# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abbreviations</td>
<td>2</td>
</tr>
<tr>
<td>CHAPTER 1</td>
<td>3</td>
</tr>
<tr>
<td>Executive Summary</td>
<td>3</td>
</tr>
<tr>
<td>Strategic Areas of Action</td>
<td>3</td>
</tr>
<tr>
<td>Strategic Action Area B: Women’s political participation</td>
<td>1</td>
</tr>
<tr>
<td>Strategic Action Area C: Movement-57 capacity development:</td>
<td>1</td>
</tr>
<tr>
<td>CHAPTER 2</td>
<td>2</td>
</tr>
<tr>
<td>Vision, Mission and Core Values</td>
<td>2</td>
</tr>
<tr>
<td>Vision:</td>
<td>2</td>
</tr>
<tr>
<td>Mission:</td>
<td>2</td>
</tr>
<tr>
<td>Core Values</td>
<td>2</td>
</tr>
<tr>
<td>CHAPTER 3</td>
<td>2</td>
</tr>
<tr>
<td>Introduction</td>
<td>2</td>
</tr>
<tr>
<td>CHAPTER 4</td>
<td>3</td>
</tr>
<tr>
<td>Methodology</td>
<td>3</td>
</tr>
<tr>
<td>CHAPTER 5</td>
<td>5</td>
</tr>
<tr>
<td>About Movement-57</td>
<td>5</td>
</tr>
<tr>
<td>CHAPTER 6</td>
<td>6</td>
</tr>
<tr>
<td>Strategic Areas of Action</td>
<td>6</td>
</tr>
<tr>
<td>Justification:</td>
<td>7</td>
</tr>
<tr>
<td>CHAPTER 7</td>
<td>8</td>
</tr>
<tr>
<td>Strategic plan for action</td>
<td>8</td>
</tr>
<tr>
<td>CHAPTER 8</td>
<td>11</td>
</tr>
<tr>
<td>Monitoring and evaluation of the Strategic Plan</td>
<td>11</td>
</tr>
<tr>
<td>CHAPTER 9</td>
<td>15</td>
</tr>
<tr>
<td>Resource Mobilization</td>
<td>15</td>
</tr>
<tr>
<td>Funding Requirements for Five Years</td>
<td>15</td>
</tr>
<tr>
<td>Annexes:</td>
<td>16</td>
</tr>
<tr>
<td>Resource Mobilization</td>
<td>16</td>
</tr>
<tr>
<td>Abbreviations</td>
<td>Description</td>
</tr>
<tr>
<td>------------------------</td>
<td>--------------------------------------------------</td>
</tr>
<tr>
<td>AIHRC</td>
<td>Afghanistan Independent Human Right Commission</td>
</tr>
<tr>
<td>EVAW</td>
<td>Elimination of Violence Against Women</td>
</tr>
<tr>
<td>M57-</td>
<td>Movement- 57</td>
</tr>
<tr>
<td>M&amp;E</td>
<td>Monitoring and Evaluation</td>
</tr>
<tr>
<td>NAPWA</td>
<td>National Action Plan for the Women of Afghanistan</td>
</tr>
<tr>
<td>SP</td>
<td>Strategic Plan</td>
</tr>
<tr>
<td>WBRAO</td>
<td>Watch Basic Rights Afghanistan Organization</td>
</tr>
</tbody>
</table>
CHAPTER 1

Executive Summary

Since women continue to be attacked, exploited, and violated in many different ways, in our homes, on our streets, on public transport, at places of work, we “members of M-57” came together to say no to violence against women. If we want to see change for ourselves, our children, our families, and our communities then we have to work to empower the women and ourselves.

The reason for establishment of M-57, “improving women’s access to their rights, mitigation of violence against women, and increasing their political participation”, brought us together to work actively for women in Afghanistan. The current situation in Afghanistan is not tolerable for many women. This is why we joined our hands voluntarily to work together for women’s right to live free from violence and fear.

Developing the M-57’s five-year strategic plan is certainly a fundamental demand for effective and efficient performance of the M-57 as a volunteer movement. This five-year strategic plan (SP) was developed based on M-57 members’ experiences and their direct involvement in the SP development process, facts about women’s rights violations in Afghanistan, reports about violence against women in Afghanistan, and the results of the S.W.O.T analysis.

A team consisting of the high management of WBRAO and members of the M-57 undertook the task of processing this strategic plan and an expert facilitator facilitated the overall SP development process. In a one-day strategic planning workshop, the framework for the strategic plan including vision, mission and core values, issues, and key action areas of the movement were laid out; then all tasks were completed in a participatory manner working with members and stakeholders. The M-57 members reviewed the final draft.

To address M-57’s vision and to achieve its mission, the M-57 will implement its strategies under the three Key Action Areas.

The M-57’s beneficiaries are mainly women, although indirectly, all of Afghan society benefits from it. To achieve M-57 strategic objectives, we will continually work to improve the members’ capacity as one of five-year strategic plan’s objective.

