



**NSDO**  
NEW WAY SOCIAL &  
DEVELOPMENT ORGANIZATION  
موسسه اجتماعی و انکشافی راه نوین

# STRATEGIC FRAMEWORK

2024 2030



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## Acknowledgement

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Also, we would like to express our special thanks to **Mr. Sayed Rahim Mosavi**, the Founder of NSDO, for his insightful review and supervision throughout the planning process. His leadership and commitment to excellence have been key to the successful completion of this plan.

In addition, we would like to acknowledge the significant contributions of our internal teams, especially Planning & Partnership and Program Units. Their collaborative efforts and unwavering commitment have been pivotal in the successful formulation of this strategic framework. Each stakeholder's unique perspective and expertise have enriched the planning process, ensuring a well-rounded and robust strategy that reflects our collective goals and values.

Furthermore, we appreciate the continuous support from our community and stakeholders, whose feedback and engagement have been invaluable. Their active participation has not only informed us of our strategic priorities but also strengthened our resolve to achieve our mission. Together, we have laid a solid foundation for sustainable growth and innovation, and we look forward to the continued collaboration and shared success in the years to come.

Sincerely yours,

Dr. Mohammad Ehsan Darman  
Chairman, Board of Directors, NSDO



## Foreword

The strategic framework for the NSDO serves as a comprehensive roadmap for navigating the complex humanitarian and development landscape in Afghanistan from 2024 to 2028. Developed through a rigorous and participatory process, this framework is underpinned by a thorough internal SWOT analysis, which provided insights into our operational capabilities and limitations. By engaging a diverse group of stakeholders, including staff, board members, representatives from international and local NGOs, and external experts, we have fostered a collaborative environment that prioritizes consensus on our strategic goals and priorities.

At the heart of this framework is our unwavering commitment to community satisfaction, achieved through high-quality programs and services that address the pressing needs of the populations we serve. By nurturing strong stakeholder relationships and ensuring the long-term sustainability of our mission, we aim to enhance our impact and secure the viability of our initiatives. Our strategic focus is informed by the voices of those we support, as we strive to create loyalty among our donors and volunteers, reinforcing the interconnectedness between community engagement and effective program implementation. This forward-looking approach positions NSDO to effectively respond to the evolving challenges and opportunities in Afghanistan, ensuring that our mission remains relevant and impactful in the years to come.

The development of this strategic framework involved extensive grassroots engagement, including consultations with communities across various regions of Afghanistan. Through meetings and dialogue, we gained invaluable insights into the needs, challenges, and aspirations of the people we serve. This bottom-up approach has been instrumental in shaping our strategic priorities, ensuring alignment with the realities faced by Afghan communities. Furthermore, we conducted a thorough review of existing data—demographic trends, socio-economic indicators, and sector-specific reports—to inform evidence-based decision-making and validate our strategic direction.

In addition, the engagement of a professional technical advisor enriches our strategic planning process. By facilitating structured consultative sessions with NSDO leadership and staff, especially the technical contribution of the NSDO founder Mr. Sayed Rahim Mosavi, the advisor ensured that key stakeholders were actively involved at every stage. These sessions focused on comprehensive data gathering, analyzing organizational strengths, identifying challenges, and mapping potential opportunities. The collaborative nature of this process has resulted in a robust, evidence-based framework that not only responds to the current socio-economic and political realities of Afghanistan but is also resilient enough to adapt to future challenges. Through this strategic framework, NSDO is well-positioned to navigate Afghanistan's evolving landscape, effectively seizing emerging opportunities for sustainable development while remaining steadfast in our commitment to the communities we serve.

## Preface

NSDO recognizes the complex socio-political landscape in which we operate, and the pressing challenges faced by communities in Afghanistan. Our strategic plan for 2024-2028 is designed to address the urgent needs of Afghan communities while aligning with global development priorities.

Central to our mission is the recognition of the interconnectedness of humanitarian assistance and sustainable development. The strategic plan is designed to be responsive to the diverse needs of Afghan populations, addressing critical areas such as food security, climate adaptation, and disaster risk reduction. By integrating these priorities into our programming, we aim to foster resilience and empower communities to overcome the multifaceted challenges they face.

The strategic framework is aligned with the United Nations Sustainable Development Goals (SDGs) and the Sendai Framework for Disaster Risk Reduction, ensuring that our efforts contribute to global initiatives for sustainable development and disaster resilience.

The formulation of the strategic plan involved extensive consultation with stakeholders at various levels, including community members, government entities, and international partners. Through a participatory approach, we gathered insights and feedback that informed us of our strategic priorities. The resulting framework is not only a reflection of our commitment to accountability and transparency but also a testament to our dedication to continuous improvement and adaptability in the face of evolving challenges.

As we implement this strategic plan, we remain focused on fostering strong partnerships and collaborations with local and international organizations, government entities, and communities. Our efforts toward building a sustainable and resilient future for the Afghan people are underpinned by our unwavering commitment to inclusivity and equity. We recognize that our collective efforts are essential to addressing the needs of a vulnerable population and contributing to a brighter future for Afghanistan.

## Strategic Goals

From 2024 to 2028, NSDO's strategic thinking and actions will focus on four key strategic goals aimed at fostering sustainable development and resilience within communities.

The first goal emphasizes gender equality and empowerment, promoting the rights of women and girls while enhancing educational opportunities for marginalized groups. The second goal targets community resilience and social cohesion, strengthening communities to effectively address conflicts and environmental challenges through effective support programs. The third goal aims to improve access to essential health services, including sanitation and nutrition, thereby enhancing overall community well-being.

Finally, the fourth goal fosters economic empowerment and livelihood development, encouraging entrepreneurship and skill-building initiatives to promote sustainable economic growth. Together, these strategic goals will guide NSDO's efforts to create a more equitable, resilient, and thriving society.

### Strategic Goal 1: Gender Equality and Empowerment

**Objective:** Promote gender equality and empower women and girls while enhancing educational opportunities for marginalized groups.

**Key Components:** Advocate for women's rights and transform social norms. Improve access to quality education and life skills, focusing on girls and marginalized adults.



## Strategic Goal 2: Community Resilience and Social Cohesion

**Objective:** Strengthen community resilience and foster social cohesion to address conflicts and environmental challenges.

**Key Components:** Implement effective conflict resolution and psycho-social support programs. Enhance community-based disaster risk management and adaptation strategies for climate resilience.

## Strategic Goal 3: Sustainable Health and Well-being

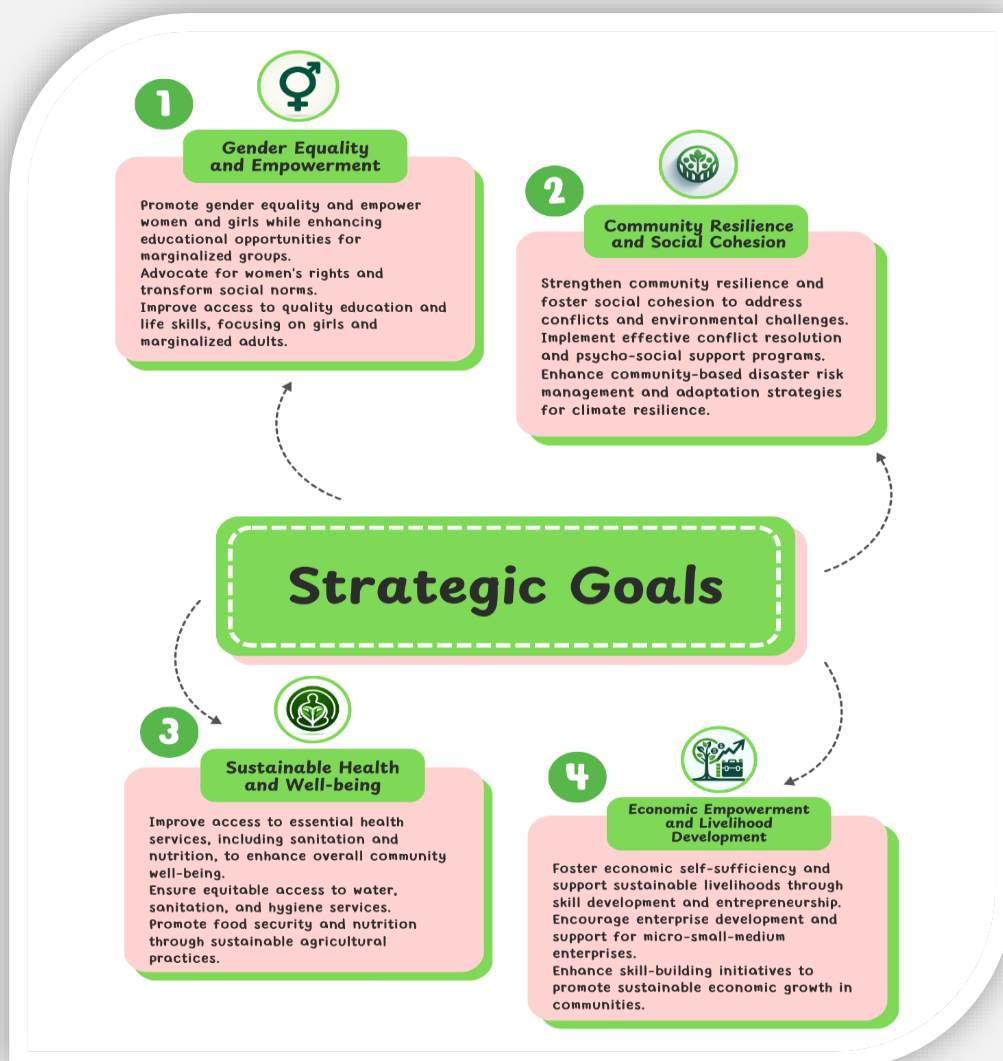
**Objective:** Improve access to essential health services, including sanitation and nutrition, to enhance overall community well-being.

**Key Components:** Ensure equitable access to water, sanitation, and hygiene services. Promote food security and nutrition through sustainable agricultural practices.

## Strategic Goal 4: Economic Empowerment and Livelihood Development

**Objective:** Foster economic self-sufficiency and support sustainable livelihoods through skill development and entrepreneurship.

**Key Components:** Encourage enterprise development and support for micro-small-medium enterprises. Enhance skill-building initiatives to promote sustainable economic growth in communities.



## Organization Overview:

### NSDO at a Glance:

#### NEW WAY SOCIAL & DEVELOPMENT ORGANIZATION:

In the year 2011, a seed of hope was planted. NSDO emerged as a grassroots organization from result of a collaborative effort.

The organization is registered with the Ministry of Economy, envisioned as a force for progress in humanitarian, development, and advocacy sectors to serving the most vulnerable and marginalized communities suffering from the impacts of war, natural calamities, poverty, and injustice.

NSDO is governed by a democratic board, we embarked on a mission to confront the deep-rooted challenges afflicting Afghan people.



#### OUR VISION

An Institutionally Developed, Healthy, And Peaceful Afghanistan. At NSDO, we envision a developed, healthy, and peaceful Afghanistan.

Committed to a brighter future, we focus on empowering rural communities, fostering sustainable development, and enhancing access to education and healthcare.

By promoting local participation, capacity building, and environmentally friendly practices, we aim to boost agricultural productivity, support local enterprises, and create jobs, ultimately fostering self-reliance and economic independence.

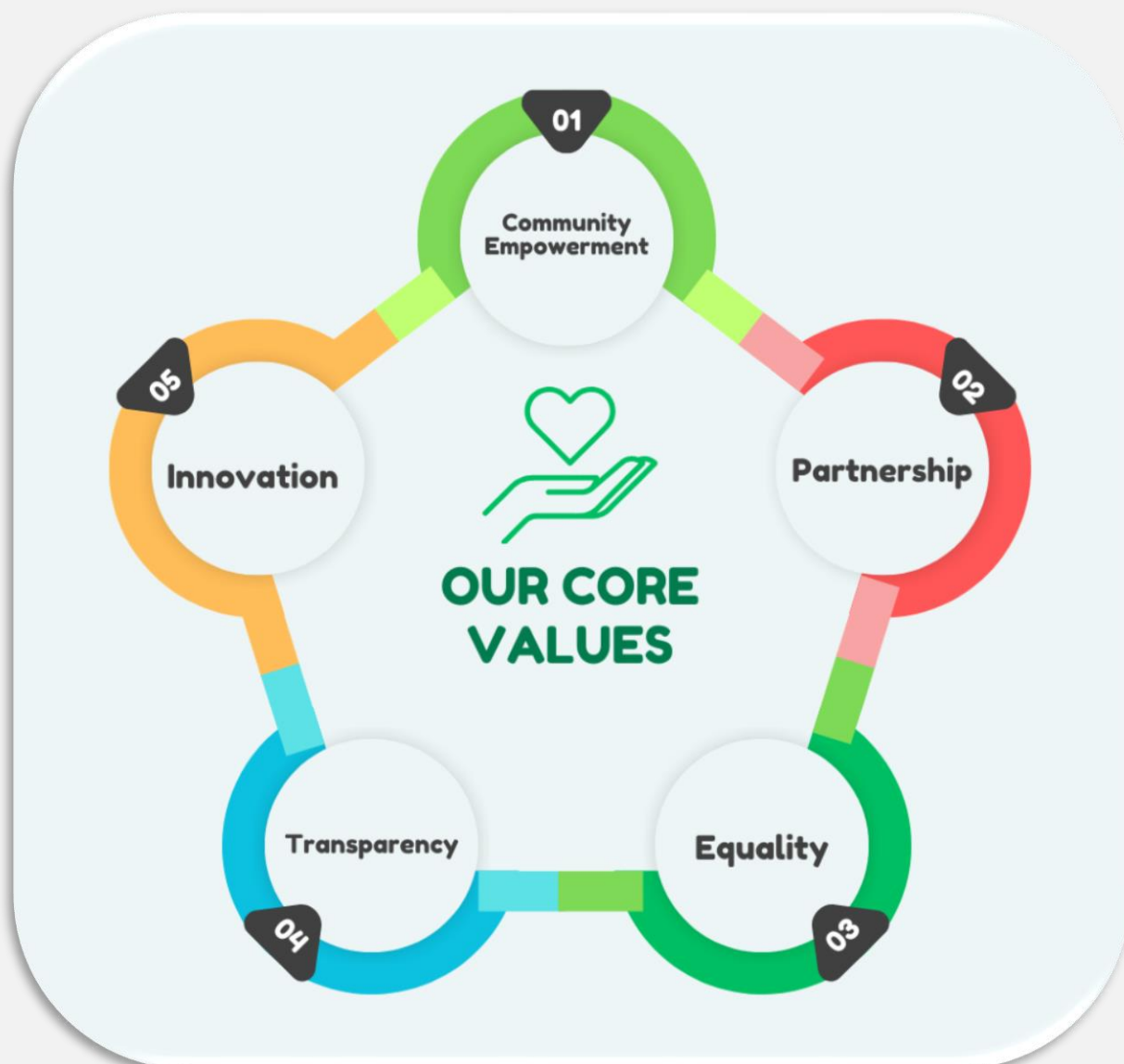


#### OUR MISSION

NSDO is committed to contribute in eliminating poverty and injustice, providing healthcare services so that the people of Afghanistan live a prosperous and peaceful life.

We are committed to applying sustainable development approaches to empower the most marginalized. Our interventions are free from political, ethnic, and religious biases. We help the people in need without any discrimination or prejudice.

## Our Core Values



### Commitment to Core Principles and Standards:

At New Way Social Development Organization (NSDO), our commitment to ethical, responsible, and effective practices is paramount. Our Strategic Framework is designed to ensure that our operations are aligned with the highest standards of humanitarian and social development principles. We are steadfast in our adherence to the following core principles and standards:

#### 1. Core Humanitarian Standard (CHS)

The Core Humanitarian Standard (CHS) provides a set of nine commitments that ensure humanitarian accountability and quality. NSDO is dedicated to upholding these commitments to improve the effectiveness and efficiency of our interventions:

**Commitment 1: Humanitarian Response is Appropriate and Relevant:** We ensure our interventions are tailored to the needs of affected communities through needs assessments and

consultation processes. Our programs are designed to address the specific needs of those we serve, ensuring relevance and appropriateness.

**Commitment 2: Humanitarian Response is Effective and Timely:** NSDO prioritizes timely and effective responses to crises, with clear mechanisms for monitoring and evaluation. We are committed to optimizing our resources and strategies to deliver prompt and effective support.

**Commitment 3: Humanitarian Response Strengthens Local Capacities and Avoids Negative Impacts:** We focus on empowering local communities and building their capacities to sustain and continue development efforts independently. Our interventions are designed to avoid negative impacts and to promote long-term resilience.

**Commitment 4: Humanitarian Response is Based on Communication, Participation, and Feedback:** We actively involve affected communities in decision-making processes and seek their feedback to ensure our programs are aligned with their expectations and needs. Transparent communication channels are established to foster community engagement. Additionally, the NSDO utilizing a robust CRM (Complaint Response Mechanism) system, hotline numbers, and signed MOU with AWAZ Afghanistan.

**Commitment 5: Complaints are Welcomed and Addressed:** NSDO has established robust mechanisms for receiving and addressing complaints from beneficiaries and stakeholders. We ensure that all concerns are handled with confidentiality and integrity.

**Commitment 6: Humanitarian Response is Coordinated and Complementary:** We work collaboratively with other organizations and stakeholders to ensure that our efforts are coordinated and complement existing initiatives, avoiding duplication, and maximizing impact.

**Commitment 7: Humanitarian Response is Accountable:** Our operations are subject to rigorous accountability measures, including regular audits and reviews, to ensure adherence to our standards and to maintain transparency in our activities.

**Commitment 8: Humanitarian Response is Safe and Secure:** We prioritize the safety and security of both our beneficiaries and staff by implementing comprehensive risk management strategies and security protocols.

**Commitment 9: Humanitarian Response is Ethical:** NSDO adheres to the highest ethical standards, ensuring that our practices are just, fair, and in line with internationally recognized principles of humanitarian action.

## 2. Humanitarian Standards Partnerships

NSDO actively engages in partnerships with humanitarian standards organizations and networks to enhance our practices and ensure compliance with global best practices. By collaborating with partners, we stay updated on emerging standards and innovations in humanitarian work, contributing to a collective effort to improve humanitarian response and development effectiveness.

## 3. Child Safeguarding

Protecting children from harm is a fundamental aspect of our work. NSDO developed a comprehensive child safeguarding policy and committed to implementing the policy and practices to prevent, identify, and respond to any form of abuse, exploitation, or neglect. Our staff and partners undergo regular training on child safeguarding principles, and we maintain strict protocols to ensure a safe environment and interventions for children.

## 4. “Do No Harm” Principle

The “Do No Harm” principle is central to our approach. We are committed to ensuring that our interventions do not inadvertently cause harm to the communities we serve. This involves thorough risk assessments and proactive measures to mitigate any potential negative impacts of our programs. We strive to contribute positively to the social and cultural fabric of the communities while avoiding any actions that could exacerbate existing vulnerabilities or conflicts.

## 5. Other Ethical and Operational Standards

In addition to the principles outlined above, NSDO adheres to a range of other ethical and operational standards, including respect for human rights, gender equality, environmental sustainability, and financial integrity. We continuously review and update our practices to align with evolving standards and to enhance our impact.

By embedding these principles into our Strategic Framework, NSDO reaffirms its commitment to ethical, responsible, and effective practices in all aspects of our operations. We are dedicated to maintaining the highest standards of quality and accountability in our mission to foster sustainable development and social well-being in Afghanistan.

## A Portrait of Afghanistan: Social, Economic, and Political Factors Shaping the Nation

### Navigating a Complex Political Landscape

As a National NGO registered in Afghanistan, NSDO operates within the country's legal framework, adhering to strict guidelines on resource usage and avoiding political activities. However, Afghanistan's volatile political climate and ongoing challenges present significant obstacles to NSDO's operations.

Funding instability, bureaucratic hurdles, and restrictions on women's rights have all contributed to NSDO's difficulties. The organization has had to adapt its programs and partnerships to navigate these challenges while facing financial access and liquidity constraints.

The de facto authorities' policies have further brought pressure on NSDO's work. These policies have imposed restrictions on NGOs and INGOs, making it more difficult to deliver aid, especially to vulnerable women and girls. The ban on women working in most NGOs, with limited exceptions, has also severely limited the ability of aid groups to operate effectively.

The current geopolitical situation has exacerbated these challenges. International sanctions, a collapsed banking system, and economic instability have impacted NSDO's financial resources and hindered aid distribution. The worsening humanitarian crisis, with rising food and fuel prices, has increased the demand for NSDO's services while also straining resources.

NSDO prioritizes the safety of its staff and operates in accordance with the evolving security context in Afghanistan. The organization actively monitors security updates and adapts its operations to mitigate risks such as kidnappings, assaults, and targeted attacks.

- **Security Protocols:** We have implemented comprehensive security plans that outline protocols for various situations. This includes evacuation procedures and communication protocols to ensure staff safety in case of emergencies.
- **Regular Training:** Staff receive regular safety training, keeping them updated on potential threats and best practices for staying safe in the field. They are also aware of emergency contacts and reporting procedures.
- **Collaboration:** NSDO collaborates with other NGOs and international agencies to share security information. This strengthens our risk mitigation strategies by providing a broader understanding of the evolving security landscape.



- **Cultural Sensitivity:** Understanding cultural sensitivities is another crucial aspect of NSDO's operations. We ensure respectful engagement with communities, fostering trust and cooperation, which can ultimately contribute to a safer working environment.

Despite the significant challenges outlined above, NSDO remains committed to delivering essential humanitarian aid and supporting the Afghan people. We will continue to engage in advocacy efforts to influence policies that promote human rights, particularly for women and girls. We believe that collaboration with local communities, other NGOs, and the international community is crucial to navigating the complex political landscape and achieving lasting positive change in Afghanistan. By constantly adapting our programs and prioritizing the safety of our staff, NSDO strives to fulfill its mission of building a brighter future for the people of Afghanistan.

Despite the current instability in Afghanistan, NSDO continues to focus on opportunities that can contribute to improving the quality of the people of Afghanistan. We will continue to focus on health, nutrition, and education which will allow NSDO to maintain a presence and deliver some level of aid. This strategic adaptation can ensure some program continuity and minimize service disruptions. Donors who prioritize humanitarian assistance in these critical sectors may be more likely to support NSDO's efforts. In addition, we believe that collaboration and building strong relationships with local communities and authorities will help NSDO navigate access limitations and gain support. Local partnerships with the social and community structures can improve program design and implementation, leading to more effective interventions. This collaboration will also build trust with communities, fostering a more sustainable approach to development.

If upheld, the de-facto authorities' assurances of safe passage for aid workers would create a more secure environment for NSDO's operations. This would allow them to focus on program delivery without excessive security concerns, potentially improving efficiency and effectiveness. Donors may be more willing to contribute to programs operating in a more stable environment. Finally, continued regional diplomacy fostering stability could lead to increased humanitarian funding. This would allow NSDO to expand its programs and reach more people in need. A more stable Afghanistan could also attract a wider range of donors, improving NSDO's fundraising prospects.

## The Precarious State of Afghanistan's Economy and Its Impact on NSDO

The economic turmoil in Afghanistan has had a profound effect on the country's human development, as reflected in the Human Development Index (HDI). The HDI is a composite measure that evaluates a country's average achievements in key dimensions of human development: life expectancy, education, and per capita income. Afghanistan, already one of the poorest countries in the world, has seen significant declines in its HDI rankings due to the ongoing economic crisis, political instability, and restrictive policies imposed by the De Facto Administration (DFA).

In 2021, Afghanistan's HDI stood at 0.511, placing it near the bottom of the global rankings. However, the political and economic upheaval following DFA's takeover in August 2021 caused a sharp decline in the country's human development indicators. By 2022, the HDI had dropped to 0.479, reflecting the severe reduction in per capita income, the limitations placed on education—especially for women and girls—and the overall deterioration in living conditions. This downward trend continued into 2023, with Afghanistan's HDI falling to an estimated 0.465. The drop in HDI is primarily attributed to reduced access to education, particularly the closure of secondary schools for girls and restrictions on women's participation in the workforce, alongside rising poverty and unemployment rates.

