>
<tr>
<td>Photos, presentations, round table debates, meetings agenda, radio/ TV broadcasting reports</td>
</tr>
</tbody>
</table>

**Objective A-3: To address the issue of child abuse as a national tragedy**

<table>
<thead>
<tr>
<th>Performance Questions</th>
<th>Information need and Indicators</th>
<th>Data gathering methods, frequency and Responsibility</th>
<th>Required forms, resources and Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy A3-1: Review &amp; Research: To review and research on one burning issue to child abuse per year.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Was research or review about one burning issue on child abuse carried out annually?</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>One review or research on one burning issue on child abuse carried out per year and shared with all stakeholders</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Review or research report, photos/films, circulating list, progress report, each six month by RAM</td>
<td>A checklist about different advocacy events and lobby process, RAM is responsible</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategy A2-3: Awareness raising on child rights/Child Act Law: To produce 12 video/audio messages (each for 1 minute) or 4 Video clips (animation videos) per year and broadcast on media and social media</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>How many child rights/ Child Act Law messages were broadcasted on TV, radio and social media?</strong></td>
</tr>
<tr>
<td>- 12 key messages on child abuse are produced and broadcasted on a TV station, radio and 3 social media</td>
</tr>
<tr>
<td>Messages clips, MoU with media, WBRAO’s social media accounts, TV’s and radios’ schedule. CMRM is responsible</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategy A3-3: Campaign: To organize the &quot;19 days (19-1 November) activism on violence against children&quot; per year.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Was the campaign held?</strong></td>
</tr>
<tr>
<td>&quot;19 days (-1 19 November) activism on Child Protection&quot;campaign hold annually.</td>
</tr>
<tr>
<td>Photos, report, list of likeminded stakeholders, meetings agendas, and events records.</td>
</tr>
</tbody>
</table>
Key Action Area B: Civic education and awareness raising

Aim: The citizens are actively involved in their own governance

Objective B-1: The targeted groups (women, youth, and children) are well instructed about their rights and responsibilities

Performance Questions | Information need and Indicators | Data gathering methods, frequency and Responsibility | Required forms, resources and Responsibilities
--- | --- | --- | ---
Strategy B-1-1: Face to face education (4 sessions, Kabul-Kandahar-Herat and Balkh Province, 120 participants/year) | How many people received face-to-face education about their rights and responsibilities? | 120 person educated on citizens' rights and responsibilities per year. | Training report, list of beneficiaries, photos, films, teaching aid materials, logistic and financial reports. CEM is responsible. | Participant profile form, Participants attendance sheets; CEM is responsible

Strategy B2-1-: To use Media for public education/awareness

Performance Questions | Information need and Indicators | Data gathering methods, frequency and Responsibility | Required forms, resources and Responsibilities
--- | --- | --- | ---
How many video/audio programs on citizens' rights and their responsibilities are produced and broadcasted on TV, radio and social media? | - 4 Video/Audio programs on citizens' rights and their responsibilities are produced/broadcasted | Messages clips, MoU with media, WBRAO's social media accounts, TV's and radios' schedule. CMRM is responsible | A checklist according to the strategy process to be developed, CMRM is responsible

Objective B-2: Broaden the public’s understanding of the EVAW law and Child Act Laws and the role of laws in building a just society governed by the rule of law (Justice and Law)

Performance Questions | Information need and Indicators | Data gathering methods, frequency and Responsibility | Required forms, resources and Responsibilities
--- | --- | --- | ---
Strategy B-2-1: Face to face education of EVAW Law and Child Act (4 sessions, Kabul-Kandahar-Herat-Balkh Province, 120 participants/year) | How many people received face-to-face education about EVAW Law and Child Act? | 120 person educated on EVAW Law and Child Act | Training report, list of beneficiaries, photos, films, teaching aid materials, logistic and financial reports. CEM is responsible. | Participant profile form, participants attendance sheet, participants evaluation form, CEM is responsible
<table>
<thead>
<tr>
<th>Strategy B2-2:</th>
<th>To use Media for public education/awareness</th>
</tr>
</thead>
<tbody>
<tr>
<td>How many video/audio programs on EVAW Law and Child Act are produced/broadcasted on TV, radio and social Medias?</td>
<td>- 4 video/audio programs on EVAW Law and Child Act are produced/ broadcasted</td>
</tr>
<tr>
<td>Messages</td>
<td>clips, MoU with media, WBRAO’s social media accounts, TV’s and radios’ schedule. CMRM is responsible</td>
</tr>
</tbody>
</table>