In addition, finally we maintain and expand our relationships with likeminded movements and networks at the national and international level including with audio, video, and social media.

Strategic Areas of Action

Strategic Action Area A: Violence against women in the areas of:

✓ Forced and underage marriage
✓ Street harassment and workplace harassment against women
✓ Domestic violence against women

Aim: Violence against women has been accepted as a social stigma.

Objective A1: To recognize cases of forced and underage marriage as a violation of the law.

✓ Strategy A-1-1: Reaction to forced and underage marriage on evidence based (using different communication media according to the members’ capabilities)
✓ Strategy A-1-2: Lobby and advocacy (share with other networks and movements for coordinated advocacy)
**Objective A2:** To promulgate the culture of response to street and workplace harassment against women.
- Strategy A-2-1: Response to street and workplace harassment cases against women (using different communication media according to the members’ capabilities)
- Strategy A-2-2: Lobby and advocacy (share with other networks and movements for coordinated advocacy)

**Objective A3:** Citizens aware that cases of domestic violence against women are against the law.
- Strategy A-3-1: Provide primary counseling and guidance to the victims of domestic violence
- Strategy A-3-2: Promote law enactment and enforcement (Constitution and EVAW)

**Strategic Action Area B: Women’s political participation**
Aim: Women's active participation in the process of the establishment of good governance is a major agenda in Afghanistan

**Objective B1:** To ensure the presence of qualified and active women in the political process and positions.
- Strategy B-1-1: Raise voices for women’s participation in the political process
- Strategy B-1-2: Introduction of women candidates for political process
- Strategy B-1-3: Campaigning

**Objective B2:** To enhance women’s participation in political issues of Afghanistan.
Strategy B-2-1: Raise awareness of women on importance of voting as their right
Strategy B-2-2: Campaigning

**Strategic Action Area C: Movement-57 capacity development:**
Aim: To be an effective, efficient, innovative, and well recognized movement in the field of women’s rights.

**Objective C1:** Movement-57 is operating based on its statute, principals, and guidelines, and its self-motivated members have the capacity to strive towards its defined vision and mission.
- Strategy C-1-1: Developing of Statute, Principals, and Guidelines
- Strategy C-1-2: Movement-57 members’ capacity development

The SP’s M&E system is developed as an integral part of this strategic plan. To make the Strategic Plan’s M&E system operational the required information is summarized in a M&E matrix.
CHAPTER 2

Vision, Mission and Core Values

Vision:
An Afghanistan free of violence and discrimination against women.

Mission:
We Movement-57 work proactively for Afghan women to:
• Mitigate the violence against women by improving women access to their rights and
• Facilitate their political participation

Core Values

1. Work for women without discrimination:
Movement – 57 staying focused working for all women, listening to and respecting others’ opinions
with courtesy and respecting diversity and different cultures.

2. Commitment:
Committed and compassionate members of M-57 working towards catalyzing positive social
changes where women enjoy their rights.

3. Accuracy:
Realistic and adhering to evidence to ensure credibility, while adhering to transparency and
accountability.

4. Meritocracy:
Movement -57 strongly believes in meritocracy considering the gender balance as a backbone for
improving good-governance. Meritorious and capable women who deserve the positions shall be
posted in all levels and not just a symbolic presentation of women.

CHAPTER 3

Introduction

This five-year strategic plan (SP) was developed based on M-57 members’ experiences and their direct
involvement in the SP development process, facts about women rights violations in Afghanistan,
reports about violence against women in Afghanistan and the results of the S.W.O.T analysis.

Violations of women rights and violence against women including (physical, sexual, psychological,
economic violence, harassment or intimidation, rape, forced marriage, battery, domestic violence,
forced prostitution, trafficking in women and girls, self-immolation, blind attacks and shortages of
women friendly health care facilities, take women sacrifice in Afghanistan.

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 implications of bad governance
are the legacy from the previous government. These abuses remain the major leading cause of
challenges of human rights in Afghanistan.
Based on the M-57’s reason for establishment, mobilization and action for improving the situation of women in Afghanistan and working directly with them, we in Movement-57 are inspired and energized to work harder for women. The current situation in Afghanistan is not tolerable for many women. This is why we joined our hands voluntarily to work together for women’s right to live free from violence and fear.

Developing the M-57’s five-year strategic plan is certainly a fundamental demand for effective and efficient performance of the M-57 as a volunteer movement. All movement members strongly supported this idea.

Given the importance of the M-57’s five-year strategic plan, we decided to develop it with commitment and with strong support of our members and other stakeholders.

The existing facts in Afghanistan guide the M-57 on how to play proactively our role in addressing the current tragedies for women. One of the most salient points is that M-57, with experienced and committed members, can play a more innovative and active role in addressing these issues and improving women’s lives.

A team consisting of the members of the M-57 undertook the task of processing this strategic plan. In the strategic planning workshop the framework for the strategic plan including vision, mission and core values, issues, and key action areas of the M-57 were developed. The representatives of M-57 and WBRAO leadership reviewed the final draft.