This decline in human development is particularly alarming given the loss of progress made over the last two decades. The erosion of education and income opportunities, combined with the ongoing



political instability, has had a devastating impact on the Afghan population, particularly women, children, and vulnerable groups. NSDO's work in these areas has become increasingly difficult due to these setbacks, as the organization's efforts to improve living conditions, enhance education, and foster economic opportunities are hindered by the deteriorating human development landscape.

The economic crisis has severely hampered the functioning of public sector institutions, particularly those critical to economic development. These institutions have lost vital technical expertise, hindering their ability to design, plan, and implement effective economic development strategies.<sup>1</sup> The ongoing political uncertainty and restrictive policies imposed by the De Facto administration further exacerbate the situation. Policies that limit women's education and work opportunities stifle economic growth, leading to a loss of productivity and hindering the delivery of essential services to women and girls.<sup>2</sup> These policies effectively erase the hard-won human development gains achieved over the past two decades.

The macro-financial crisis has inflicted significant damage on Afghanistan's ability to produce goods and services. Industrial production has witnessed a dramatic decline of 17.8% between 2021 and 2022, with a cumulative drop of 22.4% over the past three years. This decline is primarily driven by contractions in the construction and non-food manufacturing sectors, which have experienced significant reductions of 35.9% and 37.2%, respectively, in the last two years.<sup>3</sup>

Furthermore, the banking sector, including microfinance institutions, has been severely restricted. Trade disruptions and institutional weaknesses hinder service delivery, especially to the private sector, further impeding economic growth.

The economic crisis has had a devastating impact on the lives of ordinary Afghans. Nearly 70% of the population lacks access to necessities like food, shelter, and essential services.<sup>4</sup> As of December 2023, the International Labor Organization (ILO) reports a staggering 15.4% unemployment rate, a significant increase from the previous year's 14.1%.<sup>5</sup> The Subsistence Insecurity Index (SII) paints a grim picture, with 85% and 69% of Afghans classified as subsistence insecure in 2022 and 2023, respectively. 15.4% unemployment rate, a significant increase from the previous year's 14.1%.<sup>6</sup> The Subsistence Insecurity Index (SII) paints a grim picture, with 85% and 69% of Afghans classified as subsistence insecure in 2022 and 2023, respectively. This situation is particularly dire in rural areas, where 87% (2022) and 74% (2023) of the population struggle to meet their basic needs, compared to 55% (2023) in urban areas.<sup>7</sup>

Inflation has emerged as another major burden on Afghan households. The events of August 2021 triggered a sharp rise in inflation, primarily due to a depreciating currency, declining output, and the global increase in food and fuel prices, exacerbated by the conflict in Ukraine. Overall inflation reached a peak of 18.3% in July 2022, with food inflation reaching a staggering 24.9%.<sup>8</sup> However, there has been a recent downward trend in inflation, attributed to factors like a drop in international food and fuel prices, currency appreciation, and weak domestic demand. As of August 2023, the headline inflation

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<sup>1</sup> <https://www.worldbank.org/en/news/press-release/2022/10/18/afghanistan-s-economy-faces-critical-challenges-as-it-adjusts-to-new-realities>

<sup>2</sup> <https://news.un.org/en/story/2022/10/1129287>

<sup>3</sup> <https://www.worldbank.org/en/country/afghanistan/publication/afghanistan-economic-monitors>

<sup>4</sup> <https://www.undp.org/afghanistan/press-releases/two-years-in-review>

<sup>5</sup> <https://tradingeconomics.com/afghanistan/unemployment-rate>

<sup>6</sup> <https://tradingeconomics.com/afghanistan/unemployment-rate>

<sup>7</sup> <https://www.undp.org/afghanistan/press-releases/two-years-in-review>

<sup>8</sup> <https://thedocs.worldbank.org/en/doc/b1aec7d2a2c04756c4305c9f11d50da7-0310012023/original/Afghanistan-Economic-Monitor-30-May-2023.pdf>

rate has dipped into negative territory, reaching -8.1%. Food and non-food inflation rates have also seen declines, dropping to -11.2% and -4.7% respectively.<sup>9</sup>

Despite the recent decline in inflation, the economic outlook for Afghanistan remains precarious. Current projections suggest a near-stagnant real GDP growth rate in 2023, with significant downside risks. Factors like dwindling international assistance weakened institutional capacity, and persistent droughts pose major threats to agricultural output, a critical sector for Afghanistan's economy.<sup>10</sup> This scenario paints a grim picture, with GDP expected to reach a meager US\$14.7 billion in 2023<sup>11</sup>, while per capita income is projected to decline further to US\$348.<sup>12</sup> The anticipated real GDP growth rate in the coming years is likely to fall below the population growth rate of 2.1%<sup>13</sup>, suggesting a potential for even lower per capita income in the years ahead. This situation underscores the urgent need for a significant transformation in Afghanistan's production capacity to ensure long-term economic sustainability.

The economic downturn has had a crippling effect on the communities NSDO serves, particularly those involved in agriculture. This sector, a cornerstone of NSDO's work, has experienced significant contractions since 2021. The most severely impacted sector, however, has been the services sector, which heavily benefitted from international aid before August 2021. This sector has shrunk by a staggering 34.6% in the past two years, with a cumulative decline of 37.6% over the past three years<sup>14</sup> when considering the impact of COVID-19 in 2020. This significant decline in the services sector has disproportionately affected urban areas, contributing to rising poverty and unemployment. As a local non-profit organization, NSDO relies solely on donor funding and project implementation to carry out its critical work. The fall of the former government and the subsequent decline in development funding since August 2021 have severely impacted NSDO's financial stability. This funding shortage has forced the organization to cut back on projects, leading to staff turnover and jeopardizing operational continuity. Unfortunately, NSDO currently lacks a well-defined funding strategy to ensure its long-term financial sustainability. Fundraising efforts are opportunistic and lack a clear plan or strategy. This reactive approach hinders NSDO's ability to maintain and strengthen its human resources and organizational capacity to effectively meet donor requirements and achieve its own strategic Objectives. The lack of specific factors considered in donor mapping, such as funding thresholds, thematic areas, and a purposeful donor selection process, further weakens NSDO's position in a competitive funding landscape.

Donors often adjust their funding priorities in response to global events, emergencies, and evolving needs. In the context of Afghanistan, this means that NGOs like NSDO must adapt to changing donor interests. Currently, donors prioritize immediate humanitarian aid over long-term development projects. NSDO must therefore strategically align its programs with these priorities to secure funding. Additionally, donors are increasingly emphasizing gender equality, women's empowerment, and social inclusion. By integrating these themes into its programs, NSDO can enhance its appeal to donors and secure the resources needed to continue serving Afghan communities.

While global economic downturns, such as those triggered by COVID-19 and exacerbated by the war in Ukraine and Gaza & Israel, restrict donor budgets and funding availability, NSDO aims to work towards financial sustainability by implementing a strategic fundraising plan. This plan will involve diversifying the donor base by exploring funding opportunities from a wider range of donors, including international organizations, private foundations, and corporate social responsibility programs. The

<sup>9</sup> <https://thedocs.worldbank.org/en/doc/8cd4001da4ac981a9d239f5536b173ea-0310012023/original/Afghanistan-Economic-Monitor-31-August-2023.pdf>

<sup>10</sup> <https://thedocs.worldbank.org/en/doc/2ab75317f6e86c9bb6fc342f72e0b64-0310012023/original/Afghanistan-Economic-Monitor-31-October-2023.pdf>

<sup>11</sup> <https://www.macrotrends.net/global-metrics/countries/AFG/afghanistan/gdp-growth-rate>

<sup>12</sup> <https://data.worldbank.org/indicator/NY.GDP.PCAP.CD?locations=AF>

<sup>13</sup> <https://reliefweb.int/report/afghanistan/afghanistan-socio-economic-outlook-2023-executive-summary-enarfarsips>

<sup>14</sup> <https://www.worldbank.org/en/news/press-release/2023/10/03/afghanistan-s-contracted-economy-faces-uncertainty-afghan-families-are-struggling>

strategy will be to develop strong proposals by preparing compelling and well-researched project proposals that demonstrate the impact of NSDO's work and its alignment with donor priorities. We will foster strong relationships with key donors through effective communication, regular reporting, and demonstrating a commitment to transparency and accountability and actively engage in advocacy efforts to highlight the critical needs of Afghan communities and the importance of long-term development assistance.

## Understanding the Social Fabric

NSDO operates within a complex social tapestry woven from deeply ingrained cultural norms, religious practices, and established social structures. Traditional clothing styles and beliefs, particularly those related to patriarchy, forced marriage, and child marriage, are prevalent across many regions. Ethnicity, social status, and family size also play a significant role in shaping community dynamics. Unfortunately, a lack of knowledge and social awareness in some areas can hinder program acceptance. Additionally, the concept of "principality" and strong religious convictions can significantly influence community reception. Here, religious extremism poses a potential challenge, but it can also be a source of positive influence, depending on how effectively NSDO programs align with local religious values. These cultural factors can significantly impact the acceptance of NSDO's programs by local communities. Traditional gender roles, for example, might limit women's participation in certain activities. To overcome this hurdle, NSDO can ensure its programs are designed with cultural sensitivity in mind. This could involve working with local women's groups and female community leaders to develop initiatives that are both culturally appropriate and empowering for women. Additionally, addressing the knowledge gap through targeted outreach programs can foster greater understanding and encourage community buy-in.

A critical challenge for NSDO is the limited access to healthcare and education, particularly in rural regions. Many communities lack essential facilities like health centers and schools. Even when schools exist, they often struggle with inadequate infrastructure, a shortage of qualified teachers, and a lack of educational materials. Furthermore, these schools are frequently located far from where people live, creating additional barriers to access.

NSDO can play a crucial role in bridging these gaps. According to our past working experiences, NSDO is involved in implementing education-related projects mainly focusing on the distribution of teaching and learning materials (TLM), school feeding activity (nutrition), capacity building school management Shura's, capacity building for teachers (child education and child-friendly space). Outreach programs can be conducted to raise awareness about the importance of education and encourage families to enroll their children, particularly girls, in school. In areas with no existing schools, establishing Community Based Schools (CBSs) can provide basic educational opportunities.

NSDO can also contribute to improving access to healthcare within these communities. By leveraging donor funding, NSDO can support the construction of basic healthcare facilities and implement hygiene promotion programs. A particular focus can be placed on providing health services tailored to women's needs, such as midwifery training in remote areas.

The current situation in Afghanistan, characterized by widespread poverty and a high demand for assistance, has fostered a receptive environment for NSDO's initiatives. Communities are generally supportive and enthusiastic about NSDO's programs. However, it's crucial to recognize the existence of community-specific needs and preferences. NSDO can address these needs by developing programs that focus on critical areas such as health, water, sanitation, hygiene (WASH), food security, education, protection, shelter, Non-Food Items (NFIs), and emergency response. By working collaboratively with local communities to understand their unique needs and priorities, NSDO can ensure its programs are not only culturally appropriate but also have a lasting positive impact.

## The Technological Environment

The effectiveness of NSDO's programs hinges on a deep understanding of the technological landscape across our operational areas. Access to technology and digital resources varies considerably, with significant disparities between urban and rural communities. This understanding is vital for designing and implementing programs that are not only culturally appropriate but also technologically feasible.

Data collected by NSDO paints a nuanced picture of technological access. While private telecommunication companies offer voice and data services, mountainous regions often present a challenge. The combination of harsh terrain and limited economic capacity in these communities restricts mobile phone ownership and network coverage. In remote provinces like Badakhshan, even basic voice services are a scarce commodity, hindering communication and forcing reliance on less efficient methods. Furthermore, the availability of community-based operators offering voice services at low costs is often unreliable, creating obstacles to consistent two-way communication.

This limited connectivity in remote areas directly affects NSDO's operations. Field staff traveling or stationed in these regions struggle to communicate with headquarters and receive instructions from managers, potentially delaying planned activities. Additionally, the lack of access to digital resources restricts the use of mobile transfers and cash-based programming, limiting options for reaching beneficiaries who lack mobile phones, mobile coverage, or digital literacy. Disaster response efforts can also be hampered by communication delays, particularly in sharing critical information with government and humanitarian organizations for emergency support.

In contrast, urban centers like Kunduz, Taloqan, and Faizabad enjoy better access to mobile phone services. However, a significant gender gap exists. Economic constraints, lower literacy rates, and cultural restrictions often limit women's access to mobile phones, potentially hindering their ability to fully participate in our programs. This disparity highlights the need for targeted outreach strategies to ensure inclusivity and bridge the digital divide for women in these regions.

While NSDO equips its offices with reliable internet connectivity and provides staff with laptops, printers, and scanners, the lack of core funding for IT infrastructure upgrades presents a significant challenge. Our reliance on outdated hardware creates bottlenecks in communication, collaboration, and project execution. Frequent breakdowns disrupt workflows, delay project timelines, and potentially compromise the quality of our work. Outdated equipment also poses security risks and limits our ability to utilize cutting-edge solutions that could enhance our impact. To address these challenges, NSDO needs to prioritize securing funding for IT infrastructure upgrades. A comprehensive technology refresh plan, encompassing equipment updates and regular maintenance programs, would ensure our staff have the tools needed for efficient communication and project management. Investing in staff training on these new technologies would further optimize their utilization and improve overall project outcomes.

As NSDO evolves technologically, integrating artificial intelligence (AI) into our workflows could unlock significant improvements in fundraising and donor management, predictive analytics, personalized communication, operational efficiency, automating routine tasks, resource allocation, program delivery, chatbots, data analysis, enhanced decision-making, scalability, innovation. While AI offers many benefits, it's important for non-profit organizations to implement it responsibly, considering ethical implications and ensuring transparency with stakeholders.

Infrastructure development, including roads, irrigation systems, communication networks, and school buildings, has seen some progress in our target areas. These advancements are a result of combined efforts from the government, private sectors, and NGOs. However, significant disparities persist between rural and urban areas. Limited access to essential services like healthcare and education remains a harsh reality in rural communities. Additionally, natural disasters like floods, avalanches, and earthquakes frequently damage existing infrastructure, further hampering development efforts. While

reconstruction programs have been initiated, funding constraints and shifting donor priorities often lead to delays or stoppages, leaving communities vulnerable.

Despite these challenges, there are positive aspects to consider. Reliable internet access facilitated by private ISPs provides NSDO with the connectivity needed for effective communication, collaboration, and access to digital resources crucial for project management. Existing infrastructure like internet, bank access, improved water management systems, and electricity in major cities fosters communication and coordination between stakeholders, facilitating data collection and targeting processes.

NSDO actively leverages technological advancements to enhance its work. We utilize Mobile Data Collection (MDC) tools for data collection, project evaluation, stakeholder coordination, and post-distribution monitoring. This approach is particularly valuable in measuring the impact of our programs on target populations. Furthermore, the growing trend of cash-based programming in emergency response has prompted us to adopt online banking, mobile cash transfers, and electronic transfer systems to reach beneficiaries in remote areas. Additionally, digital technology plays a vital role in mapping for climate change adaptation programs and identifying vulnerable populations during disaster risk reduction activities. Online platforms facilitate communication, information sharing, and stakeholder engagement, further streamlining operations. NSDO please improve this (Serves as the coordination body for non-profit NGOs and civil society organizations, playing a crucial role in their operations. As such, it is essential for NSDO to prioritize effective coordination, engagement, and communication with ACBAR. NSDO became a member of ACBAR in 2018 and has been actively involved in the ACBAR twinning program since 2021, participating in all related meetings. Additionally, ACBAR is assisting NSDO in securing membership with the Afghanistan Humanitarian Fund (AHF). Engaging with the De-facto Authorities (DFA) case by case is crucial for our operations throughout Afghanistan including registering the projects and signing MOUs. The sectorial ministries such as the Ministry of Irrigation, Agriculture, and Livestock (MAIL), Ministry of Economics, and Ministry of Rural Rehabilitation and Development (MRRD), MoLSA, MoCI, MoE, are integral to the NSDO project activities. NSDO has a good rapport with sectorial ministries and therefore Separate agreements and/or memoranda of understanding (MOUs) are signed for official project implementation purposes. Finally, our dedicated staff is the backbone of NSDO. Their commitment and expertise are essential for achieving our objectives. We value their well-being and strive to provide competitive compensation, career development opportunities, and a safe work environment. Addressing security concerns, economic hardship, and gender-based challenges will be critical to retaining our talented workforce.) O's IT unit is constantly exploring ways to improve the communication and operational efficiency of Teams) and Kobo for data collection. While we haven't developed mobile applications yet, we have implemented a private VPN system for secure centralized network access through technology. Currently, we utilize Microsoft 365 for communication (including Microsoft. Looking ahead, NSDO could explore developing mobile applications tailored to specific project needs. These applications could optimize fieldwork and data collection processes, ultimately leading to a greater impact on the communities we serve. By adopting a forward-thinking approach and embracing technological advancements, NSDO can ensure its programs remain relevant, impactful, and sustainable in the ever-evolving digital landscape. Network Attached Storage (NAS) is utilized for storing office documents and data. In addition to this, we utilized SharePoint as an intranet and DMS (Data Management System), as well NSDO backup systems are configured for each user and it is NAS Drive, NSDO has an onsite backup system, offline backup system, OneDrive enterprise is integrated for all staff in the main office and all operation locations.

To bridge the digital divide and enhance program effectiveness, NSDO aspires to improve its technological capabilities to improve its operational areas by obtaining some funding for IT infrastructure upgrades is crucial, developing a well-defined plan outlining equipment upgrades and staff training to ensure a smooth transition to new technologies and maximize their utilization, by developing targeted outreach programs to address the gender gap in mobile phone ownership and digital literacy and by collaborating with other NGOs and government agencies operating in the region



to share best practices and explore potential partnerships for joint infrastructure development initiatives.

## Turning Challenges into Assets: A Strategic Look at NSDO's Future

### NSDO's Strengths: A Strategic Perspective

NSDO exhibits several critical strengths that position us for continued success in reaching vulnerable communities, despite the challenges we face in programme implementation and coordination with local authorities and donors.

**1. Strong Leadership and Team Culture:** Our staff values the leadership's collaborative approach and positive relationships with frontline implementers. This fosters a strong team spirit and effective communication, crucial for smooth program execution across diverse locations.

**2. Beneficiary-Centric Approach:** Feedback indicates high satisfaction among those we serve. To further strengthen this, we will actively engage program participants in PDM and ARRAL processes, ensuring their voices are heard and program design remains relevant to their needs.

**3. Secure Funding Base and Growth Potential:** NSDO boasts a robust funding capacity and enjoys positive relationships with donors. This allows us to strategically expand our programs both vertically, into new sectors, and horizontally, reaching geographically underserved areas.

**4. Efficient Coordination Mechanisms:** Effective teamwork fosters smooth project implementation across various locations. While there's room for improvement in coordination with external stakeholders (government and other sectors), our internal collaboration ensures project success despite these challenges.

**5. Investment in Young Talent:** NSDO strategically recruits fresh, qualified youth, bringing a dynamic perspective to our workforce. We will collaborate with HR to gather and analyze data on age and gender distribution to ensure diverse and inclusive hiring practices.

**6. Comprehensive Policy Framework:** Our well-defined policies guide all activities systematically, promoting consistency and control over operations. This clarity empowers staff with knowledge of expectations and procedures, fostering a more efficient work environment.

### NSDO Weaknesses:

#### Addressing Challenges for Improved Performance

Although NSDO has numerous strengths, there are several critical areas that necessitate improvement to enhance our impact and the well-being of our personnel.

**1. Staff Capacity Building:** Limited investment in staff capacity building has hindered professional development and skill enhancement, primarily due to the brain drain following the collapse of the Afghanistan government. To address this issue, we will secure dedicated funding for capacity-building initiatives, training programs, and workshops that align with identified skill gaps and program needs.

**2. Transportation Limitations:** Insufficient vehicles pose logistical challenges for project implementation and staff movement. We will explore cost-effective solutions, analyzing the feasibility



of expanding the fleet or seeking alternative transportation options. We will also investigate cultural requirements and explore solutions compliant with both government regulations and Sharia law.

**3. Delayed Salary Payments:** Delayed staff salaries are a common challenge faced by many organizations operating in Afghanistan, often due to delays in receiving funds from donors. At NSDO, we always prioritize addressing this issue promptly whenever it arises. Additionally, we will streamline internal processes to ensure timely and consistent salary payments for all staff.

**4. Consistent Monitoring and Evaluation:** NSDO has established a comprehensive Monitoring, Evaluation, Accountability, and Learning (MEAL) system that integrates seamlessly with program activities, promoting data-driven decision-making and ongoing improvement. Supported by a well-crafted, detailed, and practical MEAL policy, NSDO's MEAL department consistently help in implementing program activities.

**5. Management Hierarchies:** Inconsistency in respecting established management structures can lead to confusion and inefficiency. We will emphasize clear communication channels and adherence to the chain of command. This will involve reinforcing management roles and responsibilities at all levels.

**6. Planning and Implementation Gap:** Deviations from planned activities highlight a need for improved planning processes. We will implement a comprehensive planning approach, ensuring project activities are well-defined, realistic, and achievable within the allocated timeframe. Additionally, we will strengthen follow-up mechanisms to ensure adherence to the plan.

**7. Procurement Delays:** Untimely delivery of materials hampers project execution. We will conduct a comprehensive review of procurement procedures, focusing on streamlining processes and establishing clear timelines for requisition, approval, and delivery. Furthermore, we will enhance communication channels between programming teams and procurement departments to ensure timely submission of purchase requests.

**8. Security Concerns:** The absence of a dedicated security department and lax enforcement of protocols pose significant risks to staff safety. We will establish a formal security department with a designated security officer responsible for developing and implementing comprehensive security protocols. These protocols will be regularly reviewed and updated based on evolving needs and risk assessments. However, we have been in membership within the INSO security platform since 2018.

**9. Limited Policy Awareness:** Inadequate access to organizational policies creates confusion and hinders compliance. We will create a centralized, user-friendly platform for all staff to access relevant policies and procedures. Furthermore, we will implement a more structured onboarding process for new hires, which includes a thorough review of key policies.

**10. Interdepartmental Collaboration:** Poor coordination between program and support departments creates bottlenecks and delays. We will foster interdepartmental communication through regular meetings, cross-functional task forces, and improved information-sharing practices. This collaborative approach will ensure all departments are aligned toward achieving shared Objectives.

## NSDO's Opportunities:

### Leveraging Favorable Conditions for Growth

The current landscape offers promising prospects for NSDO to broaden its reach, enhance its influence, and establish itself as a prominent humanitarian organization.

**I. Expanding Reach in Previously Inaccessible Areas:** Enhancing access to hard-to-reach and vulnerable communities in our operational provinces is a crucial endeavor. In the event of unforeseen

roadblocks caused by natural disasters, we are committed to creating contingency plans to ensure alternative access routes are available. By improving accessibility, we can now reach more underserved areas and assist a larger population in need.

**2. Expanding our programmes:** The identified opportunities for program expansion in key areas such as agriculture (home gardening, poultry farming, etc.), livelihood development (skills training), and environmental protection are in perfect alignment with our mission. We will carefully plan and execute these programmes, ensuring that we make the most positive difference in the communities we serve.

**3. Funding Diversification and Localization:** The ongoing humanitarian situation presents increased funding streams, allowing for greater diversification and localization of funding. We aim to build and maintain strong connections with our current donors, while actively pursuing new partnerships to secure a diverse and long-lasting source of funding. In addition, by supporting national organizations in line with the government's priorities, we can enhance our chances of securing funding.

**4. Building Strong Strategic Partnerships:** NSDO's active participation in important networks such as ACBAR and national clusters showcases our dedication to working together with others. We are committed to building strong and collaborative relationships with various stakeholders, such as government entities, international and national partners, and local communities. This collaborative approach will greatly improve the effectiveness of the programme and help mobilize resources more efficiently.

**5. Empowering Women:** Despite facing various challenges, there are opportunities available to empower women through specific interventions. We aim to explore creative strategies, collaborating closely with community and spiritual leaders, to secure financial support for initiatives that enhance skills and empower women in their livelihoods. Empowering women is crucial for strengthening families and communities, which ultimately leads to long-term positive change.