**Objective B-3: To promote the culture of Peace in Afghanistan**

<table>
<thead>
<tr>
<th>Performance Questions</th>
<th>Information need and Indicators</th>
<th>Data gathering methods, frequency and Responsibility</th>
<th>Required forms, resources and Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy B-3-1: Face to face Peace education (4 sessions, Kabul, Kandahar, Heart, Balkh Province, 120 participants/year)</td>
<td>How many people received face-to-face education about peace building?</td>
<td>120 person educated on peace</td>
<td>Training report, list of beneficiaries, photos, films, teaching aid materials, logistic and financial reports. CEM is responsible.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Participant profile form, participants attendance sheet, participants evaluation form, CEM is responsible</td>
</tr>
<tr>
<td>Strategy B2-3-_ Campaign; To organize/participate one campaign (21September) per year.</td>
<td>Was the campaign held?</td>
<td>Peace campaign (21September) held annually.</td>
<td>Photos, report, list of likeminded stakeholders, meetings agendas, and events records.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>A checklist according to the campaign events to be developed, RAM is responsible</td>
</tr>
</tbody>
</table>

**Objective B-4: To improve civic awareness, learning, and engagement of Afghan youth as an active and vibrant part of their communities (active citizenship)**

<table>
<thead>
<tr>
<th>Performance Questions</th>
<th>Information need and Indicators</th>
<th>Data gathering methods, frequency and Responsibility</th>
<th>Required forms, resources and Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy B-4-1: Youth education about concept of responsible citizens (4 sessions, Kabul-Kandahar-Herat-Balkh Province, 120 participants)</td>
<td>How many youth received face-to-face civic awareness?</td>
<td>120 youth educated through civic education programs</td>
<td>Training report, list of beneficiaries, photos, films, teaching aid materials, logistic and financial reports. CEM is responsible.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Participant profile form, participants attendance sheet, participants evaluation form, CEM is responsible</td>
</tr>
</tbody>
</table>

**Key Action Area C: Networking and Media relation**

**Aim:** To have stronger advocacy voice, create synergism, reduce risks, and improve effectiveness for positive changes in Afghanistan

**Objective C-1: To maintain active involvement and increase membership in 10 national and international like-minded networks during the next five years**

<table>
<thead>
<tr>
<th>Performance Questions</th>
<th>Information need and Indicators</th>
<th>Data gathering methods, frequency and Responsibility</th>
<th>Required forms, resources and Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy C-1-1: To find like-minded networks and active participating in activities.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**Objective C-2:** To maintain support to old and new national and local networks

<table>
<thead>
<tr>
<th>Performance Questions</th>
<th>Information need and Indicators</th>
<th>Data gathering methods, frequency and Responsibility</th>
<th>Required forms, resources and Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy C-2-1: To enhance further the capability of already established local networks and build the capacity of new established local networks.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Did 29 GAGs and Movement57- received continual support from WBRAO?</td>
<td>29- GAGs and Movement57- are active and received technical support from WBRAO</td>
<td>GAGs and Movement57- activities reports, photos, films, and WBRAO's documents. RAM is responsible</td>
<td>Profile and file of each GAG and Movement57-, a checklist to review the GAGs and Movement57- activities accordingly RAM is responsible</td>
</tr>
</tbody>
</table>

**Objective C-3:** Partnership and mutual cooperation with 4 TV, 4 Radio and 2 Printed Medias

<table>
<thead>
<tr>
<th>Performance Questions</th>
<th>Information need and Indicators</th>
<th>Data gathering methods, frequency and Responsibility</th>
<th>Required forms, resources and Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy C-3-1: To use effectively Media toward reaching WBRAO's Mission</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Did WBRAO build mutual partnership with 4 TV and 4 radio stations and 2 print media?</td>
<td>Mutual partnership is built with 4 TV and radio stations and 2 print media.</td>
<td>MoU with media, interaction activity report, photos, clips and films</td>
<td>Profile and file of partnership with each media partner</td>
</tr>
</tbody>
</table>

**Objective C-4:** Active, vibrant and leading communicator in social medias through: 5 Facebook groups, 1 Website, 1 YouTube, 1 Twitter, 1 Facebook account, 1 Facebook page, 1 email address and an active phone number. Partnership and mutual cooperation with media