Special thanks to Oxfam for the financial support invested in developing the strategic plan of M-57.

CHAPTER 4

Methodology

The WBRAO high management and M-57 members decided to commence with commitment to M-57’s strategic plan process. A team consisting of Ms. Zarmina Satary (WBRAO’s Managing Director), and Mr. Mohammad Rahim Jami (WBRAO’s 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 and Dr. Hamidullah Saljuqi who have years of experience working with NGOs and developing a number of NGO’s SPs.

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

1. Step one (preparation stage): The methodology was jointly developed; the list of stakeholders was provided for invitation to the strategic planning workshop and for further discussions during the process. Necessary documents including M-57 background, reports about violence against women, human rights reports related to Afghanistan, and some documents related to likeminded movements were reviewed and prepared for further discussion with stakeholders during strategic planning workshop. Necessary logistical arrangements took place.

The following criteria for selecting the most important issues of violence against women, as key action areas for M-57, were developed:

1. The Movement-57 has the capacity to work with it
2. It should be feasible and results oriented
3. It should have a competitive advantage for the Movement-57
4. There should be opportunity to address that issues
5. Its scope should not be vast and complicated
6. It should be understandable and comprehensible to the members
7. Does not require too many tools and facilities to address it
8. Should be attractive and inspire others
9. A lot of women are currently suffering from it

2. Step two: M-57's Strengths, Weaknesses, Opportunities, and Threats (S.W.O.T) were analyzed by participants in one-day M-57's strategic planning workshop. The main issues and challenges defined. Please see annex I for S.W.O.T analysis results.
The workshop participants short-listed ten top issues related to women’s rights abuses considering existing facts and reports about violence against women in Afghanistan. Considering the workshop participants’ recommendation that “the M-57 must be focused in order to be results and impact oriented”, the participants selected two out of the ten issues according to the criteria and agreed on the two key action areas for M-57.

3. Step three (Vision, Mission, and Core values): At this stage, the participants worked on core values, vision, and mission in two groups separately. Participants agreed on a single organizational vision statement, mission statement, and a short list of 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 a consensus on the M-57’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 plan team worked together to develop key tasks, those responsible, indicators, and schedules 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 planning team put together all work done by M-57’s members and other stakeholders at this step. The first draft of the strategic plan was shared with the participants of the strategic planning workshop, M-57 members, and individuals for further refinement. The feedback and participation of everyone helped to strengthen our morale and to make the final product more technically sound. The schedule and responsible team for reviewing and monitoring of the strategic plan were developed.

The following documents were used to develop the strategic plan:
- M-57 background
- AFGHANISTAN 2014 HUMAN RIGHTS REPORT
- Reviewing some likeminded movements e.g. Ring the Bell
- EVAW law
- A Strategic Planning Kit for Even Better Service Delivery (written by Davis Meehan)

M-57 developed its strategic plan with strong participation of its members, and partners.
CHAPTER 5

About Movement-57

The issue of women and their place in social and political power structure was one of the things under debate and attention after the fall of the Taliban regime.

Although the situation of women marginally improved after the fall of the Taliban regime in Afghanistan, domestic and international gender experts considered the country very dangerous for women.

This dire situation of women persuaded a number of intellectual women to think about activities to assist women to work for change. This idea was especially reinforced when two of the women traveled to Bangladesh and India for an exposure visit. Visiting a number of women’s movements such as “Ring the Bell” led these women to initiate a similar movement in Afghanistan to work for women to empower them to struggle for their rights and violence mitigation. On returning home, these women visited with more than one hundred women activists from different categories including government employees, teachers, Parliament members, representatives from NGOs, and women from private sectors to share their understanding and opinions with them. This led to the founding of the Movement-57 with more than 50 women activist members on June 2015. Movement-57 was established to promote and protect women’s rights in Afghanistan. The number 57 means WOMAN which comes from ABJAD\(^1\).

M-57’s members strongly recommended developing a five-year strategic plan and considered it as an important step for effectiveness and efficiency of the movement.

\(^1\) An ABJAD is a type of writing system where each letter has its specific number in Arabic and Persian languages. So, the letter in which use for woman is \(٧ \, = \, 7\) and \(٠٥٠ \, = \, 50\) (\(50+7=57\))
CHAPTER 6

Strategic Areas of Action

Strategic Action Area A: Violence against women in the areas of:
✓ Forced and underage marriage
✓ Street harassment and workplace harassment against women
✓ Domestic violence against women

Aim:
Violence against women is accepted as a social stigma

Objective A1: To recognize cases of forced and underage marriage as a violation of the law.
✓ Strategy A-1-1: Reaction to forced and underage marriage on evidence based (using different communication media according to the members’ capabilities)
✓ Strategy A-1-2: Lobby and advocacy (share with other networks and movements for coordinated advocacy)