## NSDO's Threats:

### Mitigating Risks for Continued Success

The current operating environment poses various threats that may impede our efforts to implement programmes and accomplish our objectives. It is crucial that we take proactive measures to address these threats to safeguard the ongoing success of NSDO's mission.

**1. Negative Perception and Security Risks:** Negative perceptions of NGOs held by some government officials and community members pose security risks for staff, particularly women. We will strengthen our communication and engagement strategies to foster trust and understanding of our work. We will also prioritize staff safety by implementing comprehensive risk assessments, security training programs, and protocols aligned with the evolving security landscape.

**2. Restrictions on Women's Participation:** The recent ban on women working in NGOs poses a significant challenge. We will actively advocate for the reversal of this policy, emphasizing the critical role women play in humanitarian and development work. Additionally, we will explore innovative programming approaches and partnerships that allow us to continue supporting women's empowerment despite these restrictions.

**3. Government Regulations and Bureaucracy:** Delays in project approvals due to cumbersome procedures and unqualified government personnel can hinder program implementation. We will establish strong communication channels with relevant government entities to advocate streamlined processes. Additionally, we will document all interactions and maintain clear records to ensure transparency and accountability. Furthermore, to mitigate the impact of unpredictable delays, we will incorporate buffer time into project planning, ensuring timelines remain achievable despite potential

setbacks. We will prioritize program design in sectors with less restrictive approval processes to maintain operational efficiency.

**4. Climate Change Risks:** The growing occurrence and severity of natural disasters caused by climate change present a major challenge to programme implementation. We are committed to incorporating climate-smart practices into our programmes. Our focus will be on promoting the use of drought-resistant crops, implementing water conservation techniques, and providing disaster preparedness training. This approach will help ensure the long-term sustainability of the programme, even in a constantly evolving environment.

**5. Community Entitlement and Duplication of Services:** The community perception that all households are entitled to assistance creates challenges in targeting the most vulnerable. We will implement clear selection criteria based on objective needs assessments. Additionally, we will collaborate with OCHA and other coordinating bodies to promote coordination among NGOs, preventing program duplication and ensuring resources are directed towards those most in need.

**6. Financial Risks:** Fluctuations in the banking system and delayed funding disbursements from donors can disrupt program implementation and staff morale. We will diversify our funding base to reduce dependence on any single donor. Additionally, we will proactively discuss potential financial risks like exchange rate fluctuations with donors to ensure transparency and mitigate negative consequences.

**7. Coordination Challenges:** Insufficient coordination during the project design stage may result in redundant efforts. We are committed to actively engaging in coordination mechanisms facilitated by OCHA and ACBAR, to ensure that all our programme activities are in line with donors' priorities, people need and complement the efforts of other NGOs.

## Maximizing Our Advantages for Growth:

### Leveraging Strengths and Opportunities

NSDO is poised to capitalize on the current favorable circumstances. Through our robust teamwork and effective partnerships, we can extend our reach to even more communities that have historically been overlooked, thereby significantly expanding the scope of our programs. We will strategically mobilize these teams to deliver vital services to recently reached beneficiaries, ensuring that marginalized populations are not neglected.

The NSDO's dedication to beneficiary-centered programming is well aligned with the opportunity to scale interventions in crucial sectors such as agriculture, livelihood development, and environmental preservation. By implementing strong Participatory Development Management (PDM) and Advocacy, Research, and Rights Analysis (ARRAL) processes, we actively involve beneficiaries in the design of our programmes. This ensures that interventions are tailored to address the specific needs of individuals and communities, resulting in a long-lasting and meaningful impact.

Having a secure funding base and strong donor relationships is crucial for NSDO as we strive to expand our programmes. We will strategically utilize our strengths to secure resources from new donors, especially those who share our vision for expansion, such as those interested in climate-smart agriculture. In addition, we will work towards advocating for enhanced government support for national NGOs, which will help to strengthen our funding base.

NSDO is committed to promoting strong leadership and collaboration, as we recognize the importance of capacity building. We are dedicated to investing in training programmes that improve staff skills in crucial areas necessary for programmatic growth. These areas encompass the implementation of climate-smart agricultural practices and the development of strategies to improve

livelihoods. Through the provision of essential knowledge and skills to our dedicated teams, NSDO guarantees the efficient provision of high-quality services in emerging programme areas.

## **Capitalizing Opportunities to Address Weaknesses:**

### **A WO Analysis for NSDO**

NSDO acknowledges the need for improvement in certain areas. However, the current landscape offers exciting opportunities that can be strategically leveraged to address these weaknesses and propel the organization forward.

By strategically allocating resources from increased funding due to program expansion, NSDO can invest in targeted training programs to equip staff with essential skills for new initiatives. Additionally, funding diversification allows the exploration of alternative transportation solutions like motorbikes or partnerships to reach remote communities. Streamlining procurement processes through technology and improved communication can address delays in material delivery. Finally, establishing a comprehensive monitoring framework will ensure data-driven decision-making and continuous program improvement.

By aligning its weaknesses with the opportunities presented by program expansion and funding diversification, NSDO can embark on a path of sustainable growth. This approach will empower the organization to deliver impactful programs with a well-trained and motivated workforce. NSDO remains committed to continuous improvement, leveraging external factors to enhance service delivery and maximize its positive impact on vulnerable communities.

## **Leveraging Strengths to Counter Threats:**

### **An ST Analysis for NSDO**

Despite the complex operating environment, NSDO's established strengths provide a strong foundation for overcoming challenges. The organization will leverage its positive relationships with local communities and government officials to counter negative perceptions and security risks. Open dialogue will foster trust and understanding, creating a safer environment for staff, particularly women. NSDO's strong leadership will be instrumental in advocating for the critical role women play in its work. Effective communication strategies will be used to push for streamlined approvals and a more collaborative approach from government officials

Additionally, NSDO's diversified funding and adaptable planning will be crucial in mitigating financial risks and climate change. Proactive discussions with donors and integrating climate-smart practices ensure program resilience. Finally, NSDO's commitment to transparency will address community entitlement and coordination challenges. Clear communication of selection criteria based on needs assessments will manage expectations. By actively participating in coordination mechanisms, NSDO can leverage its established policies to promote collaboration and eliminate service duplication. Through this strategic approach, NSDO remains confident in its ability to deliver impactful humanitarian assistance while ensuring the long-term sustainability of its programs and the well-being of the communities it serves.

## Minimizing Weaknesses to Mitigate Threats:

### A WT Analysis for NSDO

At NSDO, we acknowledge that external challenges exist. However, we are committed to minimizing internal weaknesses to lessen their impact and ensure the continued success of our mission. We believe a strategic approach can effectively address these interactions.

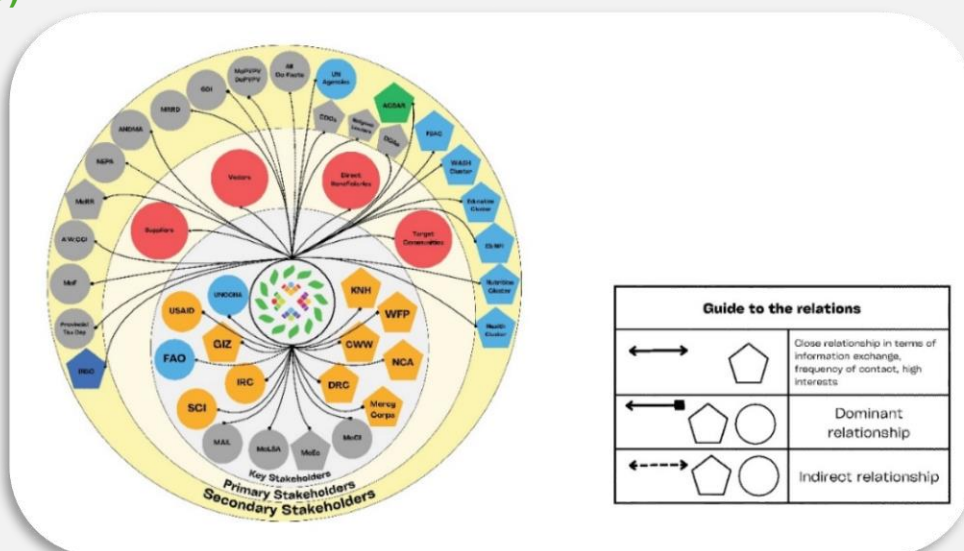
Firstly, to overcome challenges posed by government regulations, we will invest in training programs that equip our staff with the expertise to navigate these hurdles. A well-trained workforce can ensure efficient project design and documentation, minimizing delays caused by technical deficiencies.

Secondly, we recognize the importance of transparent communication in building trust with communities. By implementing a robust monitoring and evaluation framework, we can gather objective data on program effectiveness and beneficiary selection. This data will be used to demonstrate the clear criteria used for beneficiary selection and highlight the impact of our interventions. This fosters trust and understanding, mitigating the perception of entitlement.

Thirdly, to address internal inefficiencies, we will focus on fostering stronger communication and collaboration between departments. This will streamline processes, minimize internal delays, and prevent duplication of services. Additionally, by actively participating in coordination mechanisms, we can collaborate with other NGOs, ensuring our programs complement, rather than compete with existing interventions.

Finally, to mitigate financial risks, we will investigate diversifying our funding sources to decrease reliance on any one donor. This will provide a financial buffer against potential delays and disruptions. We will also emphasize the need for more regular funding disbursements from existing donors to ensure consistent fulfillment of our payroll obligations.

## Our Patrons in Action: Supporting and Improving Our Work (Our Key Stakeholders)



### Key Stakeholders

Our key stakeholders are our crucial partners in achieving our Objectives.

**USAID:** USAID's commitment to women's empowerment, livelihoods, and innovation aligns seamlessly with our mission. Their extensive resources and significant influence over program design, operations, and policy remain crucial to our efforts. However, navigating bureaucratic processes and



ensuring gender-sensitive programming are essential considerations for our continued collaboration with this esteemed partner. Over the past decade, NSDO has partnered with various USAID programs in Afghanistan. Given our shared vision and mission, NSDO is well-positioned to engage in joint efforts focused on supporting innovative projects, economic empowerment for the Afghan people, women's peace and humanitarian support, livelihood skills training, and the reintegration of refugees and returnees over the next five years.

**European Union:** The European Union (EU) is dedicated to supporting the people of Afghanistan and fostering a stable, peaceful, and prosperous nation where all Afghans can participate fully, equally, and meaningfully in governance. NSDO and the EU share common values and objectives, working together to advance the development of Afghanistan through project implementation. In 2021, NSDO, as part of a consortium, was selected to implement the AWARE project in Kunduz province. This consortium, which included Save the Children Germany and was led by Concern Worldwide, was funded by the EU. NSDO is committed to establishing a long-term partnership with the EU to implement projects through direct funding. Our joint efforts will focus on promoting stability and peace, human rights and inclusive governance, development and humanitarian support, effective use of EU funding, and strengthening local capacity for the upcoming five years.

**GIZ:** Die Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) has been one of our key stakeholders, supporting our focus on rural, urban, and social development, environmental protection, and economic opportunities. Their funding and technical expertise have been crucial to our success. However, navigating bureaucracy and ensuring gender-sensitive programming will require careful collaboration. Their accountability measures, including rigorous reporting and adherence to standards, have strengthened our project delivery. A successful project proposal on supporting Afghanistan's private sector could open new doors for collaboration. NSDO and GIZ share common values and objectives, working together to advance the development of Afghanistan through project implementation. Over the past nine years, NSDO has been an active partner, maintaining close collaboration and coordination with GIZ in Afghanistan. Currently, NSDO is implementing the TVET project funded by GIZ, with the consortium led by Mercy Corps in Kabul, Parwan, and Herat provinces. Considering our shared values and objectives, NSDO's joint efforts over the next five years will focus on; Climate and Environment, Management of Natural Resources, Economic Development and Employment, Recognition and Appreciation, Rural Development, and Social Development and Humanitarian Response.

**World Food Programme:** The World Food Programme (WFP) is a vital partner in addressing food security and nutrition. Their successful past collaborations with us demonstrate their expertise in program design, resource allocation, and monitoring and evaluation. We share concerns regarding conflict and insecurity, which necessitate strong mitigation strategies. NSDO and WFP share common values and objectives, working together to advance the development of Afghanistan through project implementation. The WFP's cooperation during fragile situations and humanitarian crises has enabled NSDO to support and reach the most vulnerable and needy communities in the northeastern provinces of Badakhshan and Takhar. Given these shared values and objectives, NSDO will continue its joint efforts with WFP over the next five years, focusing on; Zero Hunger, Nutrition, Resilience Building and Advocacy.

**UN-OCHA:** The UN-OCHA support humanitarian organizations to respond effectively to the needs of people caught in crises, to understand and analyses their needs, and to mobilize international assistance. They provide tools and services to help humanitarian organizations ensure that no one affected by a crisis is left behind. One of UN-OCHA's top priorities is localization, and they have opened membership opportunities for local NGOs in Afghanistan. Given that NSDO and OCHA share common values, objectives, and a commitment to joint efforts, NSDO has applied for UN-OCHA



membership. The organization hopes to successfully navigate all steps of the application process and obtain membership, enabling it to implement humanitarian projects over the next five years.

**UNICEF:** The United Nations International Children’s Emergency Fund is committed to protect and fulfill the rights of children and women in Afghanistan. For each child in Afghanistan and the families who care for them UNICEF provides supports and donations. With over 65 years of service, they are one of the longest-serving international organizations in the country. NSDO has not yet implemented any projects funded by UNICEF. However, given that NSDO and UNICEF share common values, objectives, and a commitment to joint efforts, NSDO aims to implement projects related to child protection, child safeguarding, and child education, with funding from UNICEF, over the next five years.

**UNDP:** The United Nations Development Program in Afghanistan has more than 50 years of experience in economic revival and supporting fragile livelihoods. Their focus is on helping to eradicate poverty, reduce inequalities and exclusion, and build resilience so countries can sustain progress. Additionally, UNDP prioritize the inequality, governance, resilience, environment, energy, gender equality, innovation, and digitization in Afghanistan. To date, NSDO has not implemented any projects directly funded by UNDP. However, given their shared values, objectives, and commitment to common focus areas, NSDO plans to implement projects directly funded by UNDP over the next five years.

**UN-WOMEN:** UN Women is the United Nations entity dedicated to gender equality and the empowerment of women. A global champion for women and girls, UN Women was established to accelerate progress on meeting their needs worldwide. UN Women has been working in Afghanistan since 2002 (as UNIFEM until 2010) and has supported the development, monitoring and implementation of policies and programs that both protect and promote the rights of women. Considering the shared values, common goals and objectives, same focus areas, and commitments related to the women rights, NSDO keens to implement women rights related projects supported financially by UN-WOMEN in Afghanistan over the five next years.

**INSO:** The International NGO Safety Organization (INSO) was established to address safety and access challenges faced by NGOs in Afghanistan’s complex political conflicts. INSO enhances NGO safety in high-risk environments and has integrated safety coordination globally. NSDO joined INSO in 2018, gaining resources to improve safety measures for humanitarian workers. This partnership enhances NSDO’s operational effectiveness and staff safety while delivering critical services. Over the next five years, our joint efforts will focus on; Security and safety (risk management), Coordination and collaboration, Local capacity building, Advocacy and policy influence (global standards).

**Concern Worldwide:** Concern Worldwide has been working in Afghanistan for 23 years and remains committed to supporting the most vulnerable communities during this extremely challenging period. As a crucial partner, Concern Worldwide serves as a technical advisor for NSDO’s twinning program. Together, NSDO and Concern Worldwide have successfully implemented the Humanitarian Protection Program (HPP) in Takhar and are currently executing the AWARE program in Kunduz, which began in 2021 and will conclude in 2025. Our joint efforts over the next five years will focus on; Poverty Reduction at the Grassroots Level, Direct, Hands-On Support, Direct, Hands-On Support, Prolonged Joint Experience and Cooperation, Prolonged Joint Experience and Cooperation, Humanitarian Assistance, Long-Term Development, Capacity Building, Health and Nutrition, Advocacy and Policy Engagement and Resilience Building.

**The Norwegian Church Aid (NCA):** The Norwegian Church Aid (NCA) is a potential partner for WASH (Water, Sanitation, and Hygiene) interventions, particularly in northeastern Afghanistan. NSDO and NCA share common values and objectives, working together to advance the development

of Afghanistan through project implementation. Their recent funding for our GBV (Gender-Based Violence) Emergency & WASH project in Kunduz demonstrates their commitment to supporting vulnerable populations. We both recognize the challenges of navigating bureaucracy and ensuring gender-sensitive programming in the complex Afghan context. Building trust with local authorities will be essential. To date, NSDO has implemented two WASH projects funded by NCA in Kunduz and Baghlan provinces. Over the next five years, our joint efforts will focus on; WASH (Water, Sanitation, and Hygiene), Gender-Based Violence, Emergency Response, Fighting Inequality, Peacebuilding, Climate-Smart Economic Empowerment and Faith-Based Climate Action.

**Mercy Corps:** Mercy Corps' expertise in agriculture, livelihoods, and climate change complements our work well. Their funding and collaborative approach to program design are instrumental to our success. They share our concerns regarding government bureaucracy and the importance of gender equality. Adhering to their reporting standards will further strengthen our partnership. NSDO and Mercy Corps share common values and objectives, working together to advance the development of Afghanistan through project implementation. NSDO partnered with Mercy Corps to implement the TVET project in Kabul, Parwan, and Herat provinces. Additionally, NSDO is engaged as a local partner with Mercy Corps for the PREVALE project funded by FCDO. Given our shared values and objectives, our joint efforts over the next five years will focus on; Agriculture and Livelihoods, Climate and Environment, Emergency Response, Financial Inclusion, Gender Equality, Governance, Market Development, Peace and Conflict, Policy and Advocacy, Resilience, WASH (Water, Sanitation, and Hygiene) and Youth.

**The Danish Refugee Council:** The Danish Refugee Council (DRC) remains a valuable partner in addressing the complex humanitarian situation in Afghanistan. Their recent multi-sector project funding demonstrates their trust in our capabilities. Their focus on protection, economic recovery, and peacebuilding aligns perfectly with our mission. Like many NGOs, we face challenges navigating government bureaucracy and ensuring gender-sensitive programming. Strengthening relations with local authorities will be key. Additionally, NSDO and the DRC share common values, joint efforts, and pursue the same objectives for the development of the Afghan nation through project implementation. NSDO is implementing the Building Resilient Communities for Sustainable Development in Rural Afghanistan project as a local partner of DRC. This project is funded by SIDA-SDC and led by IRC as the consortium leader. Over the next five years, we will focus on protection, economic recovery, humanitarian disarmament and peacebuilding, shelter and settlements, camp coordination and camp management, and humanitarian response, in line with our shared values and objectives.

**Kindernothilfe:** NSDO and KNH share a vision and values, particularly in supporting women and children in Afghanistan. With the aim of helping children out of crisis, KNH has implemented several projects in Afghanistan, providing many children the chance to live a child-friendly life again. Together, NSDO and KNH have successfully implemented three projects: Education, Relief Services for Afghan Forced Evicted Returnees (NFI distribution), and Relief Services for Afghan Forced Evicted Returnees – Phase 2 (nutrition and hygiene). NSDO partnered with KNH in 2023 and is committed to strengthening this bilateral collaboration for a long-term relationship. Currently, NSDO is developing a proposal for a short-term project funded by KNH. In 2025, both organizations will sign a five-year project implementation agreement. Given our shared vision and values, this partnership will significantly contribute to joint efforts focusing on holistic development, basic education, healthcare services, disaster relief, and the empowerment of girls and women over the next five years.

**The Food and Agriculture Organization:** FAO is a key partner in strengthening Afghanistan's agricultural sector and adapting to climate change, aligning with our humanitarian mission. Their expertise and funding for projects like Resilient Food Systems, rural livelihoods, poultry assistance, greenhouses, kitchen gardens, and apiculture have significantly impacted food security and livelihoods. NSDO and FAO share common values and objectives, collaborating closely

through the FSAC cluster. Although NSDO has not directly implemented FAO projects, we are committed to working on FAO-funded initiatives over the next five years. Our focus will be better agricultural production, nutrition, lives, environment, and natural resource management, including forest management, in line with our shared mission.

**Save the Children:** Save the Children (SCI) has been active in Afghanistan since 1976, working to improve the lives of children through education, health and nutrition, child protection, food security, and humanitarian response. They collaborate with various stakeholders, including children, parents, teachers, village councils, religious leaders, government ministries, NGOs, and others. In 2018, NSDO partnered with SCI in northeast Afghanistan, implementing emergency projects in Takhar, Badakhshan, and Kunduz. SCI has supported NSDO in child safeguarding and HR. Over the next five years, NSDO and SCI will focus on providing equal access to quality education for girls and boys, healthcare services, nutrition support, reducing violence against children, protecting vulnerable groups, and addressing food insecurity and livelihood challenges in Afghanistan's humanitarian context.

**CARE:** CARE International has been operating in Afghanistan since 1961, with a focus on empowering women and girls, enhancing community resilience, and delivering humanitarian aid. NSDO and CARE share common values and collaborate closely, working together in a consortium to implement various projects. This partnership leverages their strengths to maximize impact, particularly in gender equality and community support. Moving forward, given our shared values and collaboration, we will focus on, empowering women and girls, building community resilience, providing effective humanitarian aid, fostering partnerships, ensuring sustainability and impact measurement. These efforts will be a joint focus over the next five years, aiming to create a better future for the Afghan people.

**Welthungerhilfe:** WHH is dedicated to fighting for a world without hunger. They aim to help people escape hunger and poverty sustainably, ensuring measurable impact while upholding integrity and accountability. Their focus areas include food safety, food security and nutrition, agriculture and natural resource management, WASH (Water, Sanitation, and Hygiene), humanitarian assistance, economic development, civil society and advocacy, climate change, and innovation. NSDO and WHH share common values and collaborate closely, pursuing mutual objectives for the development of the Afghan nation through effective project implementation. While NSDO does not have experience in implementing joint projects with WHH, both organizations are members of a consortium. NSDO is eager to establish a close relationship and partnership with WHH to carry out projects in Afghanistan. Our joint efforts over the next five years will focus on; Eradicating hunger and poverty, Food security and nutrition, Sustainable agriculture and resource management, WASH (Water, Sanitation, and Hygiene), Economic development, Civil society and advocacy, Climate change adaptation and Innovation.

**ActionAid Afghanistan:** (AAA) is a global justice federation dedicated to advancing social justice, gender equality, and poverty eradication. We partnered with AAA to promote Value Chain Development (VCD) in Bamyán province, Afghanistan. However, due to the collapse of the government and political system, the donor (DFID Australia) decided not to continue the project. Despite this, NSDO successfully passed AAA's due diligence in 2021. NSDO and AAA share common values and collaborate closely to achieve mutual objectives for the development of Afghanistan. We are enthusiastic about building a strong relationship and partnership with AAA. Together, we aim to create a more just and equitable society in Afghanistan, contributing to long-term development and positive change over the next five years.

**The International Rescue Committee:** IRC's focus on local leadership and leveraging local strengths aligns perfectly with our approach. Their partnership could significantly enhance the effectiveness and sustainability of our humanitarian efforts. Currently, NSDO is implementing the Building Resilient Communities for Sustainable Development in Rural Afghanistan project in Maidan Wardak and Ghazni provinces through a consortium led by IRC. NSDO intends to engage IRC as a potential partner for the upcoming five years, focusing on Local Leadership, Emergency Response, Organizational Sustainability and Development, Leveraging Local Strengths, and Influencing Programming. This collaboration aims to maximize the impact of our initiatives and ensure long-term benefits for the communities we serve.

**ACBAR:** NSDO, a member of ACBAR since 2018, actively participates in the ACBAR Twinning Program and related meetings. ACBAR is also assisting NSDO in securing membership with the Afghanistan Humanitarian Fund (AHF). Over the next five years, we will focus on ACBAR membership, Twinning Program, Information and coordination, Enhancing funding opportunities for members, and Reducing challenges by coordinating with DFAs. By working together, we aim to achieve our shared goals and create a positive impact in Afghanistan.