<table>
<thead>
<tr>
<th>Performance Questions</th>
<th>Information need and Indicators</th>
<th>Data gathering methods, frequency and Responsibility</th>
<th>Required forms, resources and Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy C-4-1: To use effectively Social Medias toward reaching WBRAO's Mission</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Was WBRAO an active, vibrant, and leading communicator in social media?</td>
<td>The WBRAO's Social media accounts are always updated</td>
<td>Reviewing WBRAO's SM accounts. CMRM is responsible</td>
<td>A checklist according to the WBRAO SM operation manual and expected results. CMRM is responsible</td>
</tr>
<tr>
<td>How many memberships has WBRAO built with networks through SM?</td>
<td>-WBRAO's Social Media members are increased -Mutual partnership is built with other watch networks through SM</td>
<td>Reviewing WBRAO's SM accounts. CMRM is responsible</td>
<td>A checklist according to the WBRAO SM operation manual and expected results. CMRM is responsible</td>
</tr>
</tbody>
</table>
Key Action Area D: Organizational Development

**Aim:** An effective, efficient, innovative, and well recognized organization in the field of watch on basic rights

**Objective D-1:** A professional WBRAO with improved competitive advantages

<table>
<thead>
<tr>
<th>Performance Questions</th>
<th>Information need and Indicators</th>
<th>Data gathering methods, frequency and Responsibility</th>
<th>Required forms, resources and Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy D-1-1: To develop new policies and guidelines such as : Children protection, Women protection, Media and social media, Civic education, Advocacy and research policy and some other</td>
<td>WBRAO has policies and guidelines for effective and efficient implementation of its key action areas</td>
<td>CEM CMRM RAM</td>
<td>A checklist All managers are responsible.</td>
</tr>
</tbody>
</table>

| Strategy D2-1-: To improve the organization’s fundraising capacity | WBRAO is not dependent on a single donor | CEM CMRM RAM | A checklist All managers are responsible. |

| Strategy D3-1-: To improve the organizational capacity through human resource development and management systems | WBRAO is well equipped with professional staff, appropriate working environment, and technology. | All senior staff | Organizational evaluation and achievements records. |

If any of these strategies areas not carried out for any reason e.g. fund limitations or there are significant shortcomings during implementation process, WBRAO’s management team must evaluate the reasons and makes decision on how to fill the shortcoming(s). The team may put extra effort to benefit from existing opportunities or surrender the strategy. If there was a shortcoming in the process, make proper decisions for improving the process.

This M&E matrix mainly focuses on progress of WBRAO’s five-year strategic plan from a quantity point of view. Of course WBRAO must consider a tailor-made M&E system for its individual strategies when its application come into reality. The M&E system for each individual strategy should be developed in such a way that can guarantee the strategy from quality and quantity point of view. The five-year strategic plan and the SP’s annual plan will be used as basis for developing the M&E system. As mentioned above the M&E system of each funded project will be the important source of information for reviewing the SP progress as well.
### Funding Commitment and Potential

<table>
<thead>
<tr>
<th>No</th>
<th>Project</th>
<th>Duration</th>
<th>Budget</th>
<th>Partner/ Donor</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Girls Rights to Quality and Secure Education in Afghanistan</td>
<td>11 months</td>
<td>USD 84,800</td>
<td>Malala Fund</td>
</tr>
</tbody>
</table>

### Funding Requirements for Five Years

<table>
<thead>
<tr>
<th>Key Action Area A</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Development</td>
<td>423,236</td>
<td>465,559</td>
<td>512,115</td>
<td>563,327</td>
<td>619,660</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Key Action Area B</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total of A</td>
<td>381,700</td>
<td>419,870</td>
<td>461,857</td>
<td>508,043</td>
<td>558,847</td>
</tr>
</tbody>
</table>
Key Action Area C

<table>
<thead>
<tr>
<th>Strategy C-1-1:</th>
<th>1,872</th>
<th>2,059</th>
<th>2,265</th>
<th>2,492</th>
<th>2,741</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy C-2-1:</td>
<td>33,930</td>
<td>37,323</td>
<td>41,055</td>
<td>45,161</td>
<td>49,677</td>
</tr>
<tr>
<td>Strategy C-3-1:</td>
<td>37,908</td>
<td>41,699</td>
<td>45,869</td>
<td>50,456</td>
<td>55,501</td>
</tr>
<tr>
<td>Strategy C-4-1:</td>
<td>7,020</td>
<td>7,722</td>
<td>8,494</td>
<td>9,344</td>
<td>10,278</td>
</tr>
<tr>
<td><strong>Total of C</strong></td>
<td><strong>80,730</strong></td>
<td><strong>88,803</strong></td>
<td><strong>97,683</strong></td>
<td><strong>107,452</strong></td>
<td><strong>118,197</strong></td>
</tr>
</tbody>
</table>