Objective A2: To promulgate the culture of response to street and workplace harassment against women
✓ Strategy A-2-1: Response to street and workplace harassment cases against women (using different communication media according to the members’ capabilities)
✓ Strategy A-2-2: Lobby and advocacy (share with other networks and movements for coordinated advocacy)

Objective A3: Citizens aware that cases of domestic violence against women are against the law.
✓ Strategy A-3-1: Provide primary counseling and guidance to the victims of domestic violence
✓ Strategy A-3-2: Promote law enactment and enforcement (Constitution and EVAW)

Strategic Action Area B: Women’s political participation
Aim: Women’s active participation in the process of good governance establishment is a major agenda in Afghanistan

Objective B1: To ensure the presence of qualified and active women in the political process and positions.
✓ Strategy B-1-1: Raise voices for women’s participation in the political process
✓ Strategy B-1-2: Introduction of women candidates for political process
✓ Strategy B-1-3: Campaigning

Objective B2: To enhance women’s participation in political issues of Afghanistan.
✓ Strategy B-2-1: Raise awareness of women on importance of voting as their rights
✓ Strategy B-2-2: Campaigning

Strategic Action Area C: Movement-57 capacity development:
Aim: To be an effective, efficient, innovative, and well recognized movement in the field of women’s rights
Objective C1: Movement-57 is operating based on its statute, principals, and guidelines and its self-motivated members have the capacity to strive towards defined vision and mission.

- Strategy C-1-1: Developing of Statute, Principals, and Guidelines
- Strategy C-1-2: Movement-57 members’ capacity development

Justification:
The issue of women and their place in social and political power structure was one of the things that were under debate and attention after the fall of the Taliban regime.

According to the research and reports released by many stakeholders including Global Rights, United Nations, and Human Rights Watch, an estimated 70 percent of marriages were forced. Despite laws banning the practice, many brides continued to be younger than the legal marriage age of 16 (or 15 with a guardian’s and a court’s approval).

The AIHRC reported between March 21, 2011, and April 21, 2013, there were 406 reported cases of honor killings and sexual assaults registered with the AIHRC. The unreported number was believed to be much higher and to include cases of suicide and self-immolation.

Significant support is intended for women in article twenty-third of Afghanistan’s new constitution: “Any kind of discrimination and privilege between the citizens of Afghanistan are prohibited. The citizens of Afghanistan, men and women have equal rights and duties under the law”. But can the existence of the law itself bring changes in women’s legal status or any other citizen’s? If so, then why hasn’t a tangible change in the situation of women’s rights at home and in Afghan society happened after more than a decade of the Afghan constitution and EVAW law? It is clear that neither the constitution nor any other law gives a satisfactory outcome if the practical conditions for implementation are not provided. Women’s rights violations by the authorities and people have proven this point that the constitution itself is not enough to bring positive changes.

Another important point that forms the other side of the dilemma is lack of people’s awareness, especially women, about their rights and responsibilities. Most Afghan women still do not know, in case of violation of their rights by the men in the family and society, where they should go to achieve their rights, and which legal steps should be followed in order to achieve their rights. Applying these laws (article 23 of Afghanistan constitution and EVAW law) would not be possible without the intellectual and cultural development of communities. Interest of government authorities is also important in changing the social status of women.

Changing the status of women also depends on to what extent our social values prevent harassment of women in public and work places and to what extent we prohibit it or interrupt the process to prevent it.

The Independent Administrative Reform and Civil Service Commission Gender Directorate did not successfully implement an action plan to increase the percentage of women in the civil service to 30 percent by 2013. The directorate reported women made up 24.1 percent of government employees at the end of 2013, up from 21.1 percent in 2012.

Considering these points we can see that a woman’s right “to live free from violence or the fear of violence” has not been achieved. Women continue to be attacked, exploited, and violated in many different ways, in our homes, on our streets, on public transport, and at places of work. This includes physical, sexual, psychological, and economic violence, harassment or intimidation, sexual abuse or rape, child and forced marriage, battery, domestic violence, forced prostitution, trafficking in
women and girls, burning, and systemic rape.

M-57 believes we have to work together sharing experiences, empowering and supporting each other, fighting for women’s rights, raising awareness about issues that force women to struggle for their rights to live free from violence and/or the fear of violence.

We are well aware that considering the current situation in Afghanistan and our capabilities it would be very difficult to struggle for the elimination of violence against women in all areas. Taking into account the criteria recommended by members of the movement and results of S.W.O.T analysis, M-57 will focus its operation only on the following strategic areas:

**Strategic Action Area A: Violence against women in the areas of:**
- Forced and underage marriage
- Street harassment and workplace harassment against women
- Domestic violence against women

To be an impact-oriented movement, we will work continuously to build further the capacity of our movement and our members, promoting and improving our skills and experiences, raising awareness and lobbying on women’s rights issues, involving ourselves in organizational and community development activities, networking with other movements at the national and international levels, and helping each other, sharing knowledge, information, skills and experiences.