Engaging with the De-facto Authorities (DFA) on a case-by-case basis is essential for our operations in Afghanistan, including project registration and signing MOUs. NSDO collaborates closely with sectorial ministries like MAIL, Ministry of Economics, MRRD, MoLSA, MoCI, and MoE, maintaining good rapport and signing separate agreements for project implementation. Our dedicated staff is the backbone of NSDO. Their commitment and expertise are vital for achieving our objectives. We prioritize their well-being by providing competitive compensation, career development opportunities, and a safe work environment. Addressing security concerns, economic hardship, and gender-based challenges is crucial for retaining our talented workforce.

## Primary Stakeholders

No matter how well-designed a project is, its success hinges on the people it impacts. For NSDO, this means a strong understanding of our primary stakeholders: the direct beneficiaries, target communities, vendors and suppliers, and our dedicated project staff.

Direct beneficiaries, the individuals, and families who we serve, are at the heart of our mission. Their needs for education, healthcare, food, water, shelter, and access to natural resources guide our work. Their participation and acceptance are essential for project success, and their feedback helps us improve. Building trust by effectively addressing their needs.

Target communities, the villages where we focus our interventions, have specific needs identified through assessments. These needs often include improved access to education, healthcare, transportation, food security, and WASH facilities. Community leaders and influential figures are crucial partners. They play a vital role in selecting beneficiaries, coordinating projects, sharing information, and resolving conflicts. Collaboration with these leaders is essential for successful implementation and lasting impact.

Vendors and suppliers both influence project execution. Vendors, selected through a transparent bidding process, provide project materials profitably. Their timely and efficient delivery of service contributes to a smooth project flow. Suppliers sell us products or services competitively, aiming to maintain a good relationship with NSDO. Their ability to influence procurement procedures can impact project success. Building strong relationships with reliable vendors and suppliers ensures access to high-quality supplies and services needed for our work.

## Our Strategic Focus for 2024-2028

NSDO's strategic focus is strongly aligned with the United Nations Sustainable Development Goals (SDGs), ensuring that the organization's objectives are in harmony with global development standards. By embedding the SDGs into its strategic framework, NSDO addresses critical challenges such as **poverty, gender inequality, quality education, and environmental sustainability**. This alignment provides NSDO with a structured roadmap to enhance its impact on Afghanistan's most vulnerable communities.

NSDO's **thematic focus** includes key areas like **Gender Justice, Social Cohesion, and Community Empowerment**, supporting **SDG 5: Gender Equality** and **SDG 10: Reduced Inequalities** by promoting inclusive development and equal opportunities. **Water, Sanitation, and Hygiene (WASH)** programs align with **SDG 6: Clean Water and Sanitation**, ensuring access to essential services that improve health and quality of life.

NSDO's focus on **Food Security, Nutrition, and Sustainable Livelihood** ties into **SDG 2: Zero Hunger**, while its **Education and Life Skills** initiatives support **SDG 4: Quality Education**, fostering skill development and opportunities for all. Additionally, **Enterprise Development and Social Entrepreneurship** contributes to **SDG 8: Decent Work and Economic Growth**, empowering communities to build sustainable livelihoods.

Moreover, NSDO's commitment to **Child Protection and Welfare** supports **SDG 16: Peace, Justice, and Strong Institutions**, while its efforts in **Climate Adaptation and Mitigation** and **Disaster Risk Reduction and Humanitarian Response** address **SDG 13: Climate Action** and **SDG 11: Sustainable Cities and Communities**, ensuring resilience and preparedness for future challenges. These integrated efforts enable NSDO to address complex community needs while contributing to Afghanistan's alignment with global development goals. In line with the SDGs, NSDO's future priorities from 2024 to 2028 remain following.

## Thematic Focus 1: Gender Justice

**Goal:** To promote gender equality and justice by empowering women and girls, transforming social norms, preventing harmful practices, advocating for sexual and reproductive health rights, and addressing women and girls' rights from the perspective of Islam.

### Objectives:

1. Increase women and girls' access to education, economic opportunities, leadership roles, and enhancing their skills to participate effectively in decision-making processes.
2. Raise awareness and promote positive social norms that support gender equality and women's rights.
3. Implement community-based interventions to prevent harmful traditional practices such as child marriage and honor killings.
4. Engage religious leaders to advocate for gender-based violence (GBV) prevention and support services.
5. Increase awareness among communities about available GBV services and support mechanisms.
6. Promote access to comprehensive sexual and reproductive health education and services.
7. Advocate for policies and practices that uphold women's sexual and reproductive health rights.
8. Conduct research and dialogue to clarify and promote women's rights in Islamic teachings.
9. Collaborate with religious scholars and institutions to interpret and disseminate teachings that support gender justice.



## Outputs:

1. Number of women and girls enrolled in education and vocational training programs.
2. Number of women participating in leadership and decision-making roles.
3. Number of community interventions were implemented to prevent harmful practices.
4. Number of religious leaders trained on advocating GBV prevention.
5. Number of awareness campaigns conducted on sexual and reproductive health rights.
6. Number of policy briefs and advocacy materials developed on women's rights in Islam.

## Outcomes:

1. Increased economic empowerment and socio-political participation of women and girls.
2. Positive shifts in community attitudes towards gender equality and women's rights.
3. Reduced prevalence of harmful practices and increased protection for women and girls.
4. Improved access to and utilization of GBV prevention and response services.
5. Enhanced awareness and respect for women's sexual and reproductive health rights.
6. Greater acceptance and understanding of women's rights within religious contexts.

## Focus Area: Empowerment of women and girls

**Objective:** Empowerment women and adolescent girls lead, contribute to social network generate their income and realize their rights.

In the face of Afghanistan's ongoing political and social complexities, particularly concerning gender-based violence and the limitations placed on women and girls, this strategic Objective strives to create a future where women and adolescent girls are empowered to reach their full potential. It envisions a society where they can actively lead, contribute meaningfully to social networks, and have the resources and confidence to generate their own income. This Objective is not simply about awareness raising, but about creating tangible change. It aims to dismantle the barriers that prevent women from participating fully in society, equip them with the knowledge and skills they need to thrive economically and socially and advocate for a shift in social and political norms that respects and upholds their rights. By achieving this Objective, we contribute to a more inclusive Afghanistan where women and girls are not just seen but heard, valued, and empowered to be agents of positive change.

## Actions:

- Conduct participatory community conversations on GBV and women's empowerment and deliver legal rights training and awareness-raising workshops targeting all genders within communities.
- Develop and implement programming that addresses control and ownership of economic resources, including land and assets, for women.
- Facilitate and support initiatives that encourage women's political participation, while also building and supporting social networks and safe spaces specifically for women and girls.
- Integrate income-generating activities (IGAs) with existing programs to equip women with necessary skills and resources and create knowledge of referral pathways for GBV services.
- Conduct advocacy efforts towards relevant authorities, urging them to acknowledge and support women's participation and decision-making roles in social and public spheres.
- Provide life skills training and social empowerment activities to enhance women and girls' confidence and leadership potential.
- Support the meaningful participation of women and girls in humanitarian and development interventions through joint efforts with NGOs and civil society organizations.



## Focus Area: Transforming social norms and preventing harmful practices

**Objective:** Dominant norms are transformed to protect girls and women from violence and harmful practices.

Afghanistan's complex social landscape leaves girls and women vulnerable to violence and harmful practices. This strategic Objective aims to dismantle these structures of oppression and transform dominant norms. It focuses on a two-pronged approach: shifting societal attitudes and preventing harmful practices. By working with religious leaders, implementing community awareness programs, and advocating for legal reforms, the Objective seeks to create an environment where GBV is not tolerated. Additionally, specific programs to end practices like FGMC and CEFM, coupled with support services for survivors, provide immediate protection and empower women to rebuild their lives. Ultimately, this Objective strives for a future where girls and women in Afghanistan are safe, respected, and free from violence.

### Actions:

- Implement evidence-based community mobilization approaches such as the SASA! methodology to foster community ownership in preventing violence against women and girls. This will contribute to a cultural shift that promotes respect and gender equality.
- Collaborate with religious leaders using toolkits like ENGAGE and FAME to address GBV, particularly harmful practices like FGMC and CEFM. By engaging religious figures, we can leverage their influence to promote positive change within communities.
- Advocate for legal and normative changes that explicitly prohibit all forms of GBV, with a specific focus on FGMC and CEFM. This strengthens legal protections for women and girls.
- Implement programming to end female genital mutilation/cutting (FGMC). This program will raise awareness of the dangers of FGMC and provide alternative practices that uphold girls' bodily autonomy.
- Strengthen prevention and response mechanisms for Child, Early, and Forced Marriages (CEFM) using tools like the ENGAGE toolkit. Early intervention and support services can help protect girls from the negative consequences of CEFM.
- Provide economic assistance, vocational training, and reintegration packages to support survivors of GBV, particularly those who require financial independence or reintegration into society. This empowers survivors to rebuild their lives and escape situations of vulnerability.

## Focus Area: GBV Services (raising awareness and advocacy through religious leaders)

**Objective:** Women and adolescent girls at risk of violence and survivors access quality and specialized lifesaving GBV services.

In the current political and social environment, women and adolescent girls face a heightened risk of violence. NSDO is committed to ensuring their safety and well-being by providing access to quality and specialized lifesaving Gender-Based Violence (GBV) services. The Objective is to create a comprehensive support system that addresses the immediate and long-term needs of survivors. This includes providing medical care, mental health support, legal aid, and economic empowerment opportunities. We will also establish safe spaces and prioritize the well-being of service providers to ensure the sustainability of our interventions.

Through advocacy efforts, NSDO will push for increased availability of essential GBV services, legal reforms to protect survivors' rights, and improved policies for service delivery. By working

collaboratively with various stakeholders, we aim to build a safer and more just Afghanistan for women and adolescent girls.

### **Actions:**

- Strengthen mental health and psychosocial support services for survivors of GBV, ensuring access to qualified professionals.
- Implement and scale up GBV case management with standardized referral procedures, utilizing robust data management systems like GBVIMS/Primer.
- Provide legal assistance to survivors of GBV, ensuring access to justice and upholding their rights.
- Distribute dignity kits containing essential supplies for incontinence and menstrual hygiene management, collaborating with CRWASH partners.
- Empower survivors through economic opportunities by offering vocational training, reintegration packages, and cash/voucher assistance, integrated with GBV case management.
- Establish safe spaces for women and girls, including one-stop centers, static support centers, and adolescent spaces, in collaboration with relevant stakeholders.
- Prioritize staff care and self-care for GBV service providers to ensure their well-being and continued effectiveness.
- Advocate for increased availability and accessibility of GBV services, legalization of essential services, legal justice for survivors, and policy changes to improve service delivery.

## **Focus Area: Sexual and reproductive health rights**

**Objective:** Women and adolescents are knowledgeable of their sexual and reproductive health and rights, access SRHR services, and drive changes in social and gender norms, together with their families and communities.

This Objective aims to empower women and girls in Afghanistan by providing them with the necessary information and resources to make informed decisions about their sexual and reproductive health and rights (SRHR). The three primary areas of emphasis are education, access to services, and social change. Through the provision of comprehensive sexuality education and the promotion of accessible family planning methods, adolescents will be empowered to make informed decisions regarding their bodies and prospects. In addition, enhancing the quality of services and increasing community awareness will help eliminate obstacles and promote utilization. This Objective goes beyond individual empowerment. It seeks to transform societal and gender norms through adolescent-adult partnerships and faith-based activism. By working collaboratively with families, communities, and religious leaders, a more supportive environment for SRHR knowledge and access will be created, ultimately benefiting women and adolescents across Afghanistan.

### **Actions:**

- Increase access to comprehensive sexuality education (CSE) for adolescents by utilizing the developed toolkit and training educators.
- Improve the quality of family planning (FP) services for women and adolescents through training of service providers on best practices.
- Expand the availability of a range of long-acting reversible and short-acting contraceptive methods to meet diverse needs.
- Develop and disseminate information, education, and communication (IEC) materials that raise awareness about FP options and benefits.
- Implement client-centered contraceptive counseling that emphasizes informed choice, method effectiveness, and maintains client privacy and confidentiality.
- Increase community awareness about the availability and importance of contraceptive services for women and adolescents.

- Establish youth-friendly health spaces that provide accessible and adolescent-responsive SRHR services.
- Promote adolescent-adult partnerships within communities to foster open communication about SRHR and empower young people to advocate for their rights.
- Engage in faith-based advocacy at local and national levels to promote the protection and fulfillment of SRHR within religious frameworks.

## Focus Area: Women and girls Right from the perspective of Islam

**Objective:** To Promote women's and Girls' basic right to work and study.

This objective supports the fundamental right of women and girls in Afghanistan to access education and employment opportunities. Through the promotion of awareness and the transformation of societal attitudes, our programme strives to break down the obstacles that hinder girls from accessing education and women from achieving equal participation in the workforce. Our advocacy efforts will focus on influencing policy changes and shifting cultural mindsets. By striving to eradicate gender discrimination and advocating for equal pay, we can foster a more equitable work environment. In addition, the implementation of vocational training and skill development programmes will provide women and girls with the means to achieve economic empowerment. This Objective aims to create a future where Afghan women and girls can realize their full potential through education and meaningful work.

### Actions:

- Raise public awareness about the importance and benefits of education for girls and women.
- Shift community attitudes by encouraging families and communities to actively support girls' education and equal learning opportunities.
- Advocate for gender-equitable education and employment policies by influencing government and institutions to create policies that promote access to quality education and work for all.
- Eliminate workplace discrimination based on gender through advocacy and awareness campaigns.
- Promote equal pay for equal work by encouraging organizations and private entities to adopt fair compensation practices.
- Break down gender barriers in the workforce by promoting women's participation in traditionally male-dominated fields.
- Empower women and girls economically by offering vocational training and skill development programs.
- Expand opportunities for women and girls to learn technical skills, entrepreneurship, and leadership qualities.
- Engage and encourage religious leaders to promote women and girls' right to work and education through Friday prayers and other religious gatherings.

## Thematic Focus 2: Social Cohesion and Community Empowerment

**Goal:** To strengthen social cohesion, promote community empowerment, and ensure the protection of people and communities at risk through effective conflict resolution, mediation, and psycho-social support.

### Objectives:

- I. Enhance community resilience and social cohesion through inclusive activities and dialogues.

2. Provide psycho-social support services to individuals and communities affected by conflict and trauma.
3. Build capacities for local stakeholders in conflict resolution and mediation skills.
4. Facilitate dialogues and peacebuilding initiatives to resolve local conflicts peacefully.
5. Strengthen protection mechanisms for vulnerable groups including women, children, and internally displaced persons (IDPs).
6. Advocate for policies and practices that ensure the safety and rights of marginalized communities.

### Outputs:

1. Number of community events and dialogues organized to promote social cohesion.
2. Number of individuals and communities receiving psycho-social support services.
3. Number of conflict resolution and mediation workshops conducted for local stakeholders.
4. Number of successful peacebuilding initiatives implemented in conflict-affected areas.
5. Number of protection programs and advocacy campaigns launched for vulnerable groups.
6. Number of policy briefs and recommendations submitted to government authorities and stakeholders.

### Outcomes:

1. Improved social bonds and trust among diverse community groups.
2. Enhanced mental and emotional well-being of individuals affected by conflict.
3. Reduced incidence and impact of local conflicts through peaceful resolution.
4. Increased resilience and capacity of communities to prevent and respond to conflict.
5. Enhanced protection and safety of vulnerable population in targeted areas.
6. Policy and institutional changes promote inclusivity and protect the rights of marginalized communities.

## Focus Area: Social Cohesion and Psycho-social well-being

**Objective:** Communities affected by violence and inter-communal divisions demonstrate strengthened social cohesion and psychosocial well-being.

This Objective targets communities fractured by violence and inter-communal divisions. It aims to foster a sense of unity and rebuild social cohesion, promoting a more peaceful and supportive environment. The focus lies on strengthening the psychosocial well-being of community members, empowering them to cope with past experiences and build resilience for the future. By fostering a sense of collective trust and shared purpose, this Objective seeks to pave the way for lasting peace and community development.

### Actions:

- Integrating community-based psycho-social support and mental health “first aid” into PB programming
- Psychosocial first aid training for community workers, teachers, religious actors, frontline staff (partners) etc.
- Community-based initiatives strengthen social cohesion and well-being.
- Sensitization and public awareness campaigns about tolerance (religious, political, interethnic, etc.), fighting prejudices and exclusion.
- Opening and facilitating spaces for interaction (interfaith, cultural, sports, artistic, economic, etc.) across groups in conflict

- Public education is about skills for non-violence (basic literacy, digital literacy, critical thinking, non-violent communication, emotional intelligence, etc.)
- NEXUS: Integrating community-based social cohesion and well-being into other supported humanitarian and development work
- Community trauma healing and symbolic reconciliation events, rituals, memorials to deal with loss and grief.
- Advocacy to improve norms and policies leading to better inclusion and positive interactions across groups.

## Focus Area: Conflict Resolution and Mediation

**Objective:** Parties in conflict resolve conflicts in a non-violent way.

The aim is to empower the marginalized in conflict to resolve their differences peacefully. By providing training and organizational support to established mediators at local, national, and regional levels, NSDO strengthens conflict resolution mechanisms. Additionally, the organization actively supports specific mediation and reconciliation processes before, during, and after outbreaks of violence. Recognizing the influence of faith leaders and community stakeholders, NSDO works to mobilize their participation in peace dialogues and advocacy efforts to end violence. Furthermore, NSDO aids in monitoring the implementation of peace agreements through support for observers, peace commissions, and justice mechanisms. This comprehensive approach fosters a sustainable path towards peaceful conflict resolution.

**Actions:**

- Training and organizational support for structures and actors with a mandate to mediate in conflicts (local, national, and regional)
- Support for specific missions to engage actors in conflict in mediation and reconciliation processes (before, during and after violence erupts)
- Mobilizing faith leaders and other stakeholders to participate in peace dialogue and advocacy to end violence.
- Support the accompaniment and monitoring of the implementation of peace agreements (observers, peace, and justice commissions, etc.)
- Promoting community mobilization and cohesion through community-based structures to find ways to collaborate and bring peace change.

## Focus Area: Protection of people and communities at risk

**Objective:** Communities affected by crises are protected from abuse, violence, coercion, and deprivation.

NSDO prioritizes the protection of communities affected by crises. This Objective emphasizes shielding them from abuse, violence, coercion, and deprivation. It achieves this by strengthening local governance, empowering communities to advocate for their rights, and conducting humanitarian advocacy for critical needs. The organization facilitates safe spaces and implements robust systems to assess risks and provide early warnings of potential threats. Furthermore, NSDO provides protective accompaniment to vulnerable individuals and promotes inclusive participation in decision-making processes. Recognizing the influence of faith-based actors, NSDO also works to end violence against marginalized groups. This comprehensive approach fosters a secure environment where communities can heal and rebuild.

**Actions:**

- Strengthen local governance by supporting inclusive structures and mechanisms like community action plans.
- Empower conflict-affected communities to advocate for their rights and hold duty-bearers accountable.
- Conduct humanitarian advocacy for improved access to humanitarian aid, protection of religious sites, and other critical needs.
- Facilitate safe spaces for vulnerable individuals in collaboration with GBV programs.
- Implement robust risk assessment and management systems to identify and mitigate potential threats to communities.
- Develop and maintain early warning systems to proactively address emerging risks and crises.
- Provide protective accompaniment to vulnerable individuals and groups, drawing on successful models like the Ecumenical Accompaniment Programme.
- Promote inclusion and participation by ensuring women and all community members actively participate in needs assessments and decision-making processes.

## Thematic Focus 3: Water, Sanitation and Hygiene

**Goal:** To improve access to sustainable water, sanitation, and hygiene services, promote accountable management practices, and ensure inclusive and equitable access to sanitation facilities.

### Objectives:

1. Strengthening local institutions' capacity for effective WASH management and governance.
2. Promote accountability mechanisms to ensure transparent and sustainable management of water resources.
3. Increase access to safe and inclusive sanitation facilities for vulnerable and marginalized populations.
4. Advocate for gender-sensitive sanitation facilities that meet the needs of women, girls, and persons with disabilities.
5. Improve access to sustainable and safe drinking water sources in targeted communities.
6. Implement water conservation and management practices to ensure long-term availability and quality of water resources.

### Outputs:

1. Enhanced capacity and effectiveness of local institutions in managing WASH services.
2. Increased access to safe and dignified sanitation facilities for marginalized groups.
3. Improved health and well-being of communities through access to safe drinking water and sanitation facilities.
4. Sustainable management and conservation of water resources in targeted areas.
5. Increased access to safe and dignified sanitation facilities for marginalized groups.
6. Improved health and well-being of communities through access to safe drinking water and sanitation facilities.
7. Sustainable management and conservation of water resources in targeted areas.
8. Strengthened community resilience to water related challenges and disasters.
9. Policy changes and institutional reforms that support equitable access to WASH services at national and local levels.

### Outcomes:

1. Enhanced capacity and effectiveness of local institutions in managing WASH services.
2. Increased access to safe and dignified sanitation facilities for marginalized groups.
3. Improved health and well-being of communities through access to safe drinking water and sanitation facilities.
4. Sustainable management and conservation of water resources in targeted areas.



5. Strengthened community resilience to water related challenges and disasters.
6. Policy changes and institutional reforms that support equitable access to WASH services at national and local levels.

## Focus Area: Accountable and sustainable WASH management

**Objective:** People participate in decision-making for and management of WASH services in synergy with relevant authorities.

This Objective strives for communities' active participation alongside relevant authorities in decision-making processes for WASH services and their long-term management. By fostering collaboration and empowering communities, NSDO aims to ensure WASH services are not only accessible but also effectively maintained and meet the evolving needs of the population. This approach promotes a sense of ownership and fosters a sustainable future for WASH services within communities.

### Actions:

- Capacity building for service providers and duty bearers on sustainable management of WASH services
- Facilitation of WASH committees (establishment, training, follow-up), community-led management of WASH services
- Mobilizing rights-holders for ownership of infrastructure and services
- Assuring financial sustainability of WASH services
- Supporting relevant government bodies to develop and diffuse WASH-related laws and policies.
- Equip communities and their representatives to influence and advocate towards authorities/duty bearers for support and WASH services.
- Support CSOs, including FBOs, to formulate their agenda in relation to climate-resilient water, sanitation and public health issues and liaise with decision-makers and key stakeholders on local and national levels.

## Focus Area: Inclusive and equitable sanitation services

**Objective:** People access safe, inclusive, sustainable, and equitable basic sanitation facilities and services, appropriate to their context. This Objective emphasizes ensuring everyone has access to safe, long-lasting, and culturally appropriate sanitation facilities that meet their specific needs. NSDO works towards sustainable sanitation solutions that minimize environmental impact. Equity is central to this Objective, ensuring no one is left behind, regardless of background or circumstance. By promoting inclusive design and accessibility features, NSDO strives to create sanitation facilities that serve the entire community with dignity and respect.

### Actions:

- Constructing/setting up safe, inclusive, and dignifying sanitation facilities and services (for example female-friendly facilities that address needs for safety, protection, and menstrual hygiene management needs and ensuring accessibility of people living with disabilities (PLWD), in households, camp settings, collective sites, institutions, communities, etc.
- Implementation of GBV risk-mitigation strategies as part of GBV/CRWASH program integration
- Ensuring an environment free of feces and solid waste through sanitation interventions and activities, Community-led Total Sanitation (CLTS)
- Setting up/providing emergency sanitation services to meet urgent lifesaving needs.

- Waste for value innovative initiatives (solid waste management, organic waste composting, fecal sludge management, recycling and safe re-use of treated wastewater and the use of natural fertilizers)
- Improvement of private and public space through vector control, solid waste management and effective drainage
- Facilitating income-generating activities (cash for work – for construction work, solid waste management, etc.)
- Including the environmental effects of health activities on natural resources.

## Focus Area: Sustainable water services

**Objective:** People access safe, inclusive, sustainable, and affordable water services for personal, household, and productive use. This Objective focuses on ensuring everyone has access to safe, reliable, and affordable water for drinking, domestic needs, and productive activities. Sustainability is a key principle, promoting water management practices that minimize environmental impact and ensure long-term availability for future generations. Inclusivity is also crucial, guaranteeing equitable access for all regardless of background or ability to pay. By working towards this Objective, NSDO strives to create a future where water scarcity is no longer a barrier to a healthy and productive life.