Organizational Development

Key Action Area D:

<table>
<thead>
<tr>
<th>Strategy D-1-1:</th>
<th>30,420</th>
<th>0</th>
<th>0</th>
<th>0</th>
<th>0</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy D-1-2:</td>
<td>28,080</td>
<td>30,888</td>
<td>33,977</td>
<td>37,374</td>
<td>41,112</td>
</tr>
<tr>
<td>Strategy D-1-3:</td>
<td>19,890</td>
<td>7,020</td>
<td>7,722</td>
<td>8,494</td>
<td>9,344</td>
</tr>
<tr>
<td><strong>Total of D</strong></td>
<td><strong>78,390</strong></td>
<td><strong>37,908</strong></td>
<td><strong>41,699</strong></td>
<td><strong>45,869</strong></td>
<td><strong>50,456</strong></td>
</tr>
</tbody>
</table>

Grand Total 964,056 1,012,140 1,113,354 1,224,690 1,347,159

CHAPTER 10

Annexes

Annex A: SWOT Analysis

**Strengths:**
- Experienced and committed staff
- Having policies
- Having professional Accounting Information System
- Partnership experiences
- Having a 5years agreement with ministry of education
- Organization infrastructure
- Having legal status
- Having annual audit
- Organization experience
- Good reputation
- Organization website

**Weaknesses:**
- Donor Dependency
- Lack of fund raising and revenue generation mechanism
- Lack of enough or adequate staff
- Lack of some required policies
- No M&E system
Opportunities:
- Existence of donor interest specially for education
- WBRAO’s commitment and staff experiences
- Presence of five years agreement with MoE
- WBRAO’s good reputation recognized by national and international institutions and donors

institutions and donors
- Existence of legal support on WBRAO’s areas of intervention

Threats:
- Change in donor interest (cut-down the financial support especially by WBRAO’s donor – Oxfam)
- Security problem which increase the risk of brain drain and violations

Annex B. Issues:
I. Basic rights (Specially Violence against Women and Child abuse)
II. Access to fair and quality social services (Education and Disasters)
III. Dominate culture of war
IV. Unfair Justice
V. Organizational Development

Annex C. List of participants (strategic planning workshop)

<table>
<thead>
<tr>
<th>No</th>
<th>Name</th>
<th>Position</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Razia Niazi</td>
<td>Project Manager</td>
<td>Oxfam</td>
</tr>
<tr>
<td>2</td>
<td>Dr. Farhad Paiman</td>
<td>General Director</td>
<td>OHPM</td>
</tr>
<tr>
<td>3</td>
<td>Alias</td>
<td>Program Manager</td>
<td>CPI/ACEP</td>
</tr>
<tr>
<td>4</td>
<td>Ayoob</td>
<td>Policy and Advocacy Specialist</td>
<td>CPI/ACEP</td>
</tr>
<tr>
<td>5</td>
<td>Dr. Hamidullah Saljuqi</td>
<td>General Director</td>
<td>OHRD</td>
</tr>
<tr>
<td>6</td>
<td>Mohammad Rahim Jami</td>
<td>Campaign and Advocacy Manager</td>
<td>WBRAO</td>
</tr>
<tr>
<td>7</td>
<td>Hajera Alikozai</td>
<td>Public Relation Manager</td>
<td>WBRAO</td>
</tr>
<tr>
<td>8</td>
<td>Zarmina Satary</td>
<td>Managing Director</td>
<td>WBRAO</td>
</tr>
<tr>
<td>9</td>
<td>Ahmad Noor Popal</td>
<td>Finance Officer</td>
<td>WBRAO</td>
</tr>
<tr>
<td>10</td>
<td>Abdul Shakor Nahzat</td>
<td>Project Unit Manager</td>
<td>SMO</td>
</tr>
</tbody>
</table>

Note: all the board memers of WBRAO were also actively participated in strategic planning process and their valuable inputs considered in this plan.
Khoshal Khan Meena, Jeem Sector, 5th District, Qanbar Square Road, Kabul Afghanistan.

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