Finally we fight against violence as it devastates the lives of women, our families, and our communities. It also threatens to undermine efforts to bring about sustainable development.

### CHAPTER 7

**Strategic plan for action**

**Strategic Action Area A: Violence against women in the areas of:**
- Forced and underage marriage
- Street harassment and workplace harassment against women
- Domestic violence against women

**Aim:** Violence against women has been accepted as social stigma

**Objective A1:** To recognize cases of forced and underage marriage as a violation of the 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 A-1-1: Reaction to forced and underage marriage on evidence based (using different communication media according to the members’ capabilities) | - To raise awareness of M-57 members on laws about forced marriage and underage marriage  
- Being alert for case finding  
- Raise voices and communicate with members for effective reactions (set a common language for effective reaction) | First year for awareness and continually for reaction | M-57 and all its committee | - The M-57 understand the laws  
- The M-57 understand the effective reactions and applies them  
- Number of effective reactions |
| Strategy A-1-2: Lobby and advocacy (share with other networks and movements for coordinated advocacy) | - Monitor and follow-up the cases  
- Apply for membership in other likeminded national and international networks  
- Share information about violated cases with others  
- Mutual cooperation with other networks to reflect the cases  
- Campaigning | M-57 and all its committees | - One campaign on forced and underage marriage per year  
- Being member of 5 networks  
- Number of participation in debates and advocacy sessions |
|---------------------------------------------------------------|---------------------------------------------------------------|---------------------------------------------------------------|---------------------------------------------------------------|
| Objective A2: To promulgate the culture of response to street and workplace harassment against women. | Strategy A-2-1: Response to street and workplace harassment cases against women (using different communication media according to the members’ capabilities) | Support affected women on the spot  
- Reflect the cases to different media considering confidentiality  
- Raising awareness on policy of (Prohibition of violence and harassments in the streets and working places)  
- Development of Policies/ Guidelines for harassment in working places  
- Promulgate policy implementation | M-57 and all its committees | - Number of effective reactions on the spot  
- The M-57 understands the policy  
- The M-57 understands the effective reactions and applies them |
| | Strategy A-2-2: Lobby and advocacy (share with other networks and movements for coordinated advocacy) | - Monitor and follow-up the cases  
- Share information about cases of violation with others  
- Mutual cooperation with other networks in reflecting the cases  
- Campaigning | M-57 and all its committees | - One campaign on street and workplace harassment against women per year  
- Number of effective reactions through media and social media  
- Number of participation in debates and advocacy sessions |
| Objective A3: Citizens aware that cases of domestic violence against women are against the law. | Strategy A-3-1: Provide primary counseling and guidance to the victims of domestic violence | - To know about basics on effective counseling and guidance (do no harm) for victims of domestic violence  
- Effective communication for mitigation of consequences of domestic violence  
- Reflect the important cases through different media considering confidentiality | M-57 and all its committees | - The M-57 understands the basics on effective counseling and guidance  
- Number of effective counseling sessions  
- Number of effective reflections through media and social media |
Strategy A-3-2: Promote law enactment and enforcement (Constitution and EVAW)
- Raising awareness on EVAW law
- Support formal justice through awareness raising, media debates and campaigning.
- Reflect the importance of formal justice through different media

M-57 and all its committees
- The M-57 understands the EVAW law
- One campaign per year
- Number of effective reflection through media and social media

Continually

Strategic Action Area B: Women’s political participation
Aim: Women’s active participation in the process of good governance establishment is a major agenda in Afghanistan.

Objective B1: To ensure the presence of qualified and active women in the political process and positions.

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Tasks</th>
<th>Time Frame</th>
<th>Responsible (s)</th>
<th>Indicators</th>
</tr>
</thead>
</table>
| Strategy B-1-1: Introduction of women candidates in the political process | - Identifying qualified and active women  
- Motivate the candidates  
- Campaigning (media, face to face meetings with government)  
- Follow-up | Continually | M-57 and all its committee | - Number of active and qualified women introduced to political positions |

Objective B2: To enhance women’s participation in political issues of 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 B-2-1: Raise awareness of women on importance of voting as their rights | - Awareness raising on political rights  
- Mobilizing women to participate in election process | Continually | M-57 and all its committee | - Number of awareness raising spots/sessions provided by M-57 members  
- Increase women’s participation in election process |

Strategic Action Area C: Movement-57 capacity development:

Aim: To be an effective, efficient, innovative, and well recognized movement in the field of women’s rights

Objective C1: Movement-57 is operating based on its statute, principals, and guidelines, and its self-motivated members have the capacity to strive towards its defined vision and mission.

Objective B1: To ensure the presence of qualified and active women in the political process and positions.