### Actions:

- Rehabilitation of or improvement to existing water supply infrastructure, or construction of new infrastructure to provide safe, inclusive, and equitable access to water of sufficient quality and quantity, in camp settings, collective sites, institutions, communities, etc.
- Establishing access to water services for productive purposes (drip irrigation, rainwater harvesting, solar pumping for irrigation, etc.)
- Application of integrated water resources management (IWRM) to maximize environmental sustainability of water supply services for personal/household and productive purposes.
- Use of renewable energy sources for water pumping, disinfection, and distribution.
- Emergency water supply to meet urgent lifesaving needs (water trucking, voucher assistance, construction of emergency pipelines, deployment of water purification units, etc.).
- Facilitate the establishment of financially and technically viable water services through the support of communities and duty-bearers (user fee schemes and socio-economic considerations)
- Collaboration with the private sector in the development of innovative services (solar water pumping, remote water supply monitoring with sensors, groundwater monitoring, GIS applications for water supply and water resource management, etc.)
- Monitoring water quality.
- Conducting a potential risk assessment related to the locally based right to use natural resources including drinking water.

## Thematic Focus 4: Food Security, Nutrition and Sustainable Livelihood

**Goal:** To enhance food security, improve nutrition outcomes, and promote sustainable livelihoods through climate-smart food production, nutrition-sensitive agriculture, and value chain development.

### Objectives:

1. Increase income-generation opportunities and economic resilience among vulnerable communities.
2. Enhance skills and capacities for sustainable agricultural practices and alternative livelihoods.
3. Promote climate-resilient agricultural techniques and technologies.

4. Support communities in adapting to climate change impacts on food production.
5. Improve food availability and affordability through market-based interventions and food security programs.
6. Integrate nutrition-sensitive approaches into agricultural practices and food production systems.
7. Promote dietary diversity and micronutrient supplementation for improved nutrition outcomes.
8. Conduct nutrition education sessions and campaigns to promote healthy eating practices.
9. Foster behavior changes towards improved nutrition practices among target populations.
10. Strengthen community-based systems for early detection and treatment of acute malnutrition.
11. Provide nutritional support and therapeutic care for malnourished children and adults.
12. Implement targeted nutrition programs for adolescents and pregnant or lactating women.
13. Improve access to prenatal and postnatal nutrition services for mothers and infants.
14. Strengthen agricultural value chains to improve market access and income for smallholder farmers.
15. Facilitate partnerships with private sector actors for sustainable market linkages and value addition.

### Outputs:

1. Number of livelihood training sessions conducted for community members.
2. Adoption rate of climate-smart agricultural practices among farmers.
3. Quantity of nutritious food distributed or produced through agriculture initiatives.
4. The number of households benefiting from improved access to food and nutritional support.
5. Number of nutrition education sessions were held, and participants attended.
6. Percentage reduction in acute malnutrition rates in targeted communities.
7. Number of adolescents and women receiving targeted nutritional interventions.
8. Value chain development initiatives implemented and their impact on farmer income.

### Outcomes:

1. Enhanced income and livelihood resilience among targeted communities.
2. Improved agricultural productivity and food security in vulnerable areas.
3. Reduced prevalence of food insecurity and malnutrition among beneficiaries.
4. Increased adoption of nutrition-sensitive agricultural practices and dietary diversity.
5. Improved nutritional status and health outcomes among vulnerable populations.
6. Strengthening community capacity to manage and mitigate food and nutrition-related challenges.
7. Sustainable market integration and increased profitability for smallholder farmers.
8. Policy influence and advocacy for nutrition-sensitive agriculture and food security at local and national levels.

## Focus Area: Strengthening Sustainable Livelihood

**Objective:** To improve the well-being and resilience of individuals and communities by ensuring that their means of living can withstand shocks, recover from stress, and enhance their capabilities and assets.

This Objective focuses on improving the overall well-being and resilience of individuals and communities. By ensuring their livelihoods can withstand external shocks, recover from periods of stress, and contribute to their overall capabilities and resources, NSDO empowers communities to build a brighter future. This approach goes beyond simply meeting basic needs; it equips individuals

and communities with the tools and resources they need to thrive in the face of challenges and create a more secure and prosperous future.

### **Actions:**

- Providing vocational training and skill-building support to enhance individuals' capabilities.
- Empowering people to manage their finances, invest in income-generating activities, and cope with emergencies.
- Encouraging climate-smart farming practices that improve productivity while conserving natural resources.
- Supporting crop diversification, organic farming, and water-efficient techniques
- Assisting individuals in starting and managing small businesses
- Encouraging farmers to adopt sustainable agricultural methods that enhance productivity and income.
- Empowering farmers to manage finances, invest in their livelihoods, and cope with emergencies.
- Topics include crop management, organic farming, and efficient resource utilization.
- Implementing safety nets, such as cash transfer program or food assisting during shock or crisis.
- Promoting sustainable use of natural resources (land, water, forests, etc.).
- Balancing economic activities with environmental conservation
- Strengthening local institutions, producer groups, self-help groups and cooperatives.
- Encouraging community collective action for development intervention and shared benefits.

## **Focus Area: Climate Smart Food Production**

**Objective:** Local food production is sustainable and has climate-resilience.

We strive to create a future where local food systems are not only sustainable but also resilient in the face of climate change. By promoting practices that minimize environmental impact and enhance the ability of food production to adapt to changing weather patterns, NSDO aims to ensure long-term food security for communities. This approach encompasses techniques that improve soil health, conserve water resources, and reduce greenhouse gas emissions. Ultimately, NSDO works towards a future where communities can produce the food, they need in a way that safeguards the environment for generations to come.

### **Actions:**

- Implementing sustainable, climate-resilient, and gender-sensitive food production practices via a "whole farm approach" (WFA) to optimize resource use and minimize environmental impacts.
- Fostering sustainable practices in collaboration with CES to manage land and water resources efficiently.
- Boosting the use of greenhouses to increase food production.
- Promoting technologies and techniques that enhance efficiency and productivity, addressing literacy, language, and cultural barriers to ensure inclusive access to technologies, especially for women and people living with disabilities (PLWD)
- Improving management practices post-production and facilitating access to adequate storage and processing facilities to reduce food loss and enhance produce quality.
- Increasing knowledge of local demand and consumer markets.
- Building capacity in business administration and market-driven production Facilitating linkages to commercial food markets.

## Focus Area: Promoting Food Security

**Objective:** People have equitable access to safe and sufficient food, a balanced diet, and practice appropriate food handling.

NSDO's strategic plan places a high value on promoting food security. This Objective emphasizes ensuring everyone has access to a safe and adequate amount of food that meets their nutritional needs. It goes beyond just quantity; a balanced diet is also crucial for overall health and well-being. Additionally, NSDO recognizes the importance of proper food handling practices to prevent foodborne illnesses. By promoting these elements of food security, NSDO strives to create a future where everyone can enjoy a healthy and nutritious life, free from hunger and malnutrition.

### Actions:

- Emergency Food Assistance focused on cash and voucher assistance for immediate food needs.
- Training and Capacity Building to improve skills in nutritious diets and cooking program to enhance knowledge on nutritious food preparation and consumption Agricultural Support to establish kitchen gardens and improve subsistence farming quality. Providing seeds and agricultural inputs to enhance food production.
- Addresses issues of food storage and food loss, with a special focus on school feeding schemes
- Water resource management in areas affected by natural crises and climate change. linking with Clean Environment and Livelihood (CLE) to manage water resources efficiently, and working towards (SDG 1), focusing on eradicating poverty through improved water resource management
- Conflict Resolution to address migration-related disputes and conflicts over access to water sources and land for livestock and food production
- Advocacy to observe access to food is a fundamental human right to ensure that everyone can access sufficient, safe, and balanced diets.

## Focus Area: Nutrition-Sensitive Agriculture

**Objective:** To improve overall health and well-being through better and more nutritious food production, selection, and access.

We aim to improve overall health and well-being by working towards a more nutritious food system. It encompasses various aspects: production, selection, and access to food. By promoting practices that cultivate a wider variety of nutrient-rich crops, NSDO works towards improving the nutritional value of food produced locally. Additionally, the organization supports initiatives that educate communities on making informed food choices to ensure a balanced diet. Finally, NSDO strives to increase access to nutritious foods for all, particularly vulnerable populations, contributing to a future where communities can thrive on a foundation of good health and proper nutrition.

### Actions:

- To promote nutrition-sensitive agriculture emphasizes the production of foods high in essential nutrients.
- To contribute to better health and well-being by addressing deficiencies in vitamins, minerals, and other vital nutrients.
- Investing in women's capacity to provide for their families' food security and health.
- To empower women playing a significant role in improving at household nutrition.
- To promote crop diversification and storage technics.

- Supporting nutrition-strengthening activities by integrating food production, food diversity, and empowering women in agricultural practices.

## Focus Area: Nutrition Education and Behavior Change

**Objective:** To educate the psychological dimension of dietary choices, and nutrition education that foster behavioral change and contribute to overall health.

This Objective goes beyond simply imparting knowledge about food and nutrients. It delves into the psychological aspects that influence dietary choices, empowering individuals to make informed decisions that contribute to their overall health. By educating communities about the connection between food, psychology, and well-being, NSDO aims to create lasting behavioral changes that promote healthy eating habits. This approach fosters a deeper understanding of how food choices impact not just physical health but also mental and emotional well-being, ultimately empowering individuals to make informed choices for a healthier and happier life.

### Actions:

- Providing information about the importance of healthy eating and its impact on health
- Providing individuals with knowledge about nutrition, dietary guidelines, and the health benefits of specific foods.
- Encouraging individuals specially woman and girls to understand the benefit of making dietary improvement.
- Equipping people with practical knowledge and skills to make healthy food choices.
- Building skills of women and men in healthy food preparation and cooking
- Fostering an environment involving family and community members in promoting nutritious eating habits.
- To empower individuals to translate that knowledge into positive actions for better health.
- Encouraging regular physical activity to complement good nutrition.
- Promoting habits, increasing fruit and vegetable consumption, reducing added sugars, or drinking more water.
- Encouraging stress-reducing activities (e.g., exercise, meditation) to prevent eating emotionally.
- Emphasizing social norms that support nutritious choices.

## Focus Area: Community-based management- acute malnutrition

**Objective:** To address severe acute malnutrition (SAM) in children and adults by providing treatment within the community itself.

This Objective prioritizes addressing severe acute malnutrition (SAM) in both children and adults by delivering treatment programs directly within communities. This approach aims to increase access to lifesaving interventions while reducing the burden on overwhelmed healthcare facilities. By providing treatment within familiar surroundings, NSDO strives to improve treatment adherence and overall patient well-being. This focuses on community-based care empowers families and communities to play a vital role in the recovery process of those suffering from SAM, promoting a sustainable solution for tackling malnutrition within local populations.

### Actions:

- Engaging community members, local leaders, and health workers to raise awareness about malnutrition.



- Encouraging early detection and referral of malnourished children.
- Regularly screening children in the community to identify those with SAM.
- Educating caregivers on proper feeding practices.
- Offering guidance to caregivers on age-appropriate feeding practices.
- Promoting exclusive breastfeeding, complementary feeding, and diverse diets.
- Encouraging local health departments, NGOs, community volunteers, and parents to support the community in acute malnutrition treatment.
- Training health workers and community volunteers on CMAM protocols and strengthening their skills in nutrition assessment and counseling.
- Improving access, coverage, and outcome for vulnerable children.

## Focus Area: Nutrition of adolescents and women

**Objective:** To raise awareness of the role of nutrition plays in the health and well-being of adolescents and women.

We recognize the critical role nutrition plays in the health and well-being of adolescents and women. This Objective emphasizes raising awareness within communities about the specific nutritional needs of these groups. By educating families and individuals about the connection between diet, growth, development, and overall health for adolescents and women, NSDO aims to empower them to make informed food choices. This approach can contribute to improved physical health, increased energy levels, and a stronger foundation for a healthy future for both adolescents and women.

### Actions:

- Educating adolescents and women about the importance of balanced diets, micronutrients, and healthy eating habits.
- Creating awareness about specific nutritional needs during different stages of life (e.g., puberty, pregnancy, lactation).
- Providing personalized advice on food choices, portion sizes, and nutrient-rich foods.
- Addressing Vitamin D and B12 deficiencies through supplements when necessary.
- Encouraging regular physical activity to complement good nutrition.
- Promoting consumption of iron-rich foods (e.g., leafy greens, legumes, fortified cereals).
- Implementing strategies to reduce anemia prevalence.
- Guiding nutrient requirements during pregnancy and breastfeeding.
- Promoting policies that prioritize women's and adolescents' nutrition.

## Focus Area: Value Chain Development

**Objective:** To enhance the efficiency and effectiveness of the entire value chain associated with a product or service.

The aim is to enhance production and delivery systems for essential goods and services, particularly those contributing to food security and nutrition. NSDO seeks to identify and resolve inefficiencies across the value chain, from production to consumption, that limit access to nutritious food and livelihood opportunities. This involves supporting smallholder producers with improved methods, skills, and resources, strengthening connections between stakeholders, and enhancing access to local and regional markets. Ultimately, NSDO aims to streamline the value chain, ensuring essential food products and services reach vulnerable communities in a timely, affordable, and sustainable way, thus promoting food security, better nutrition, and sustainable livelihoods.

### Actions:

- To optimize the value chain that can deliver maximum value to customers while minimizing costs.
- Conduct comprehensive value chain analysis to uncover bottlenecks and areas where value can be enhanced, ensuring a streamlined flow from producers to consumers.
- Strengthen the market position of local producers, particularly smallholders, by improving their access to resources, skills, and markets, ultimately increasing their profitability and resilience.
- Implement proper value chain management to deliver the most value at the lowest cost, thereby improving competitiveness, market reach, and profitability for producers and other stakeholders.
- Provide warehousing and inventory management solutions that reduce wastage, optimize resource utilization, and improve supply chain efficiency.
- Streamlining production processes and optimizing resource utilization fall under different categories.
- Develop targeted marketing strategies to create demand, increase product visibility, and connect with intended audiences, ensuring the sustainability of the value chain.
- Marketing efforts focus on promoting the product, creating demand, and reaching target audiences.

## Thematic Focus 5: Education and Life Skill

**Goal:** To improve quality education, enhance life skills development, and support marginalized groups, including girls and adults, in gaining literacy and educational opportunities.

### Objectives:

1. Provide immediate educational support and resources in crisis-affected areas.
2. Ensure continuity of learning for children during emergencies through innovative educational interventions.
3. Expand access to formal and non-formal education opportunities for out-of-school children.
4. Reduce barriers to education enrollment and retention, particularly for marginalized and vulnerable children.
5. Enhance the pedagogical skills and knowledge of elementary school teachers.
6. Provide professional development opportunities to improve teaching quality and student learning outcomes.
7. Promote early childhood development through targeted ECD programs.
8. Improve English language proficiency among school-aged children and youth.
9. Increase adult literacy rates through literacy and numeracy programs.
10. Provide vocational and life skills training to enhance economic opportunities for adult learners.
11. Support girls and young women in re-entering the formal education system.
12. Create supportive environments and policies that encourage and enable girls' education.

### Outputs:

1. The number of temporary learning spaces established during emergencies.
2. Percentage increase in enrollment rates for out-of-school children.
3. Number of teachers trained in pedagogical methods and classroom management.
4. Number of ECD centers established and children enrolled.
5. Number of students demonstrating improved English language proficiency.
6. Number of adults completing literacy and vocational training programs.
7. Number of girls supported in re-entering and continuing their education.

## Outcomes:

1. Improved educational access and continuity for children affected by emergencies.
2. Increased enrollment and retention rates among marginalized and vulnerable children.
3. Enhanced teaching quality and learning outcomes in elementary schools.
4. Improved cognitive and socio-emotional development of children through ECD programs.
5. Enhanced English language skills contributing to better academic and career opportunities.
6. Higher adult literacy rates and improved livelihoods through skills training.
7. Greater gender equality in education with increased girls' enrollment and retention rates.

## Focus Area: Education in Emergency

**Objective:** Providing stability, safety, and hope through education in crisis.

This Objective focuses on providing stability, safety, and hope for children and communities facing crisis situations. By establishing education programs in emergency settings, NSDO offers a sense of normalcy and routine amidst the chaos. These programs go beyond academics, often providing vital services like psychosocial support and access to healthcare and hygiene resources. Education in emergencies empowers children to continue their learning journey, fostering resilience and hope for a brighter future, even in the most challenging circumstances.

### Actions:

- Setting up temporary safe learning environments in camps, shelters, or other emergency settings.
- Providing a sense of normalcy and allowing children to continue their education.
- Providing counseling and emotional support to help children cope with trauma and stress.
- Psychosocial activities include art, play, and group discussions.
- Training teachers to work in emergency contexts.
- Distributing textbooks, notebooks, and other educational materials.
- Providing school supplies like pencils, erasers, and backpacks.
- Teaching children about handwashing, sanitation, and health practices.
- Promoting hygiene to prevent disease outbreaks.
- Involving parents, community leaders, and local organizations in supporting education.
- Raising awareness about the importance of schooling during crises
- Ensuring schools are safe spaces free from violence, exploitation, and abuse.
- Implementing child protection measures.
- Collaborating with humanitarian agencies, governments, and NGOs to ensure effective education responses.
- Advocating education as a priority during emergencies.

## Focus Area: Increased Children's Access to Education

**Objective:** Every child, including boys and girls, deserves the opportunity to learn, regardless of their background, ethnicity, or socioeconomic status.

This Objective emphasizes the fundamental right of all children, regardless of gender, ethnicity, or socioeconomic background, to receive an education. NSDO works towards dismantling barriers that prevent children from reaching their full potential. This may involve advocating for inclusive education policies, supporting community-based learning initiatives, and addressing issues like child labor or early marriage that can limit educational opportunities. Ultimately, NSDO strives to create a future where every child has the chance to learn, grow, and contribute meaningfully to their communities.

## Actions:

- Setting up temporary safe learning environments in camps, shelters, or other emergency settings.
- Building and maintaining schools and classrooms to accommodate more students.
- Ensuring that schools are safe, well-equipped, and conducive to learning.
- Raising awareness among parents and communities about the importance of education.
- Encouraging families to send their children to school and address cultural or social barriers.
- Offering alternative schooling hours for children who work or face other constraints.
- Evening classes, weekend schools, or part-time options can improve access.
- Ensuring that schools are inclusive for children with disabilities or special needs.
- Adapted facilities, trained teachers, and accessible materials are essential.
- Expanding access to preschool and early childhood programs.
- Early learning sets the foundation for future education.
- Addressing gender-specific barriers to education.
- Encouraging girls' enrollment and retention through targeted interventions.
- Regularly assessing progress in increasing access to education.

## Focus Area: Life skill capacity building/development

**Objective (a):** To ensure personal growth, resilience, and success in various aspects of life.

This Objective focuses on equipping individuals with the skills and knowledge necessary for personal growth and success in various aspects of life. By fostering essential life skills like communication, critical thinking, problem-solving, and decision-making, NSDO empowers individuals to navigate their personal and professional lives effectively. This approach promotes self-confidence, resilience, and the ability to set and achieve Objectives, ultimately contributing to a fulfilling life.

**Objective (b):** To empower individuals to adapt to changing circumstances and build resilience to navigate and cope with challenges and stress.

The second Objective recognizes the ever-changing nature of life. It emphasizes equipping individuals with the adaptability and resilience needed to navigate challenging circumstances and build coping mechanisms for stress. By promoting skills like emotional intelligence, conflict resolution, and coping with setbacks, NSDO empowers individuals to adapt to change, overcome obstacles, and emerge stronger from challenging situations. This holistic approach to life skills development fosters a sense of agency and empowers individuals to thrive in the face of life's uncertainties.

## Actions:

- Improving the ability to communicate effectively.
- Encouraging creative problem-solving and long-term planning.
- Enhancing efficiency in managing tasks and priorities.
- Evaluating an organization's overall capacity and identifying areas for improvement.
- To empower an individual with disability, working on developing key abilities for daily activities such as budgeting, toileting, mobility, cleaning, and cooking capacities.
- Increased collaboration, productivity, innovation, and creativity within teams and organizations.

## Focus Area: Teacher capacity building for elementary school

**Objective:** Capacity building of teachers in primary schools to play a crucial role in improving the quality of education.

We prioritize strengthening the capacity of elementary school teachers. This Objective recognizes that effective educators are fundamental to ensuring quality education for young learners. By providing teachers with professional development opportunities, training, and ongoing support, NSDO equips them with the knowledge, skills, and resources they need to be successful in the classroom. This can encompass areas like curriculum development, innovative teaching methodologies, classroom management, and assessment practices. Ultimately, NSDO aims to empower teachers to create engaging and stimulating learning environments that nurture a love of learning and unlock the full potential of every student in their care.

### Actions:

- Builds principal's and teachers' capacity through conducting pedagogy training sessions as per the project training.
- Build principals and schoolteachers in On PSS and child protection issues.
- Organizing teachers' training needs assessment and Preparing training plans for principals and schoolteachers.
- Develops and conducts training programs for principals and teachers.
- Develop training aid materials and evaluate training sessions.
- Providing and advocating for teachers on learning and teaching materials issues.
- Develops and helps principals and teachers conduct various tests and exams particularly midterm and final ones for students.
- Conduct pre-test and post-test of training participants.
- Make sure that lessons are relevant to learner's lives and curriculum and texts are developmentally appropriate, accurate and in the proper language.

## Focus Area: Early Child Development (ECD) and English Language Provenance

**Objective:** To effectively implement early childhood programs that ensure all children can flourish.

This Objective emphasizes the importance of effective ECD programs while acknowledging the multilingual context of Afghanistan. NSDO recognizes the need for culturally appropriate and inclusive ECD programs that cater to children's development regardless of their native language. This may involve incorporating multilingual learning approaches or resources within the ECD programs to ensure all children can participate and benefit fully. Ultimately, the Objective remains to ensure all children, regardless of background or language, can flourish through quality ECD experiences.

### Actions:

- Encourage free play, allowing children to run, skip, throw, catch, gallop, jump, hop, balance, climb, and more.
- Set up guided movement activities like obstacle courses, balancing beams, and throwing/catching games.
- Engage children in music-related experiences, learn simple nursery rhymes and poems, explore musical instruments (even homemade ones), Discover sound through body percussion, Music enhances vocabulary, memory, cognitive abilities, listening skills, auditory processing, and rhythm—all essential for later reading skills.

**Creative Art:**

- Children naturally love art! Encourage various creative activities, drawing with wax crayons, pencils, pens, chalk, etc., Painting (finger painting, stamp painting, using brushes and sponges), Constructing with boxes and other materials, Cutting, tearing, pasting, and collaging.

**Reading:**

- Reading to children has countless benefits. Make bedtime stories a non-negotiable daily activity, Reading fosters language development, imagination, and a love for books.

**Play:**

- Play is the cornerstone of early childhood development.
- Through play, children learn problem-solving, social skills, creativity, and emotional regulation.

## Focus Area: Literacy for Adult

**Objective:** To empower individuals, promote social inclusion, and create a more equitable society.

This Objective focuses on empowering individuals by providing them with the necessary reading and writing abilities to confidently navigate the world. Access to literacy is crucial for individuals to thrive, as it empowers them to develop personally, promotes inclusivity, and contributes to a fairer society. Our organization, NSDO, is dedicated to the pursuit of this objective. We strive to make adult literacy programmes easily accessible, while also nurturing a passion for learning. Our aim is to establish a nurturing and encouraging environment where adults can enhance their literacy skills at their own comfortable pace. Through the empowerment of individuals with the invaluable gift of literacy, NSDO plays a vital role in shaping a more promising future, where every person possesses the necessary tools to unlock their true potential and actively engage in their communities.

**Actions:**

- Engage adults in reading comprehension exercises, vocabulary building, and discussions about various texts.
- Teaching basic writing skills, including sentence structure, paragraph formation, and letter writing.
- Helping adults to understand health-related information and read food labels.
- Encouraging reading and discussion of books, short stories, and articles.
- Empowering learners to express their views and participate in community issues.
- The literacy activities will be following the Ministry of Education and other education principles.
- Encouraging communities and influencers to promote education for adult (man and woman).