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Tasks</th>
<th>Time Frame</th>
<th>Responsible (s)</th>
<th>Indicators</th>
</tr>
</thead>
</table>
| Strategy C-1-1: Developing of statute, principals, and guidelines | - Set up a committee to develop statute, principals, and guidelines  
- Follow up of the process  
- Test and apply it | First 6 months of the year | Committee members | - M-57 statute developed and tested  
- M-57 principles and guidelines developed and tested |
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 to understand the progress made against the strategic plan and to involve M-57 members and other stakeholders in process improvement. The system will provide regular reports on strategic plan progress to the M-57 members in a format appropriate for their needs.

The M-57 moderating team and secretariat are responsible for overall monitoring of the progress of the strategic plan throughout its implementation.

The M&E team (moderator team and secretariat) is responsible for formulating annual work-plans for the strategic plan and necessary resources required for systematizing information 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 M-57’s members. The team will undertake valuable activities on progress. The proposed activities for the M&E team are: developing the detailed work plan and M&E system, providing strategic plan progress reports on six months basis, and facilitating 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, identification of lessons learned about strategic plan implementation, and M&E adjustments based on reviewing organization SWOT analysis. The M-57 moderating team and secretariat will monitor the circumstances during the year to find if there is need for strategies to be adjusted from time to time.
To make the Strategic Plan’s M&E system operational the required information summarized in the following M&E matrix.

**Strategic Action Area A: Violence against women in the areas of:**
- Forced and underage marriage
- Street harassment and workplace harassment against women
- Domestic violence against women

**Objective A1:** To recognize cases of forced and underage marriage as a violation of the law.

<table>
<thead>
<tr>
<th>Performance Questions</th>
<th>Information need and Indicators</th>
<th>Required forms, resources, and responsibilities</th>
<th>Indicators</th>
</tr>
</thead>
</table>
| Strategy A-1-1: Reaction to forced and underage marriage on evidence based (using different communication media according to the members’ capabilities) | How many reactions happened by M-57 members against forced and underage marriage | Number of effective reactions | Tallying each case by M-57 focal point
- Report each member to focal point
- Some case study and story telling for further documentation and visualization | Tally sheet, case study form
- Focal point and all members |

| Strategy A-1-2: Lobby and advocacy (share with other networks and movements for coordinated advocacy) | - How many campaigns did M-57 participate in?
- Is M-57 a member of networks? How many? | One campaign on forced and underage marriage per year
- Being member of 5 networks
- Number of participation in debates and advocacy sessions. | Short report of campaigns and their consequences, photos, films
- M-57 subcommittee | Report form, camera
- M-57 subcommittee and focal point |

**Objective A2:** To promulgate the culture of response to street and workplace harassment against women.

<table>
<thead>
<tr>
<th>Performance Questions</th>
<th>Information needs and Indicators</th>
<th>Data gathering methods, frequency, and responsibility</th>
<th>Required forms, resources, and responsibilities</th>
</tr>
</thead>
</table>
| Strategy A-2-1: Response to street and workplace harassment cases against women (using different communication media according to the members’ capabilities) | How many responses to street and workplace harassment took place? | Number of effective responses on the spot | Tallying each case by M-57 and focal point
- Report each member to focal point
- Some case studies and story telling for further documentation and visualization | Tally sheet, case study form, maybe some photos and cases reports
- Focal points and all members |
Movement 57’s Five Years Strategic Plan (2016 – 2020)

Strategy A-2-2: Lobby and advocacy (share with other networks and movements for coordinated advocacy)

- How many campaigns did M-57 participate in?
  - One campaign on forced and underage marriage per year
  - Number of participation in debates and advocacy sessions.
- How many campaigns and their consequences, photos, films
  - M-57 subcommittee
- Report form, camera
  - M-57 subcommittee and focal point

Objective A3: Citizens aware that cases of domestic violence against women are against the 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 A-3-1: Provide primary counseling and guidance to the victims of domestic violence</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- How many effective counseling sessions did M-57’s members provide?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Number of effective counseling sessions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Number of effective reflections through media and public media</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Tallying each counseling sessions by M-57 focal point, maybe some photos, and some results</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Tallying each reflection through media and public media</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Members and focal point</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Tally forms, report forms</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Focal point and all members</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Strategic Action Area B: Women’s political participation

Aim: Women’s active participation in the process of good governance establishment is a major agenda in Afghanistan.

Objective B1: To ensure the presence of qualified and active women in the political process and positions.

<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-1-1: Introduction of women candidate for political process</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- How many active and qualified women were introduced by M-57?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of active and qualified women introduced to the political positions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Report and interview with candidates for political posts</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Members and focal point</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Tally sheet and report forms</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Focal point</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Objective B2: To enhance women's participation in political issues of 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-2-1: Raise awareness of women on importance of election as their rights</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- How many awareness-raising sessions were held? How many women participated in elections?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of awareness raising spots/sessions provided by M-57 members</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Tallying each awareness raising session</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Election report</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Members and focal point</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Tally sheet</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Members and focal point</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Strategic Action Area C: Movement-57 capacity development:

Aim: To be an effective, efficient, innovative, and well recognized movement in the field of women’s rights

Objective C1: Movement-57 is operating based on its statute, principals, and guidelines and its self-motivated members have the capacity to strive towards defined vision and mission.

<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: Developing of Statute, Principals and Guidelines</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Was the statute developed?</td>
<td>- M-57 statute developed and tested</td>
<td>Statute, principles, and guidelines</td>
<td>- The committee members who developed statute, principles, and guidelines</td>
</tr>
<tr>
<td>- Were principles and guidelines developed?</td>
<td>- M-57 principles and guidelines developed and tested</td>
<td>The committee</td>
<td></td>
</tr>
</tbody>
</table>

Strategy C-1-2: Movement-57 members’ capacity development

<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>- How many training session were held?</td>
<td>- Number of trainings provided</td>
<td>- Training session report</td>
<td>- Training sessions report</td>
</tr>
<tr>
<td>- How many M-57 members received trainings?</td>
<td>- Number of M-57’s members who attended capacity development workshops about planned topics</td>
<td>- Members’ certificates</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Photos</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Attendance sheets</td>
<td></td>
</tr>
</tbody>
</table>

If any of these strategic areas are not carried out for any reason e.g. fund limitations or there are significant shortcomings during implementation, M-57 moderating team and secretariat 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, they will make proper decisions to improve the process.

This M&E matrix mainly focuses on progress of M-57’s five-year strategic plan from a quantity point of view. M-57 must consider a tailor-made M&E system for its individual strategy when its application becomes reality. The M&E system for each individual strategy should be developed in such a way that can guarantee the strategy from both quality and quantity points 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 to review the SP progress as well.
### CHAPTER 9

**Resource Mobilization**

#### Funding Requirements for Five Years

<table>
<thead>
<tr>
<th>Years</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Program Development</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Key Action Area A</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategy A-1-1</td>
<td>18,300</td>
<td>18,300</td>
<td>18,300</td>
<td>18,300</td>
<td>18,300</td>
</tr>
<tr>
<td>Strategy A-1-2</td>
<td>7,200</td>
<td>7,200</td>
<td>7,200</td>
<td>7,200</td>
<td>7,200</td>
</tr>
<tr>
<td>Strategy A-2-1</td>
<td>96,000</td>
<td>96,000</td>
<td>96,000</td>
<td>96,000</td>
<td>96,000</td>
</tr>
<tr>
<td>Strategy A-2-2</td>
<td>6,600</td>
<td>6,600</td>
<td>6,600</td>
<td>6,600</td>
<td>6,600</td>
</tr>
<tr>
<td>Strategy A-3-1</td>
<td>42,000</td>
<td>42,000</td>
<td>42,000</td>
<td>42,000</td>
<td>42,000</td>
</tr>
<tr>
<td>Strategy A-3-2</td>
<td>78,000</td>
<td>78,000</td>
<td>78,000</td>
<td>78,000</td>
<td>78,000</td>
</tr>
<tr>
<td><strong>Total of A</strong></td>
<td>248,100</td>
<td>248,100</td>
<td>248,100</td>
<td>248,100</td>
<td>248,100</td>
</tr>
<tr>
<td><strong>Key Action Area B</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategy B-1:</td>
<td>62,000</td>
<td>62,000</td>
<td>62,000</td>
<td>62,000</td>
<td>62,000</td>
</tr>
<tr>
<td>Strategy B-2:</td>
<td>36,000</td>
<td>36,000</td>
<td>36,000</td>
<td>36,000</td>
<td>36,000</td>
</tr>
<tr>
<td><strong>Total of B</strong></td>
<td>98,000</td>
<td>98,000</td>
<td>98,000</td>
<td>98,000</td>
<td>98,000</td>
</tr>
<tr>
<td><strong>M-57 Capacity Development</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Key Action Area C</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategy C-1:</td>
<td>29,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Strategy C-2:</td>
<td>35,000</td>
<td>28,000</td>
<td>28,000</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total of C</strong></td>
<td>64,000</td>
<td>28,000</td>
<td>28,000</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td>410,100</td>
<td>374,100</td>
<td>374,100</td>
<td>346,100</td>
<td>346,100</td>
</tr>
</tbody>
</table>
Annexes: 

Resource Mobilization

I. SWOT ANALYSIS

Strengths:
1. Members’ ability in the application of rules
2. Diverse thoughts and professionals
3. All of the movement members are volunteers
4. The diversity of the members (representing different groups e.g. civil society, government, private sector, and political parties)
5. Members’ commitment and national inducement

Weaknesses:
1. Lack of policies and guidelines
2. No membership of men in the movement
3. No specific budget for the movement

Opportunities:
1. The existence of EVAW laws
2. Long-term work plan of the Afghan government for women (NAPWA)
3. The movement’s relationship with the media (media cooperation and coordination to support legislation)
4. Government cooperation with women and women’s movements
5. International support from women and women’s movements

Threats:
1. Community norms restrict women’s access to their rights
2. Insecurity
3. Patriarchy
4. Misuse of Movement-57 and its members
5. Lack of awareness of Afghanistan’s constitution
6. High rate of illiteracy
7. Government weakness in law enforcement

Note: The participants suggested that the following ideas should be considered during Movement-57’s SP development. These ideas were not offered as weaknesses because the movement’s concept of establishment is almost new.