## Focus Area: Re-entry girls to school who could not continue because of the ban

**Objective:** To facilitate the return of girls' students to school after an extended absence.

This strategic plan of NSDO places a high priority on the re-integration of girls who have faced obstacles in continuing their education, such as previous bans or disruptions. This objective prioritizes the establishment of a seamless and inclusive atmosphere to facilitate their reintegration into the educational system. NSDO acknowledges the significance of providing education to every girl, as well as the obstacles they may encounter upon returning to school after a prolonged absence.

**Actions:**



- Conduct awareness campaigns to inform parents, guardians, and the community about the importance of education and the benefits of returning to school.
- Raise awareness about facilities, services and support are provided to girl students.
- Organize workshops/orientation for students and parents to prepare them for the transition back to school.
- Provide counseling services to address any emotional or psychological challenges students may face.
- Support students in dealing with anxiety, stress, or trauma related to their absence from school.
- Promote handwashing, mask-wearing, and maintain physical distance.
- Arrange meetings between parents, teachers, and school administrators.
- Discuss individual student needs, progress, and any challenges faced during the transition.
- Help students build social connections and enjoy their time at school.
- Seek donations for school supplies, uniforms, and other essentials.

## Thematic Focus 6: Enterprise Development and Social Entrepreneurship

**Goal:** To enhance economic self-sufficiency and social entrepreneurship in communities by fostering enterprise development, supporting micro-small-medium enterprises, and promoting skill development.

### Objectives:

1. Promote Community-Based Income Generation and Self-Help Group Formation
2. Strengthening Micro, Small, and Medium Enterprises (MSMEs)
3. Advance Institutional Development and Empowerment
4. Facilitate Business Incubation and Innovation
5. Develop and Implement Skill Development Programs
6. Facilitate Market Access and Linkage Building

### Outputs:

1. Established SHGs, provided training on income generation, and created a resource guide for managing community projects.
2. Provided technical assistance and capacity-building to MSMEs, developed and distributed a best practices manual, and established mentorship programs with experienced entrepreneurs
3. Conducted capacity-building workshops for leaders, developed a strategic growth plan, and implemented development projects with local stakeholders.
4. Established business incubation centers, provided startup grants, and hosted innovation workshops and pitch events.
5. Delivered training programs, formed partnerships with vocational centers and educational institutions, and developed a skills assessment tool to address gaps.
6. Established market access platforms and networking events, developed market linkages, and created a market research report to guide business strategies.

### Outcomes:

1. Boosted self-help groups' income-generating activities, enhanced members' business management skills, and improved economic stability in target communities.
2. Boosted MSME operational efficiency and growth, increased profitability and sustainability, and enhanced local economic development.

3. Strengthened institutional capacity, improved leadership and management skills, and enhanced collaboration and community impact.
4. Facilitated the launch and scaling of new businesses, increased startups' market presence, and strengthened the entrepreneurial ecosystem.
5. Enhanced employability and entrepreneurial skills, increased access to skilled labor, and strengthened workforce adaptability to market demands.
6. Improved market access and sales for local businesses, strengthened partnerships, and increased competitiveness and revenue.

## Focus Area: Community-Based Income Generation and Self-Help Group Promotion

**Objective:** Families come together to support and assist each other with specific issues or challenges they are facing in their lives.

Our strategic plan places a strong emphasis on empowering communities by focusing on income generation and the establishment of self-help groups. This focus area is dedicated to enhancing community resilience and enhancing livelihoods. Through the establishment and facilitation of income-generating initiatives and self-help groups, NSDO cultivates a cooperative atmosphere that enables families to collaborate in generating income, honing their abilities, and attaining an improved quality of life. This collective effort paves the way for a more self-reliant and prosperous future for the community.

### Actions:

- Provide training on financial literacy, bookkeeping, and managing savings and loans.
- Members learn about accessing financial support.
- Regular training helps SHG members to understand loan procedures and repayment mechanisms.
- Providing capacity-building workshops on leadership, group dynamics, and decision-making.
- To empower members to take charge of their group and community development.
- To promote women's empowerment by providing a platform for collective action
- Helping women gain confidence, voice, and decision-making abilities through SHG participation.
- Facilitate initiatives that run SHG toward self-sufficiency and sustainable livelihood.

## Focus Area: Strengthening Micro-Small, Medium Enterprises

**Objective:** Supporting MSMEs through Capacity Building and Recovery Initiatives for sustainable development

The strategic plan of an organization acknowledges the crucial contribution of Micro, Small, and Medium Enterprises (MSMEs) to the development of Afghanistan. This objective is to assist MSMEs by implementing capacity-building initiatives and recovery programmes. Through the provision of training, resources, and access to financial tools, NSDO enables these businesses to enhance their operational efficiency, overcome challenges, and make meaningful contributions to the promotion of sustainable economic growth. This approach promotes the development of a flourishing entrepreneurial ecosystem, which leads to the creation of employment opportunities, the generation of income, and ultimately sets the stage for a more prosperous future for businesses and communities in Afghanistan.

### Actions:

- Providing training on various aspects, including business management, financial literacy, and technology adoption.
- Enhance skill and competitiveness through capacity building.
- Increase access to credit and financial capital.
- Encouraging MSMEs to adopt digital tools, e-commerce platforms, and automation.
- Innovation hubs and incubators foster creativity and product/service development.
- Facilitate Improving physical infrastructure (roads, electricity, etc.) benefits MSMEs.
- Simplifying registration processes and reducing bureaucratic hurdles.
- Ensuring compliance with labor laws, environmental regulations, and taxation
- Promoting women's entrepreneurship and leadership in MSMEs.
- Addressing gender gaps in access to resources and opportunities
- Preparing MSMEs for shocks (e.g., pandemics, natural disasters).
- Emergency response plans and risk management strategies.

## Focus Area: Institutional Development and empowerment

**Objective:** Enhancing the capacity, resilience, and impact of organizations and individuals.

This focus area aims to enhance the capacity, resilience, and impact of organizations and individuals. We acknowledge the crucial role that empowered institutions and individuals play in driving positive changes. Through the provision of training, resources, and support, NSDO strives to empower individuals with the necessary tools to address obstacles, accomplish their objectives, and make a significant impact on society.

### Actions:

- Enhancing the skills, knowledge, and capabilities of organizational staff and leaders
- Improving governance structures, decision-making processes, and accountability mechanisms within organizations.
- Developing long-term plans, setting Objectives, and aligning organizational activities with the mission and vision.
- Implementing effective financial systems, budgeting, and resource allocation.
- Establishing mechanisms to assess organizational performance and impact.
- Building partnerships with other organizations, government agencies, and stakeholders.
- Equipping individuals with practical skills (e.g., vocational training, entrepreneurship skills).
- Addressing gender disparities, promoting women's leadership, and ensuring equal opportunities.
- Engaging communities in decision-making, problem-solving, and collective action
- Empowering individuals to express their opinions, advocate for change, and participate in civic processes.

## Focus Area: Business Incubation and Innovation

**Objective:** To support the establishment and growth of start-ups by providing them with essential resources, guidance, and mentorship.

Our organization is dedicated to cultivating a culture of entrepreneurship through this specific focus area. Our objective is to assist in the development and expansion of startups by offering them vital resources, guidance, and mentorship. Our programme offers a range of benefits, such as providing access to workspaces, facilitating networking opportunities, delivering business development training, and fostering connections with potential investors. Through the nurturing of promising new ventures, NSDO strives to foster economic growth and cultivate a dynamic and innovative business environment.

### **Actions:**

- To facilitate networking opportunities for start-ups.
- To provide physical spaces where start-ups can work, collaborate, and access necessary resources.
- Scientific and technological advancements
- Restructuring internal processes, improving efficiency, and enhancing organizational structures.
- Developing new business models or exploring untapped markets.
- Partnering with other organizations, universities, or research institutions.

## **Focus Area: Skill Development Program**

**Objective:** To ensure successful upskilling, cross-skilling, and reskilling of participants and partners

This focus area prioritizes the importance of cultivating a skilled and adaptable workforce. We aim to empower participants and partners by providing them with the essential skills through various initiatives focused on upskilling, cross-skilling, and reskilling. This approach enables individuals to remain competitive in the job market and empowers them to adapt to changing needs and technologies. Through our investment in workforce development, NSDO strives to create a more productive and prosperous economy.

### **Actions:**

The key aspects of the Skill Development Program are:

#### **Foundation and higher-order skills:**

- These cognitive skills include literacy, numeracy, problem-solving, communication, and information analysis. They form the basis for effective learning and adaptation.
- Higher order skills involve understanding complex ideas, adapting to the environment, learning from experience, and reasoning.

#### **Socio-Emotional Skills:**

- Focusing on managing relationships, emotions, and attitude, which includes interpersonal effectiveness, leadership, teamwork, self-control, and grit.

#### **Specialized Skills:**

- It includes knowledge, expertise, and interactions needed for specific tasks. Examples include technical skills, entrepreneurship skills, and mastery of required materials or technologies.

## **Focus Area: Market Access Facilitation and Linkage Building**

**Objective:** To play a crucial role in empowering smallholder farmers and MSME promote sustainable economic growth

NSDO's plan prioritizes connecting small-scale farmers and businesses (MSMEs) to markets. By bridging the gap between producers and buyers, NSDO empowers these groups to access new opportunities, build stronger market linkages, and contribute to sustainable economic growth in Afghanistan.

### **Actions:**

- To increase smallholder farmers and MSME broader access to markets, negotiate better prices and reduce transaction costs.
- Improve market access and bargaining power.
- Certifying smallholders allows them to access stable, premium prices in commercial markets regardless of local fluctuations.
- Strengthening the reliability and quality of smallholder yields and products by integrating the value chain.
- Providing training sessions and sharing relevant information with smallholders.
- Organizing events to promote smallholder products and connect them with potential buyers.
- Facilitating the participation of small owners in national and provincial exhibitions to build relationships and trust.

## Thematic Focus 7: Child Protection and Welfare

**Goal:** To enhance the safety, rights, and well-being of children by strengthening protection systems, promoting child rights, advocating against exploitation and abuse, providing mental health support, and fostering community engagement for positive change.

### Objectives:

1. Strengthening Child Protection Systems
2. Promote Child-Based Rights and Well-Being
3. Advocate and Protect Against Sexual Exploitation, Abuse, and Child Labor
4. Provide Mental Health and Psychosocial Support
5. Engage Communities for Behavioral and Social Change
6. Provide support to orphanage and street children.

### Outputs:

1. Updated child protection policies, trained professionals and community leaders, and established a database to track cases and outcomes.
2. Distributed child rights educational materials, integrated child rights into school curriculums, and partnered with local organizations for child-centered initiatives.
3. Developed and shared advocacy materials on exploitation and abuse, trained law enforcement and social workers, and implemented prevention programs and support services for at-risk children.
4. Established counseling services, trained caregivers and educators in psychosocial support, and developed a referral network for mental health services.
5. Conducted community awareness campaigns and workshops on child protection, formed action groups for child rights, and implemented behavior change and social norms interventions.
6. Establishment of a vocational training program that provides skills development workshops for street children.

### Outcomes:

1. Enhanced child protection services coordination, improved skills among professionals and community members, and better monitoring for timely interventions.
2. Enhanced awareness and respect for child rights, leading to improved well-being and quality of life for children through informed advocacy and support.
3. Increased awareness and prevention of child exploitation strengthened response mechanisms, and enhanced support services for affected children.

4. Enhanced mental health and well-being for children and families, increased access to psychosocial support, and strengthened caregiver and educator capacity. Increased community engagement and ownership in child protection, improved attitudes and behaviors, and strengthened networks supporting children's safety and rights.
5. Increased employment opportunities for participants, leading to improved financial stability and self-sufficiency.

## Focus Area: Strengthening Child Protection System

**Objective:** Safeguarding children and ensuring their well-being and promoting children's rights and safety.

NSDO prioritizes the safety and well-being of children. Our strategic plan incorporates a focus on strengthening child protection systems. This means creating a robust and supportive network to safeguard children's rights and prevent them from harm, abuse, and exploitation.

### Actions:

- Implementing measures to prevent physical, emotional, and sexual abuse.
- Detecting and addressing any signs of maltreatment promptly
- Ensuring access to healthcare, nutrition, and education.
- Addressing risks related to child labor, child marriage, and harmful practices.
- Offering counseling, mental health support, and rehabilitation services.
- Assisting children facing crises or emergencies
- Strengthening families to provide a protective environment.
- Supporting kinship care and foster care arrangements
- Advocates policies and legislation that prioritize child protection.
- Collaborating with communities, schools, and other stakeholders to create safe spaces for children.

## Focus Area: Promote Child based rights and well-being

**Objective:** Promoting child rights and well-being to create a better world for every child.

We go beyond protection; we actively work towards a world where every child can thrive. Our Objective of promoting child rights and well-being encompasses advocating for their fundamental rights and ensuring their overall development. NSDO envisions a future where all children can reach their full potential and live fulfilling lives.

### Actions:

- Adopting a rights-based approach to monitoring children's well-being involves systematic steps:
- Specifying relevant rights.
- Identifying actions for rights implementation.
- Measuring progress to track improvements.
- Promoting child well-being means securing the right of all children to engage with the world in child-appropriate ways.
- Contribute to a sustainable future for all children.
- Maximizing child health at all stages of development.



## Focus Area: Advocacy and Protection from Sexual Exploitation and Abuse and Child Laboring

**Objective:** To protect the rights, well-being, and dignity of children against sexual abuse and exploitation and child labor.

However, we recognize the harsh realities that threaten children's well-being. NSDO is dedicated to advocacy and protection from sexual exploitation and abuse, and child labor. Through targeted interventions and awareness campaigns, we strive to uphold children's rights, dignity, and safety in these critical areas.

### Actions:

- Protecting children from actions that harm children, such as sexual assault, trafficking, and exploitation.
- Effective interventions and strategies to prevent and respond to child sexual abuse and exploitation.
- Providing a comprehensive approach that involves legal measures, awareness campaigns, and support services for survivors.
- Preventing activities that involve children in dangerous work often deprives them of education and basic rights.
- Promote efforts that address root causes, increase access to education, and promote alternatives to child labor.
- Working tirelessly to protect children and advocate for their rights.

## Focus Area: Mental Health and Psychosocial Support

**Objective:** To improve the mental health and psychosocial well-being of children, adolescents, and their caregivers.

Mental health is an essential aspect of well-being for all ages. This plan incorporates a focus on mental health and psychosocial support. We aim to improve the mental health of children, adolescents, and their caregivers. By providing essential support and equipping them with coping mechanisms, we empower them to navigate challenges and build resilience.

### Actions:

- Establishment of community mental health centers and team
- Providing assessment, counseling, and support to individuals within their local communities.
- Community based intervention and activities help address mental health needs effectively.
- Focusing on restoring functioning and improving quality of life for individuals with mental health conditions.
- Skill-building, social integration, and vocational training.
- The formation of peer support groups that create a sense of belonging and reduce isolation.
- Providing services that assist individuals with mental health conditions in maintaining independent living.

## Focus Area: Community Engagement for Behavioral and Social Change

**Objective:** Promoting foster dialogue, participation, and engagement with children, families, communities, and networks.

We believe that lasting positive change requires collaboration. Our focus area of community engagement for behavioral and social change emphasizes fostering dialogue, participation, and collaboration. By working with children, families, communities, and networks, NSDO aims to create a social shift that prioritizes child protection and promotes a safe and supportive environment where every child can flourish.

### **Actions:**

- To promote positive practices related to health, education, child protection, and other essential services.
- To track progress toward CCCs (Core Commitments for Children).
- Facilitating to expand people's control over decisions, especially those that affect their life and livelihood.
- Activities that aim to influence the driver of change and support local action.
- Removing obstacles that hinder positive practices.
- Activities that contribute to more equitable, cohesion and peaceful society
- To collaborate with families, community leaders, and local knowledge to drive positive changes.
- To empowers communities and fosters well-being by addressing barriers and promoting positive practices.

## **Focus Area: Provision of Support for Orphanage and Street Children**

**Objective:** To enhance the quality of life for orphaned and street children by providing essential resources, educational opportunities, and emotional support, ensuring their well-being and integration into society.

This focus area aims to address the immediate needs of orphaned and street children through a comprehensive support system. By offering food, shelter, education, and psychosocial assistance, we can empower these vulnerable populations and facilitate their transition into a secure and fulfilling life.

### **Actions:**

- Distribute essential items such as food, clothing, and hygiene supplies to orphanages and street children.
- Establish tutoring programs and scholarships to promote access to education and vocational training.
- Facilitate regular health check-ups, vaccinations, and mental health services tailored to the needs of these children.
- Implement workshops that teach practical skills, promoting self-sufficiency and resilience.
- Foster partnerships with local organizations to create awareness and mobilize resources for orphanages and street children.
- Develop rapid response mechanisms to support children facing crises, including natural disasters or family breakdowns.
- Advocate for laws and policies that protect the rights of orphaned and street children and promote their welfare.

## Thematic Focus 8: Climate Adaptation and Mitigation

**Goal:** To enhance resilience to climate change and promote sustainable environmental practices through ecosystem-based disaster risk reduction, adaptation strategies, faith-based advocacy, and renewable energy promotion.

### Objectives:

1. Promote Ecosystem-Based Disaster Risk Reduction
2. Implement Climate Change Adaptation Strategies
3. Foster Faith-Based Climate and Environmental Advocacy
4. Promote the Use of Renewable Energy

### Outputs:

1. Implemented ecosystem-based disaster risk reduction plans, trained communities and local authorities, and restored critical ecosystems to mitigate risks.
2. Created tailored climate adaptation plans, conducted community-based risk assessments and workshops, and integrated adaptation measures into local development policies.
3. Developed faith-based advocacy programs, engaged religious leaders in climate action, and organized interfaith dialogues on environmental issues.
4. Established renewable energy projects, conducted educational campaigns on their benefits, and collaborated with businesses and governments to support adoption and infrastructure.

### Outcomes:

1. Improved community resilience to natural disasters through effective ecosystem management, enhanced local capacity for ecosystem-based DRR, and increased disaster preparedness.
2. Increased community awareness and readiness for climate change, enhanced local capacity for adaptation strategies, and improved resilience to climate-related impacts and extreme weather.
3. Increased faith community support and action for climate advocacy, greater awareness within faith-based groups, and strengthened partnerships with environmental initiatives.
4. Increased adoption of renewable energy, enhanced stakeholder support, and reduced reliance on non-renewable sources and their environmental impacts.

## Focus Area: Ecosystem-Based Disaster Risk Reduction Promotion

**Objective:** To prevent and reduce disasters by utilizing ecosystems and harnesses the regulatory functions of ecosystems to create a safer environment for all.

NSDO appreciates the valuable role healthy ecosystems play in mitigating natural disasters. Our strategic plan incorporates this focus area, promoting strategies that utilize and enhance the natural regulatory functions of ecosystems. By promoting sustainable land management practices and ecosystem restoration, NSDO aims to create a safer environment for all by preventing and reducing the impact of disasters.

### Actions:

- Safeguarding natural ecosystems such as forests, wetlands, drylands, and coastal and marine systems.
- Healthy ecosystems have the capacity to mitigate and buffer against natural hazards.

- Conserving and restoring ecosystems such as forests, wetlands, drylands, and coastal/marine systems.
- Promoting sustainable land use practices to prevent ecosystem degradation.
- Reforestation and afforestation to enhance ecosystem resilience.
- Developing an ISEA tool to support decision-making and development planning while ensuring environmental sustainability and DRR are incorporated.
- Providing advocacy and advisory support in major international conferences related to Disaster Risk Reduction (DRR), environment, and climate change adaptation.
- Implementing the Eco-DRR projects
- Improving the capacity of Eco-DRR at district, provincial and national level.

## Focus Area: Climate Change Adaptation

**Objective:** Addressing the impacts of climate change that are already affecting people’s lives through adjusting behavior, and infrastructure to thrive in a changing climate.

The effects of climate change are already being felt around the world, and NSDO is committed to helping communities adapt. Our Objective for climate change adaptation focuses on adjusting behaviors and infrastructure to enable communities to thrive in a changing climate. This may involve promoting drought-resistant crops, developing early warning systems, or improving water management practices. By supporting adaptation strategies, NSDO aims to build community resilience in the face of climate challenges.

### Actions:

- Strengthening infrastructure (irrigation canal, check dams and community road) to withstand extreme weather events, and other climate-related challenges.
- Developing climate-resilient planning and design to protect communities from floods, storms, and other hazards.
- Activities that address poverty and ensure inclusive development.
- Sustainable land management practices to prevent soil erosion and maintain ecosystem health.
- Developing effective early warning systems for extreme climate-related events (e.g., drought floods, land slide and avalanche).
- Educating communities on disaster preparedness and evacuation procedures.
- Conserving and restoring ecosystems (forests and pastures) that provide natural buffers against climate impacts.
- Supporting biodiversity to enhance ecosystem resilience.
- Implementing social protection programs that help vulnerable populations cope with climate-related shocks.
- Ensuring equitable access to resources and services for all segments of society.

## Focus Area: Faith-based climate and environment advocacy

**Objective:** Citizens and duty-bearers are influenced and mobilized to act for climate and environmental justice.

We recognize the significant influence of faith-based leaders and institutions. Our strategic plan incorporates a focus area on faith-based climate and environment advocacy. We work to mobilize citizens and duty-bearers to act for climate and environmental justice. By engaging faith leaders and communities, NSDO aims to inspire a collective effort towards environmental stewardship and a more sustainable future.

### Actions:

- Theological engagement: Theological reflection and engagement with faith institutions and religious leaders.
- Mobilization of faith leaders and faith communities to respect and follow both the theological rationale and the government policy for forest protection, natural resources management, and climate action.

## Focus Area: Promote Renewable Energy Use

**Objective:** To contribute to a more sustainable and resilient energy system.

NSDO's strategic plan prioritizes a shift towards a more sustainable and resilient energy future. Our focus area on promoting renewable energy use reflects this commitment. By advocating for and supporting the adoption of renewable energy sources like solar, wind, and hydropower, NSDO aims to contribute to a cleaner and more secure energy system. This approach reduces dependence on fossil fuels, minimizes environmental impact, and fosters long-term energy security for communities. Ultimately, NSDO strives for a future where renewable energy becomes the cornerstone of a sustainable and resilient energy infrastructure.

### Actions:

- Addressing electricity shortages through community-led, local based initiatives that harness local resources such as sunlight, water, and wind.
- Harvesting energy from alternative sources beyond solar, hydro, and biogas.
- Site selection considers factors like solar radiation, accessibility, terrain, topography, soil conditions, and grid connectivity.
- Develop detailed engineering plans for the solar array, MHP, or wind including panel layout, electrical design, and structural considerations.
- Evaluating economic viability, technical feasibility, and environmental impact
- Assemble and install the panels, inverters, and electrical components.
- Promoting renewable energy use in agricultural-related activities such as green housing
- Promoting bioenergy use to reduce dependence on external fuel sources.
- Identifying poor and vulnerable families (IDPs, Returnees and PwD) with energy needs.
- Enhancing the skills, knowledge, and capabilities of target groups and leaders on system installation and maintenance.

## Thematic Focus 9: Disaster Risk Reduction and Humanitarian Response

**Goal:** To enhance community resilience and ensure effective humanitarian response through community-based disaster risk management (DRM), need-based humanitarian interventions, and sustainable natural resource management.

### Objectives:

1. Promote Community-Based Disaster Risk Management (DRM)
2. Implement Need-Based Humanitarian Response.
3. Promote Sustainable Natural Resource Management.

### Outputs:

1. Developed and shared community-based DRM plans conducted training for leaders and residents, and established DRM committees and early warning systems.

2. Assessed humanitarian needs, delivered targeted aid, and coordinated with partners for an effective response.
3. Implemented sustainable resource management practices, conducted community education programs, and formed partnerships to support and promote conservation.

### Outcomes:

1. Enhanced community preparedness and response to disasters, increased local capacity for managing risks, and reduced vulnerability to natural hazards.
2. Delivered timely humanitarian aid, improved health and well-being for affected populations, and strengthened coordination among humanitarian actors.
3. Enhanced natural resource management and conservation, increased community engagement in sustainability, and improved resilience to climate change and environmental impacts.