✓ The idea of creating Movement-57 moderator mission and secretariat
✓ The idea of making connections with various national and international movements who are working for the restoration of women’s rights
✓ The idea of assigning a small team (maybe one person) to manage the financial and administrative issues of the movement
✓ The idea of efforts to globalize the movement
II. The Issues (The following issues agreed to be addressed by the movement):
1. Women’s political participation
2. Violence against women in the areas of:
   ✓ Forced and underage marriage
   ✓ Street harassment
   ✓ Domestic violence against women
   ✓ Harassment of women in government and non-governmental organizations

III. Criteria for selecting two important issues related to women rights for Movement -57 to work focused for positive results:
1. The Movement-57 has the capacity to work with it
2. It should be feasible and results oriented
3. It should have a competitive advantage for the Movement-57
4. There should be opportunity to address that issue
5. Its scope should not be vast and complicated
6. It should be understandable and comprehensible to the members
7. Does not require too many tools and facilities to address it
8. Should be attractive and inspire others
9. A lot of women are currently suffering from it

IV. 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>Shakila</td>
<td>Assistant</td>
<td>Rawand Esteqamat</td>
</tr>
<tr>
<td>2</td>
<td>Yalda Sidiqi</td>
<td>Program Manager</td>
<td>Kaweyan</td>
</tr>
<tr>
<td>3</td>
<td>Fawzia Abbasi</td>
<td>Admin &amp; Finance Manager</td>
<td>Kaweyan</td>
</tr>
<tr>
<td>4</td>
<td>Aadela Bahram Nezami</td>
<td>Leader</td>
<td>Afghanistan Republican Party</td>
</tr>
<tr>
<td>5</td>
<td>Hajera Alikozai</td>
<td>PR Unit Manager</td>
<td>WBRAO</td>
</tr>
<tr>
<td>6</td>
<td>Hamidullah Saljuqi</td>
<td>General Director</td>
<td>OHRD</td>
</tr>
<tr>
<td>7</td>
<td>Yalda Bahar</td>
<td>Producer and Presenter</td>
<td>Tolo TV &amp; Arman Radio</td>
</tr>
<tr>
<td>8</td>
<td>Hadia Hamdard</td>
<td>Producer and Presenter</td>
<td>Tolo TV &amp; Arman Radio</td>
</tr>
<tr>
<td>9</td>
<td>Zarmina Satry</td>
<td>Managing Director</td>
<td>WBRAO</td>
</tr>
<tr>
<td>10</td>
<td>Nargis Anwari</td>
<td>Producer and Presenter</td>
<td>Mitra TV</td>
</tr>
<tr>
<td>11</td>
<td>Freshta Karimi</td>
<td>Director</td>
<td>Da Qanoon Ghushtony</td>
</tr>
<tr>
<td>12</td>
<td>Mohammad Rahim Jami</td>
<td>Campaign &amp; Advocacy Manager</td>
<td>WBRAO</td>
</tr>
<tr>
<td>13</td>
<td>Sahar Ramati</td>
<td>Director</td>
<td>HAMI</td>
</tr>
<tr>
<td>14</td>
<td>Zarqa Yaftali</td>
<td>Director</td>
<td>WCLRF</td>
</tr>
<tr>
<td>15</td>
<td>Habiba Qaderi</td>
<td>Member of Provincial Council</td>
<td>Kabul Provincial Consul</td>
</tr>
<tr>
<td></td>
<td>Name</td>
<td>Position</td>
<td>Organization</td>
</tr>
<tr>
<td>---</td>
<td>----------------</td>
<td>---------------------------------------</td>
<td>-----------------------</td>
</tr>
<tr>
<td>16</td>
<td>Najia Anwari</td>
<td>Director of Public Relation and Media</td>
<td>Administrative Office of the President</td>
</tr>
<tr>
<td>17</td>
<td>Ahmad Noor Popal</td>
<td>Finance Officer</td>
<td>WBRAO</td>
</tr>
<tr>
<td>18</td>
<td>Monesa</td>
<td>Lecturer</td>
<td>Afghan University</td>
</tr>
<tr>
<td>19</td>
<td>Masooma Mohamadi</td>
<td>Director</td>
<td>ESCO</td>
</tr>
<tr>
<td>20</td>
<td>Nabila</td>
<td>Activist</td>
<td>Civil Society</td>
</tr>
<tr>
<td>21</td>
<td>Zohra Hamidi</td>
<td>Director</td>
<td>OSSED</td>
</tr>
<tr>
<td>22</td>
<td>Husna Azizi</td>
<td>Student</td>
<td>Mashal University</td>
</tr>
</tbody>
</table>