## Focus Area: Promoting Community-Based DRM

**Objective:** Supporting at-risk communities in identifying, analyzing, implementing, monitoring, and evaluating disaster risks with the aim to enhance capacity and reduce vulnerability.

NSDO understands that communities are often most directly impacted by disasters. Our strategic plan prioritizes promoting community-based DRM. This approach shifts ownership of safety to at-risk communities themselves. NSDO empowers them to take charge by identifying, analyzing, and implementing effective disaster risk reduction strategies. This includes monitoring risks, evaluating preparedness plans, and ultimately, reducing vulnerability to disasters and building stronger, more resilient communities.

### Actions:

- Facilitate assessing hazards, vulnerability and capacity that is led by the community.
- Identification risks specific to the context and developing strategies accordingly.
- Facilitate formation of CBDRM consisting of men, women, marginalized group including PWD
- CBDRM activities are well integrated into the daily lives of community members.
- Effective coordination ensures the CBDRM efforts align with broader disaster risk reduction strategy.
- To empower CBDRM to take proactive measures, reduce vulnerability and enhance resilience in the face of disaster.
- Ensure representation from diverse backgrounds, including women, youth, and marginalized groups and define roles and responsibilities for committee members.
- Conduct risk assessments, vulnerability mapping, and hazard identification.
- Organize training sessions on disaster response, evacuation procedures, and first aid.
- Regularly assess the committee's performance and progress.
- Providing linkage with the key stakeholders, including the government, to seek support in the face of an emergency.

## Focus Area: Need-Based Humanitarian Response

**Objective:** Saving lives, alleviating suffering, and upholding human dignity during crises and their aftermath.

NSDO is committed to saving lives, alleviating suffering, and upholding human dignity during crises. Our strategic plan reflects this commitment through our focus on needs-based humanitarian response. This ensures our interventions are targeted and efficient, addressing the most critical needs of



communities affected by disasters or emergencies. By providing essential aid and services, NSDO strives to support communities through the aftermath of crisis and on the path to recovery.

### **Actions:**

- Determine the specific area of humanitarian work that matches with the organization's thematic areas and existing technical capacity.

### **Need assessment:**

- Conduct a thorough needs assessment in the target community. Understand the challenges, vulnerabilities, and existing resources.
- Involve local stakeholders, community members, and other relevant parties in the process.

### **Project Planning:**

- Develop a detailed project plan.
- Define the project's Objectives, objectives, activities, and expected outcomes.
- Consider the project's scope, timeline, and budget. How long will it take? How much funding is needed?

### **Coordination and Collaboration:**

- Collaborate with other organizations, NGOs, and local authorities. Coordination ensures efficient use of resources and avoids duplication.
- Align the response with existing humanitarian response plan.

### **Humanitarian Principles:**

- Adhere to the four humanitarian principles: humanity, neutrality, impartiality, and independence. These principles guide ethical and effective humanitarian action.

### **Funding and Resources:**

- Explore funding sources. Seek grants, donations, or partnerships.
- Mobilize resources such as personnel, equipment, and materials.

### **Implementation:**

- Execute the project activities according to the plan.
- Monitor progress, adapt as needed, and maintain flexibility in response to changing circumstances.

### **Monitoring and Evaluation:**

- Regularly assess project progress and impact.
- Use indicators to measure success and identify areas for improvement.

### **Sustainability and Exit Strategy:**

- Plan for project sustainability beyond its initial phase. Consider capacity-building and local ownership.

## **Focus Area: Sustainable Natural Resource Management**

**Objective:** Communities manage and restore natural resources in a sustainable way.

NSDO acknowledges the vital role of environmental stewardship in ensuring long-term well-being. Our strategic plan incorporates a focus area on sustainable natural resource management. We collaborate with communities to develop practices that ensure responsible use and restoration of natural resources. This includes promoting techniques for soil conservation, water management, and reforestation. By fostering sustainable resource management, NSDO contributes to a healthier environment and a more secure future for generations to come.

### **Actions:**

- Organizing communities to manage their common natural resources for the benefit of all community members and nature.
- Facilitation of community planning on the usage, management and restoration of degraded environments and natural resources (water, soil, forests, savannah, bush, and coastal/marine environments, etc.), e.g. by applying Quranic gardens, etc.
- Protection of Quranic gardens, etc.
- Community management of common land and water resources for “improved water security and land productivity but also biodiversity and ecological health
- Strengthening community committees’ skills and capacity to mediate and contribute to resolving conflicts between community members about access to the use of natural resources.
- Community lobbying towards authorities for continued access and rights to natural resources in their surroundings and traditional entitlements
- Advocacy towards authorities and duty-bearers to provide services and support community efforts for protection and restoration of ecosystems.

## **Focus Area: Community Based Disaster Management**

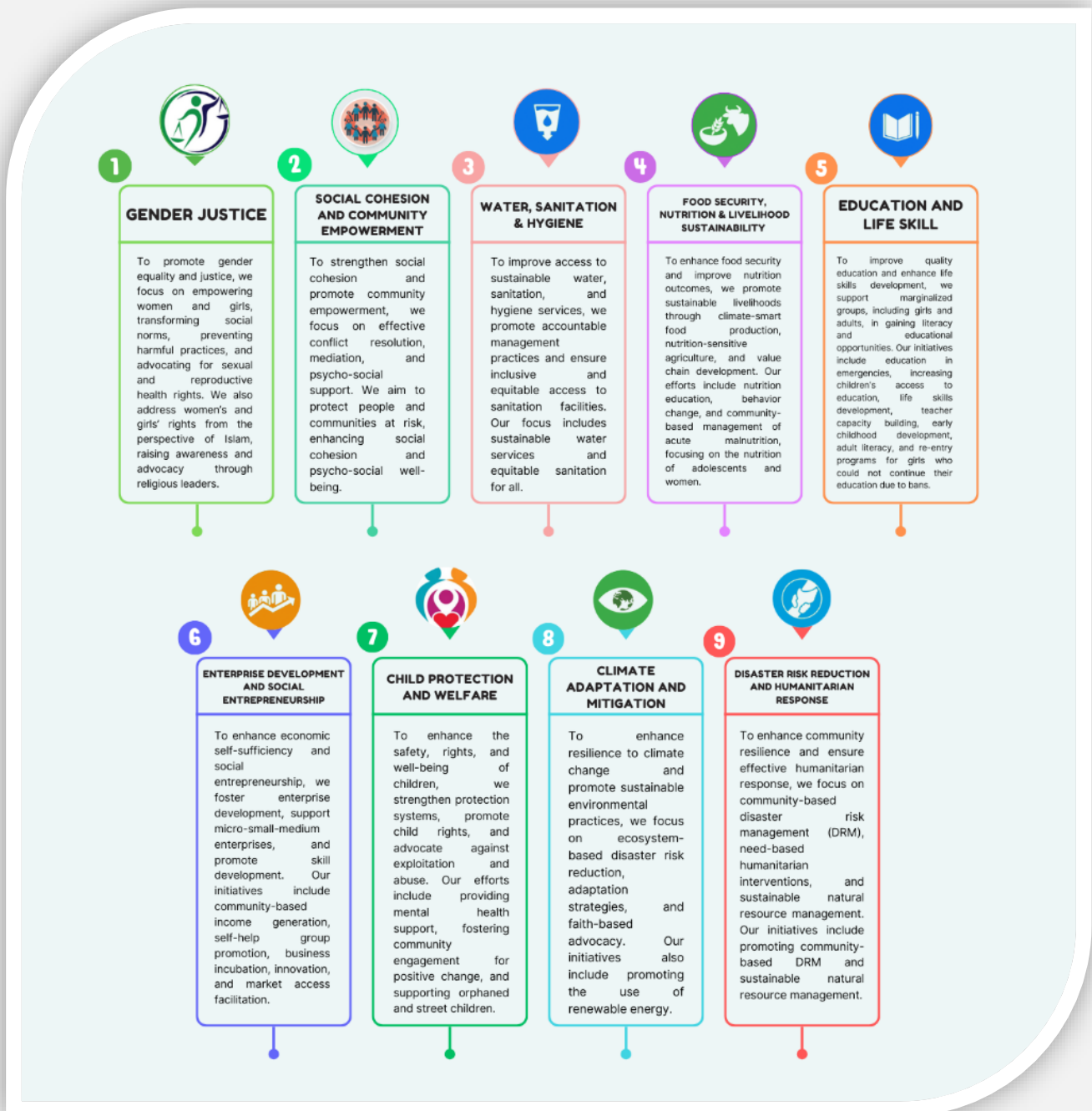
**Objective:** Strengthening community capacity to effectively manage disaster risks and enhance resilience through inclusive participation and localized strategies.

NSDO recognizes that empowering communities to take charge of their disaster management fosters resilience and prepares them to face future challenges. This focus area emphasizes the importance of community involvement in every stage of disaster management, from planning to recovery, ensuring that local knowledge and resources are utilized effectively.

### **Actions:**

- Facilitate community meetings to raise awareness about disaster risks and encourage participation in DRM activities.
- Conduct workshops and training sessions tailored to the community’s needs, focusing on disaster preparedness and response techniques.
- Assist communities in mapping local resources, skills, and knowledge that can be leveraged during a disaster.
- Empower communities to conduct participatory risk assessments, identifying hazards, vulnerabilities, and capacities specific to their context.
- Foster collaboration between community disaster management committees and local authorities to ensure alignment with municipal and national disaster management frameworks.
- Establish mechanisms for ongoing evaluation of community disaster management practices, allowing for continuous learning and adaptation.
- Organize regular emergency preparedness drills that simulate disaster scenarios, allowing community members to practice response plans and coordination.

## A Summary of Thematic Focus Areas 2024-2028



# Operational Plan 2024 - 2028





## Our Operational Objectives

### Operational Objective 1: Gender Justice (Empowering Women and Girls in Afghanistan): A Multi-Faceted Approach

1. Launch a comprehensive training program on leadership, financial literacy, income generation skills (like vocational training), and legal rights for women and girls across various communities.
2. Implement community awareness campaigns utilizing local media, religious leaders, and community influencers to address harmful practices like GBV and advocate for gender equality.
3. Establish a network of safe spaces (one-stop centers, support centers) across communities, staffed by trained professionals, offering medical care, mental health support, legal aid, and economic empowerment opportunities for survivors.
4. Develop and distribute educational materials on sexual and reproductive health rights, targeting both adolescents and their families, alongside training healthcare providers on SRHR best practices.
5. Advocate for policy changes with government bodies to promote gender-equitable education and employment opportunities, alongside awareness campaigns challenging workplace discrimination.
6. Implement leadership training programs for women and girls annually, equipping them with the skills needed to participate in community decision-making processes.
7. Conduct quarterly awareness campaigns in targeted communities to promote positive social norms regarding gender equality and women's rights.
8. Organize monthly/quarterly workshops on legal rights for women, with participation from women and men each month, to educate communities about laws protecting women's rights.
9. Integrate income-generating activities into existing community programs, aiming to involve women in sustainable economic initiatives each year.
10. Implement a robust monitoring and evaluation framework to assess progress on gender justice objectives, with bi-annual reports to analyze outcomes and adjust strategies accordingly.

#### Expected Outcome:

Through implementing these operational Objectives across all focus areas, the program aspires to create a lasting and transformative impact for women and girls in Afghanistan. This impact will be realized through increased empowerment and agency, a decrease in violence and harmful practices, improved access to essential services for survivors, enhanced knowledge, and access to sexual and reproductive health services, and ultimately, greater opportunities for education and employment. This holistic approach aims to build a more equitable and secure future where Afghan women and girls can thrive.

### Operational Objective 2: Social Cohesion and Community Empowerment

1. Integrate a comprehensive program of psycho-social support and community-based initiatives to strengthen social cohesion and well-being in conflict-affected communities.
2. Strengthen conflict resolution mechanisms through training and support for local mediators, while mobilizing faith leaders and community stakeholders for dialogue and reconciliation efforts.
3. Prioritize the protection of vulnerable communities by strengthening local governance, advocating for their rights, and establishing robust risk assessment and early warning systems.
4. Organize community events annually that promote dialogue and inclusivity, engaging participants from diverse backgrounds to foster social cohesion.
5. Provide psycho-social support services to individuals and families affected by conflict and trauma through established support networks and trained community workers.

6. Conduct quarterly training workshops on conflict resolution and mediation skills for local stakeholders each quarter, including community leaders, educators, and health workers.
7. Facilitate and implement a minimum of five peacebuilding initiatives in conflict-affected areas each year, tracking progress and outcomes to ensure effective conflict resolution.
8. Launch protection programs for vulnerable groups, including women, children, and IDPs, individuals annually and providing resources and advocacy support.
9. Establish and maintain five regular dialogue spaces (e.g. cultural events) that facilitate interaction among conflicting groups, promoting mutual understanding and collaboration.
10. Implement at least three public awareness campaigns each year focused on tolerance, non-violence, and social cohesion with community members.

### Expected Outcome:

The expected outcomes of the Social Cohesion and Community Empowerment initiatives are multi-faceted and transformative for the communities involved. Firstly, enhanced social bonds and trust among diverse community groups will emerge, fostering a more united and resilient society capable of addressing shared challenges collaboratively. The mental and emotional well-being of individuals affected by conflict will improve significantly, as access to psycho-social support services allows for healing and recovery from trauma. Additionally, the incidence and impact of local conflicts will decrease, thanks to strengthened conflict resolution mechanisms and mediation skills among community stakeholders, leading to more peaceful interactions. Communities will exhibit increased resilience, empowering them to proactively prevent and respond to conflicts, thereby creating safer environments for all members, especially vulnerable populations like women and children. Finally, the implementation of inclusive policies and practices will promote the rights of marginalized communities, leading to significant policy and institutional changes that support equity, safety, and active participation in community decision-making processes. Overall, these outcomes will contribute to a more cohesive, empowered, and just society.

### Operational Objective 3: Fostering a Sustainable WASH Future in Afghanistan

1. Develop training programs for service providers and WASH committee members on sustainable WASH management practices, financial planning, and community engagement.
2. Establish and support WASH committees in target communities, equipping them with the tools and resources to effectively manage WASH services.
3. Construct or rehabilitate gender-sensitive and inclusive sanitation facilities annually, ensuring accessibility for women, girls, and persons with disabilities.
4. Facilitate dialogue sessions between communities and authorities to ensure WASH services meet local needs and reflect community priorities.
5. Construct safe and inclusive sanitation facilities in collaboration with communities, ensuring accessibility for women, girls, and people with disabilities.
6. Integrate GBV risk-mitigation strategies into sanitation facility design and location planning.
7. Rehabilitate existing water infrastructure and construct new systems where needed, prioritizing renewable energy sources for water pumping and treatment.
8. Develop water management plans with communities that promote water conservation and responsible water use practices.
9. Conduct public awareness campaigns annually on hygiene practices, water conservation, and the importance of sanitation, targeting community members.

### Expected Outcome:

The implementation of operational objectives aimed at fostering a sustainable WASH future in Afghanistan is expected to significantly enhance local governance and community engagement in water and sanitation management. By developing training programs for service providers and establishing



WASH committees, communities will gain the skills and resources necessary to effectively oversee their WASH services. This empowerment will lead to the construction of gender-sensitive and inclusive sanitation facilities, improving access for women, girls, and persons with disabilities while reducing vulnerabilities associated with gender-based violence.

Additionally, rehabilitating water infrastructure and prioritizing renewable energy sources will ensure reliable access to safe drinking water, contributing to better health outcomes and community resilience. Public awareness campaigns on hygiene practices will further promote a culture of health and sanitation, ultimately resulting in reduced waterborne diseases. Together, these initiatives will create a more sustainable, equitable, and responsive WASH environment, significantly enhancing the quality of life for communities in Afghanistan.

## **Operational Objective 4: Empowering communities for sustainable food security and improved nutrition**

1. Empower individuals to manage their finances and invest in income-generating activities (e.g., providing vocational training, microloans).
2. Promote sustainable farming practices that enhance soil health and water conservation (e.g., training on organic farming, rainwater harvesting techniques).
3. Facilitate the adoption of climate-resilient agricultural techniques among farmers through workshops and hands-on demonstrations, focusing on water-efficient methods and sustainable resource management.
4. Improve access to nutritious food through kitchen gardens and agricultural support (e.g., distributing seeds and tools, establishing community gardens).
5. Diversify crop production to improve the nutritional value of food grown locally (e.g., promoting the cultivation of fruits and vegetables rich in essential vitamins and minerals).
6. Equip families with practical skills to make healthy food choices (e.g., cooking demonstrations, workshops on balanced diets).
7. Train community health workers to screen for and treat malnutrition in children (e.g., establish community-based treatment programs).
8. Conduct nutrition education sessions to raise awareness about healthy eating practices, dietary diversity, and the importance of micronutrients, targeting both men and women, especially adolescents and pregnant or lactating women.
9. Raise awareness about specific nutritional needs during critical life stages (e.g., puberty, pregnancy, lactation) through educational campaigns.
10. Empower women through targeted interventions that focus on their critical role in family nutrition, providing education on food security, health, and access to resources.
11. Encourage the formation of local producer groups, cooperatives, and self-help groups to strengthen community resilience and collective action towards sustainable livelihoods and food security.
12. Improve market access for small-scale producers by strengthening links within the food system (e.g., facilitating connections with local buyers, cooperatives).

### **Expected Outcome:**

The operational objectives outlined aim to create a comprehensive approach to enhancing food security and improving nutritional outcomes in communities. By empowering individuals with financial management skills and providing access to vocational training and microloans, households will see increased income generation, fostering economic resilience. Sustainable farming practices, including organic farming and rainwater harvesting, will enhance soil health and water conservation, leading to improved agricultural productivity. The promotion of climate-resilient agricultural techniques will enable farmers to adapt to changing environmental conditions, ensuring long-term food security.

Furthermore, the establishment of kitchen gardens and community gardens will improve access to nutritious food, while diversifying crop production will enhance the nutritional value of locally grown food. Equipping families with practical cooking skills will empower them to make healthier food choices, fostering a culture of nutrition awareness. Training community health workers to address malnutrition will strengthen local health systems, ensuring timely interventions for vulnerable populations. Educational campaigns targeting critical life stages, particularly for women and adolescents, will raise awareness of specific nutritional needs, contributing to healthier communities.

Empowering women through targeted interventions will not only improve family nutrition but also strengthen community bonds through the formation of producer groups and cooperatives. Lastly, enhancing market access for small-scale producers will facilitate sustainable livelihoods, promoting collective action toward food security. Overall, these outcomes will lead to improved health and well-being, increased economic resilience, and strengthened community capacities to address food and nutrition challenges effectively.

### **Operational Objective 5: Access, Skills, Resilience - Education for All**

1. Establish temporary safe learning spaces in camps to provide normalcy and continue education for children in crisis situations.
2. Enroll more children, especially girls, by raising awareness and addressing barriers like child labor.
3. Train individuals in communication, problem-solving, and other essential life skills for personal growth and success.
4. Train teachers in effective pedagogy, child protection, and curriculum development to improve elementary education quality.
5. Implement culturally appropriate ECD programs with multilingual learning approaches to ensure all children flourish.
6. Stronger involvement of parents, community leaders, and local organizations in supporting education initiatives.
7. Offer accessible adult literacy programs to empower individuals and promote social inclusion.
8. Facilitate a smooth reintegration of girls back into the educational system through awareness campaigns and support services.
9. Identification and dismantling of barriers (e.g., child labor, early marriage) that prevent children from accessing education.
10. Improved emotional well-being of children and adults affected by crises through psychosocial support and counseling services.

#### **Expected Outcome:**

The expected outcomes include enhanced educational continuity for children in crisis through the establishment of safe learning spaces, fostering a sense of normalcy that allows them to thrive academically. Increased enrollment, particularly among girls, is anticipated as community awareness campaigns address barriers like child labor and cultural stigmas. Training individuals in essential life skills will empower them to navigate challenges confidently, while improved teacher training will enhance the quality of elementary education, leading to better student engagement and outcomes.

Additionally, culturally appropriate early childhood development programs will ensure that all children flourish, regardless of their backgrounds. Stronger community involvement will create a supportive network for educational initiatives, and accessible adult literacy programs will empower individuals, promoting social inclusion. Successful reintegration efforts for girls will help bridge gender gaps in education, while the dismantling of barriers to education, such as early marriage, will further increase access. Finally, psychosocial support services will enhance emotional well-being, fostering resilience within the community and enabling individuals to better cope with crises.

## **Operational Objective 6: Enterprise Development and Social Entrepreneurship**

1. Establishing new SHGs within targeted communities within the next year, focusing on diverse demographics to enhance inclusivity and collaboration.
2. Provide targeted capacity-building training to at least MSMEs annually, covering key areas such as business management, financial literacy, and technology adoption to improve operational efficiency.
3. Implement capacity-building workshops for local organizations each year, focusing on governance, strategic planning, and accountability to enhance their overall impact in the community.
4. Launch business incubation centers within the next two years, offering essential resources, mentorship, and networking opportunities to support startup growth and innovation.
5. Develop and deliver skill development training programs annually, targeting foundational, socio-emotional, and specialized skills to equip participants with essential competencies for the job market.
6. Establish at least market access platforms for smallholder farmers and MSMEs within the next year, facilitating connections with buyers and improving their bargaining power.
7. Develop a set of KPIs for each focus area to measure success and inform future strategies, conduct bi-annual assessments to gauge program impact and adapt as needed.

### **Expected Outcomes:**

The expected outcomes of these operational objectives are transformative for the targeted communities. By establishing self-help groups (SHGs), we anticipate increased income-generating activities and enhanced financial literacy among members, fostering a strong sense of community and economic resilience. For micro, small, and medium enterprises (MSMEs), targeted capacity-building training is expected to boost operational efficiency and profitability, creating a flourishing entrepreneurial ecosystem that generates employment and drives local economic growth.

Additionally, the establishment of business incubation centers will support startups with essential resources and mentorship, leading to increased innovation and business scalability. Comprehensive skill development programs will enhance workforce adaptability and employability, while improved market access platforms will empower smallholder farmers and MSMEs to secure better prices and connect with new buyers. Finally, systematic monitoring and evaluation through KPIs will ensure that these initiatives remain impactful and responsive to community needs, ultimately fostering sustainable development and social entrepreneurship.

## **Operational Objective 7: Protecting Rights, Building Resilience - A Brighter Future for Children**

1. Enhance coordination and collaboration among child protection services, ensuring that professionals and community leaders are trained to effectively identify and respond to signs of abuse and maltreatment.
2. Implement a multi-pronged approach to prevent child abuse, exploitation, and ensure access to essential services.
3. Monitor child well-being using a rights-based approach and advocate for their holistic development.
4. Develop and disseminate targeted advocacy materials and training programs for law enforcement and social workers to strengthen the prevention and response mechanisms for at-risk children.

5. Increase awareness and implement strategies to prevent child sexual abuse, exploitation, and child labor.
6. Establish community-based mental health services to support children, adolescents, and caregivers.
7. Conduct community awareness campaigns and workshops to foster dialogue and promote positive behavioral changes related to child protection, while forming action groups to support child rights initiatives.
8. To establish and implement a comprehensive support program for orphaned and street children, providing essential resources, educational opportunities, and mental health services to children in targeted communities.

### Expected Outcome:

The expected outcomes for the operational objectives in Child Protection and Welfare are transformative for both children and the community. Strengthening child protection systems and enhancing coordination among services will lead to more effective identification and response to maltreatment cases, creating safer environments for children. Promoting a rights-based framework will raise awareness and respect for child rights, improving overall well-being and quality of life.

Additionally, the operational objective of establishing and implementing a comprehensive support program for orphaned and street children will provide essential resources, educational opportunities, and mental health services tailored to their unique challenges. This initiative, alongside targeted advocacy against sexual exploitation and child labor, will enhance prevention mechanisms and support services for at-risk children. Engaging communities through awareness campaigns will foster positive behavioral changes, ensuring that child protection is prioritized and that community members actively contribute to safeguarding children's rights and welfare. Together, these efforts will create a nurturing environment where every child can thrive.

## Operational Objectives 8: Climate Adaptation and Mitigation

1. Implement ecosystem-based disaster risk reduction (Eco-DRR) plans that utilize and enhance natural ecosystems to mitigate disaster risks, while training communities and local authorities in sustainable land management and ecosystem restoration practices.
2. Develop and promote tailored climate change adaptation plans that include strengthening infrastructure, implementing early warning systems, and encouraging sustainable land management practices to enhance community resilience to climate impacts.
3. Engage and mobilize faith leaders and communities to advocate for climate justice, encouraging them to formulate local climate action agendas and participate in interfaith dialogues on environmental stewardship.
4. Support the establishment of renewable energy projects by educating communities on the benefits of renewable sources, facilitating the adoption of technologies, and collaborating with local businesses and governments to build the necessary infrastructure.

### Expected Outcomes:

The expected outcomes for the operational objectives in Climate Adaptation and Mitigation are transformative for both communities and ecosystems. By implementing ecosystem-based disaster risk reduction plans, communities will experience improved resilience to natural disasters, with healthier ecosystems acting as buffers against hazards. This proactive approach will enhance local capacities for disaster preparedness, resulting in reduced vulnerability and safer living environments.

Furthermore, tailored climate change adaptation strategies will foster greater community awareness and readiness for climate-related challenges, leading to the development of sustainable infrastructure

and effective early warning systems. Engaging faith communities in advocacy efforts will not only strengthen their commitment to climate justice but also mobilize collective action for environmental stewardship. Finally, promoting renewable energy use will result in increased adoption of sustainable energy sources, reduced reliance on fossil fuels, and enhanced energy security, ultimately contributing to a cleaner and more resilient energy future for all. Together, these outcomes will create a robust framework for addressing climate change and fostering sustainable development.

## **Operational Objectives 9: Disaster Risk Reduction and Humanitarian Response**

1. Establish and implement community-based disaster risk management (DRM) plans, fostering local ownership and capacity building for effective disaster preparedness and response.
2. Regularly assess humanitarian needs in disaster-affected areas to identify vulnerabilities and prioritize interventions that address the most urgent requirements of the affected populations.
3. Develop and execute need-based humanitarian response plans that provide timely assistance to affected communities, focusing on health, food security, and shelter.
4. Collaborate with communities to implement sustainable natural resource management practices, ensuring the responsible use and restoration of environmental resources for long-term resilience.
5. Organize training sessions for community members on disaster preparedness, resource management, and conflict resolution, enhancing local capacity to manage natural resources sustainably.
6. Foster collaboration among local stakeholders, NGOs, and government entities to ensure a coordinated approach to disaster risk reduction and humanitarian response.
7. Establish robust monitoring and evaluation frameworks to assess the impact of DRM initiatives and humanitarian interventions, facilitating continuous improvement and sustainability.
8. Engage with local and national authorities to advocate for policies and resources that support disaster risk reduction, humanitarian response, and sustainable environmental practices.
9. Engage and strengthen the community capacity to effectively manage disaster risks and enhance resilience through inclusive participation and localized strategies.

### **Expected Outcomes:**

Additionally, enhanced community engagement and training initiatives will empower local populations to actively participate in disaster preparedness and resource management, fostering a sense of ownership and responsibility. Strengthened partnerships and coordination among stakeholders will facilitate a more efficient and cohesive response to disasters, while robust monitoring and evaluation mechanisms will ensure the continuous improvement of strategies and interventions. Ultimately, these efforts will contribute to a safer, more sustainable future for communities, where individuals are equipped to navigate challenges and recover from crises effectively.

## **Funding Strategy**

Our success in Afghanistan hinges on a secure and sustainable funding strategy. We've developed a multi-phased approach to securing resources, fostering impactful partnerships, and ensuring cost-effective implementation of our programs. This approach leverages the expertise and resources of key stakeholders like USAID, EU, GIZ, WFP, UN\_HABITAT, UNAMA, Concern Worldwide, NCA, MC, DRC, KNH, FAO, SCI, GFA, IRC, CARE, WHH, AAA, OXFAM, Democracy International, Afghanistan Human Rights Independent Commission (AIHRC), International Development Stakeholders, and community partners to maximize our impact while staying within budget limitations.

In the initial phase, we'll develop compelling grant proposals tailored to specific donor priorities. Highlighting alignment with their Objectives, will be crucial. Measurable outcomes and a cost-effective approach will The expected outcomes of the operational objectives in disaster risk reduction and humanitarian response are multifaceted, significantly enhancing community resilience and capacity to manage crises effectively. By promoting community-based disaster risk management, communities will experience improved preparedness and response capabilities, reducing vulnerability to natural hazards. Regular needs assessments and targeted humanitarian aid will ensure timely support for affected populations, enhancing health, well-being, and overall recovery efforts. Moreover, fostering sustainable natural resource management practices will lead to better environmental stewardship, increased biodiversity, and improved resource security, further bolstering community resilience against climate change and environmental degradation.

be emphasized in each proposal. Additionally, we'll issue targeted emergency appeals during critical situations and cultivate an engaging online donation platform for individual supporters. Local partnerships with NGOs will be vital for on-the-ground fundraising efforts.

Phase two focuses on building partnerships and scaling up our impact. Collaboration with UN agencies and international NGOs inside and outside of Afghanistan will be key. The issue of localization, highlighted by the de facto administration in early 2023, presents a valuable opportunity for the New Way Social and Development Organization (NSDO) to collaborate and engage with international NGOs. By implementing projects in Afghanistan that prioritize local involvement and ownership, NSDO can foster meaningful partnerships that enhance the effectiveness and sustainability of development efforts in the region. This initiative not only aligns with global trends toward localization but also supports the empowerment of local NGO's and promotes more tailored solutions to their unique challenges. We'll actively seek co-funding opportunities with relevant government ministries for WASH and education initiatives. Maximizing in-kind donations from corporations and local businesses will be a priority. Sustainability is woven into the fabric of our programs from the start. We'll integrate income-generating activities, like micro-loans for WASH committees, and train communities on water conservation and sanitation facility maintenance.

Long-term vision involves innovative financing mechanisms like Social Impact Bonds. These partnerships with impact investors will provide funding based on achieving measurable social outcomes, with a portion of the returns reinvested in program expansion and local capacity building. We recognize that systemic change is necessary for lasting impact. We'll advocate for increased government investment in critical areas alongside local civil society organizations to influence policy decisions that promote food security and women's empowerment.

Knowledge sharing and capacity building are cornerstones of our strategy. Successful program models and best practices will be documented. Training workshops for local government staff and community leaders will ensure program sustainability beyond our direct involvement.

Responsible financial management is paramount. We prioritize local procurement, technology utilization for efficiency, a robust financial management system with transparent donor reporting, and regular cost-benefit analyses to identify areas for optimization.

By implementing this multi-pronged funding strategy, we are confident in securing the resources necessary to achieve our operational Objectives in Afghanistan. Through strong partnerships, a focus on cost-effectiveness, and a commitment to long-term sustainability, we will continue to create lasting positive change for Afghan communities.

## Public Communication Strategy of NSDO

### 1. Executive Summary



This comprehensive public communication strategy for the New Way Social and Development Organization (NSDO) is designed to elevate the organization's visibility, engagement, and trust among its stakeholders. It outlines specific objectives, identifies target audiences, and establishes key messages and communication channels. The strategy encompasses strategic initiatives, a phased action plan, and evaluation metrics to ensure effective implementation and continuous improvement.

## 2. Objectives

The primary objectives of this strategy are to raise awareness of NSDO's mission, vision, and initiatives both locally and internationally. This includes fostering active participation and support from various stakeholders, ensuring clear and transparent communication regarding NSDO's operations and financial status, advocating for humanitarian issues to influence policy and mobilizing resources, and establishing and sustaining trust with beneficiaries, donors, partners, and the public.

## 3. Target Audiences

NSDO's communication efforts will be directed towards several key audiences. Local communities are direct beneficiaries of NSDO's programs and are crucial to its mission. Donors, including international organizations, governments, private sector entities, and individual contributors, provide essential financial support. Civil Society Organizations (CSOs) such as NGOs, local authorities, and international agencies are important collaborators. Media outlets at the local, national, and international levels will help spread NSDO's messages, while the public, both nationally and internationally, holds interest in humanitarian and development efforts in Afghanistan.

## 4. Key Messages

The strategy will focus on communicating several core messages. NSDO's dedication to humanitarian aid, development, and community empowerment will be emphasized through its mission and vision. The impact of NSDO's work will be demonstrated with success stories and quantitative data. The urgent needs and challenges faced by Afghan communities will be highlighted, along with the importance of partnerships and collective action in achieving NSDO's goals. Reports and primary data for creating success stories, impact stories, and case studies are gathered from the field by the program and MEAL department staff. Once these documents are prepared, both departments share with the NSDO Planning & Partnership department for literature review and technical editing. After this process, the documents will be ready for distribution to donors, as well as for sharing on the NSDO website and official social media channels. Lastly, the organization's commitment to transparency, accountability, and ethical practices will be reiterated to build trust.

## 5. Communication Channels

To effectively reach its target audiences, NSDO will utilize various communication channels. In traditional media, this includes issuing regular press releases, organizing press conferences, providing comprehensive media kits, and securing features and opinion pieces in reputable news outlets. Digital media will be leveraged through regular updates on the NSDO website, active engagement on social media platforms such as Facebook, Twitter, Instagram, and LinkedIn, and periodic email newsletters. Publications like annual reports, impact assessments, documentaries, and informative brochures will be used to showcase achievements and disseminate important information. Events such as community meetings, workshops, webinars, and fundraising activities will engage stakeholders directly. Advocacy campaigns will be conducted to raise awareness, mobilize support, and influence policy on specific humanitarian issues.

## 6. Strategic Initiatives

NSDO will implement several strategic initiatives to achieve its communication objectives. Media training will be provided for spokespeople to effectively communicate with the media. High-quality content, including videos, infographics, and photo essays, will be developed to visually represent NSDO's work. Personal stories from beneficiaries and field staff will be shared to humanize the impact of NSDO's programs. NSDO is committed to signing a Consent form with each single beneficiary prior implementing an activity related to the target projects. Collaborations with other NGOs, local influencers, and international organizations will help amplify messages. A comprehensive crisis communication plan will be created to address emergencies and negative publicity swiftly and effectively. Regular assessments of communication strategies and outcomes will be conducted to ensure continuous improvement and adaptability.

## 7. Action Plan

The action plan is divided into three phases. In Phase I (Months 1-3), the focus will be on establishing the foundation, including conducting a communication audit, redesigning the NSDO website for improved user experience, developing a comprehensive social media strategy and content calendar, and initiating outreach to key journalists and media outlets. Phase 2 (Months 4-6) will expand reach and engagement through a storytelling campaign featuring beneficiary stories and multimedia content, organizing a press conference, starting a quarterly email newsletter, and launching a targeted advocacy campaign. In Phase 3 (Months 7-12), efforts will be concentrated on strengthening impact and sustainability by hosting community engagement events, releasing an annual impact report, providing media training for key staff members, and maintaining ongoing communication through regular updates and proactive media outreach.

## 8. Evaluation Metrics

To gauge the effectiveness of the communication strategy, NSDO will employ several evaluation metrics. Reach will be measured through media coverage, website traffic, and social media analytics, as well as tracking the number of press mentions and media impressions. Engagement will be monitored by assessing social media interactions, website metrics, event participation, and email newsletter performance. Public sentiment will be analyzed through media analysis and social media monitoring, complemented by surveys to gather feedback from stakeholders. Financial support, including donations and grants, as well as new partnerships and volunteer sign-ups, will be evaluated to track support. Finally, the impact of advocacy campaigns on policy changes and resource mobilization will be measured, along with qualitative feedback from beneficiaries and stakeholders to assess communication effectiveness.

## The Lessons We Learned

### NSDO Program Department

The NSDO program department is committed to continuous improvement. Through analysis of past program experiences, we have identified a series of key learnings that became the basis of this strategy and will inform our future program design, implementation, and stakeholder engagement strategies. This report summarizes these learnings for internal use.

### Project Design and Planning:

- **Feasibility First:** Thorough feasibility assessments ensure programs align with reality and resource constraints.
- **Planning Makes Perfect:** Detailed planning, including proper surveys and anticipating challenges, is crucial.

- **Data Verification is Key:** Sole reliance on secondary data can be misleading. Cross-checking and verification are vital.
- **Communication is Critical:** Clear communication with donors regarding budget and target expansion is essential.
- **Design with Impact:** Project design should consider beneficiary facilities and awareness-raising activities.
- **Resource Constraints:** Project design should consider resource limitations to avoid challenges during implementation.
- **Donor Approval:** Expanding project targets depends on donor approval.
- **Facility Needs:** Projects should consider beneficiary facilities for a more impactful experience.
- **WASH Project Challenges:** WASH projects require careful design, planning, donor support, and implementation strategies.
- **Realistic Timelines:** Project timelines should be realistic and achievable.

## Beneficiary Selection and Targeting

- **Clear Criteria, Clear Outcomes:** Establishing clear selection criteria for beneficiaries is essential.
- **Communication and Coordination with Relevant Stakeholders:** Effectively informing and engaging relevant stakeholders such as governmental administrations, CDCs, Shuras, village leaders, maliks, etc., about beneficiary selection can facilitate a smoother project implementation process.
- **Identifying the Vulnerable:** Prioritizing the identification of the most vulnerable beneficiaries ensures program reach.
- **Replacement Procedures Matter:** Developing procedures to replace beneficiaries who leave the program helps maintain project sustainability.
- **Targeting Consistency:** Consistent application of selection criteria ensures eligible beneficiaries are included.
- **Community Awareness is Key:** Raising awareness in local communities about beneficiary selection criteria promotes transparency and understanding.
- **Upper Grade Students:** Project targeting should consider including students from all eligible grade levels.
- **Nutrition Collaboration:** Nutrition interventions should be coordinated with relevant actors like WFP and WHO.
- **Parental Awareness:** Explore solutions to increase parental awareness on supporting children's education.

## Project Implementation

- **Reality-Based Design:** Disconnects between project design and ground realities can lead to implementation challenges. We emphasize designing programs that are feasible and adaptable.
- **Meeting Deadlines:** Proper planning and follow-up are crucial for meeting project deadlines and staying on track.
- **Logistical Support Matters:** Timely access to necessary logistical support, such as transportation for project personnel, is essential for smooth implementation.
- **Resource Readiness:** Ensuring resources like seeds are delivered on time is crucial for activities like planting within seasonal windows.
- **Distribution Efficiency:** Limited distribution sites can hinder program reach. We're exploring solutions like establishing more sites or alternative distribution methods.
- **Donor Communication:** Delays in donor agreements can shorten project timelines and budgets. We're working on improving communication and negotiation strategies with donors.

- **Planning for Labor Needs:** Considering the tools required for laborers during project design helps avoid delays and disruptions.
- **Realistic Timelines:** Implementing projects within unrealistic timelines can lead to stress and inefficiencies. We're committed to setting achievable timelines with donors.
- **Obtaining Approvals:** Following up on approvals from relevant authorities, like the DoE, ensures timely project implementation.
- **Project Timeline Efficiency:** Projects should be implemented efficiently within planned timelines.

## Stakeholder Engagement

- **Collaboration is Key:** Effective communication and collaboration with all stakeholders, including relevant departments, are essential for project success.
- **Clear Boundaries:** Establishing clear boundaries and communication channels helps avoid interference from external parties like council heads.
- **Inclusive Participation:** We strive to foster inclusive project participation for all stakeholders, including women facing cultural restrictions.
- **Community Outreach:** Raising awareness in local communities about project outcomes promotes understanding and support.
- **Open Communication:** Maintaining open communication within the project team ensures everyone is informed and can address challenges collaboratively.
- **Distribution Challenges:** Improved communication within the project team is crucial for addressing distribution challenges.

## Monitoring, Evaluation, Accountability, & Learning

- **Monitoring:** Continuously track program performance and progress through regular data collection and feedback mechanisms to ensure alignment with goals and facilitate timely adjustments.
- **Evaluation:** Regularly assess the impact of our programs to ensure we are meeting our objectives and making a meaningful difference in the community.
- **Accountability:** Foster trust with stakeholders by demonstrating transparency and responsible management of resources, ensuring that we are answerable for our actions.
- **Learning:** Cultivate a culture of continuous improvement by incorporating feedback and outcomes into our strategies, enabling us to adapt and enhance our effectiveness over time.

## Reporting and Documentation

- **Documentation is Essential:** Having all necessary documents readily available for reporting purposes ensures transparency and accountability.
- **Effective Reporting Systems:** Developing and implementing robust reporting systems is crucial for tracking progress and measuring success.
- **Documentation of Communications:** Documenting all communication with partners and donors provides a valuable record for future reference.

## Human Resources

- **Competitive Salaries:** Offering competitive staff salaries is essential for attracting and retaining qualified personnel.

## Sustainability

- **Replacement Beneficiaries:** Developing procedures to replace beneficiaries who leave the program ensures project continuity and impact over time.

## Other Lessons Learned

- **Cultural Sensitivity:** The project should be designed and implemented with sensitivity to local cultural norms and social practices.
- **Family Welfare:** Integrating family welfare considerations into project design can enhance beneficiary well-being and project outcomes.
- **Gender Equality:** Promoting gender equality and empowering women is crucial for project success.
- **Safeguarding Children:** Establishing safe childcare centers is essential for protecting children during project activities.
- **Food Security:** The addition of a food value chain can enhance livelihoods and food security in vulnerable communities.
- **WASH Project Scope:** Project design for WASH initiatives should consider pipe schemes, surface water management, and establish water systems in relevant areas.
- **Minimum Standards:** Observing minimum standards during project implementation ensures quality and effectiveness.
- **Project Management:** There's a need to improve project management by identifying gaps and finding practical solutions.
- **Peacebuilding:** NSDO should focus on community mobilization, social cohesion, and social behavioral changes for positive and peaceful changes.
- **Hygiene and Sanitation:** Project design should emphasize hygiene education and the provision of sanitation facilities through the CLTS approach.
- **Sanitation Kits:** Providing sanitation kits to targeted households within WASH projects can improve hygiene practices.
- **Waste Management:** Project design should include sanitation facilities and waste management in targeted areas.

By actively learning from these experiences, we at NSDO will continuously improve our program design, implementation, and stakeholder engagement strategies. This commitment to learning will ensure we deliver the most impactful and sustainable services to our beneficiaries.

## NSDO Procurement Department

The NSDO procurement department is continuously learning from its past experiences and improving the procurement practices to ensure timely delivery of resources and smooth project implementation. This creates a more efficient and impactful delivery service for our beneficiaries.

**1. Timely Logistical Support is Crucial:** Delays in procuring logistical support, such as transportation or equipment, for provincial project personnel can significantly hinder project implementation. We are reviewing our procurement processes to ensure the timely delivery of essential resources.

**2. Prioritizing Seed Distribution:** Agricultural projects rely heavily on the timely provision of seeds to beneficiaries. Delays can disrupt crucial planting windows and impact agricultural productivity. We are working with procurement teams to prioritize timely seed distribution, considering seasonal factors.

**3. Procurement Streamlining:** Recent challenges highlight the need for streamlined procurement processes. We are exploring ways to expedite procurement procedures while maintaining transparency and accountability.

## NSDO Finance Department

**1. Timely Financial Support is Crucial:** Delays in processing financial resources can significantly hinder project implementation and affect overall operations. We are reviewing our financial processes to ensure prompt disbursement of funds, enabling smooth project execution and service delivery for our beneficiaries.

**2. Prioritizing Budget Allocation:** Timely allocation of budgets is essential for project success. Delays in funding can disrupt project timelines and affect outcomes. We are collaborating with project teams to prioritize budget distribution based on project needs and timelines, ensuring resources are available when necessary.

**3. Financial Streamlining:** The challenges have underscored the need for more efficient financial procedures. We are exploring ways to streamline our financial processes while maintaining compliance and accountability, ensuring that resources are used effectively and transparently.

**4. Strengthening Financial Reporting:** Accurate and timely financial reporting is essential for effective decision-making and stakeholder trust. We are enhancing our reporting mechanisms to provide clearer insights into financial performance and resource allocation, allowing for better tracking of expenditures and budget adherence.

**5. Promoting Financial Accountability:** Establishing robust internal controls and audit processes is critical for maintaining financial integrity. We are committed to fostering a culture of accountability, ensuring that all financial activities are transparent and subject to regular review, thereby safeguarding our resources and reinforcing stakeholder confidence.



## Annexure

### Stakeholder Analysis

#### Key Stakeholders:

Stakeholder Group	Description	Interests/ Needs	Influence /Power	Relationship with Organization	Engagement Strategy
[Stakeholder Name]	[Description of the stakeholder group, including who they are and their relationship with the NSDO]	[List the interests, concerns, and needs of this stakeholder group]	[Assess the level of influence and power this stakeholder group holds over the NSDO]	[Describe the current relationship between this stakeholder group and the NSDO]	[Outline specific strategies for engaging and communicating with this stakeholder group, including channels and frequency of communication]
<b>USAID (United States Agency for International Development)</b>	<p><b>Stakeholder Description:</b></p> <p>USAID remains committed to the people of Afghanistan despite these unprecedented challenges. With more than two dozen active awards, our work is focused on meeting basic needs through our support for livelihoods, agriculture, health, and education. We help Afghan businesses stay afloat and build their workforce, provide farmers with resources to feed their families and communities, facilitate employment opportunities around the country, and we are working to ensure all students—men, boys, women, and girls—have equal access to education. We also work to strengthen civil society and human rights, particularly the rights of women and girls.</p> <p>In addition to our development work, USAID’s humanitarian partners provide lifesaving food, shelter, livelihood opportunities, essential health care, and water, sanitation, and hygiene services to better respond to the humanitarian needs generated by conflict, drought, and the COVID-19 pandemic.</p>	<p><b>Interests:</b></p> <ul style="list-style-type: none"> <li>Supporting innovative projects</li> <li>Economic empowerment for Afghan people.</li> <li>Women's peace and humanitarian support in Afghanistan</li> <li>Livelihood</li> <li>Skills training</li> <li>Refugees/ returnees reintegration</li> </ul> <p><b>Concerns:</b></p> <ul style="list-style-type: none"> <li>Local NGO's relations with current De facto Authorities.</li> <li>Bureaucratic relations of the government.</li> <li>Gender-sensitive programming.</li> <li>Complexity of humanitarian context</li> <li>DFA relations with the international community</li> </ul>	<ul style="list-style-type: none"> <li>Resources allocation throughout the project</li> <li>Women engagement in the project</li> <li>Monitoring, evaluation, and accountability</li> <li>Technical expertise and capacity building</li> <li>Program design and implementation</li> <li>Risk mitigation, security, and safety</li> <li>Operations and decisions</li> <li>Policy and practices</li> </ul>	<ul style="list-style-type: none"> <li><b>Relationship with NSDO:</b> NSDO has successfully implemented various projects funded by USAID such as Youth and Environment (Seed Grant – 1<sup>st</sup> and 2<sup>nd</sup> phases, Installation of Financial system conduction of annual audit, Advocacy initiative for protection of environment, Afghan Civic Engagement Program-ACEP, Use of feed blocks for crop-Livestock System, Project for Protecting Women’s Rights Through Effective EAW Law Implementation, Afghan Civic Engagement Program-ACEP (2<sup>nd</sup> phase), Afghan Civic Engagement Program-ACEP (3<sup>rd</sup> phase), USAID AMANAT- CAPS Accountability, USAID/ADALAT. Through the implementation of the projects, NSDO could effectively enhance its partnership with USAID which resulted in strengthening the future funding opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Conducting early engagements with USAID based on trust and shared Objectives.</li> <li>Participating in any potential (online and in person) meetings with USAID relevant teams for enhancing the partnership.</li> <li>Participating in different relevant cluster meetings.</li> <li>Establishing open lines of communication with USAID to effectively identify their concerns and identify any potential gap for partnership.</li> <li>Sharing the required promotional materials to USAID.</li> </ul>
<b>EU (European Union)</b>	<p>The EU is committed to supporting the people of Afghanistan and the development of a stable, peaceful, and prosperous Afghanistan where full, equal, and meaningful participation of all Afghans in governing the country is possible. In 2021, NSDO, as part of a consortium, was selected to carry out the AWARE project in Kunduz province. Along with</p>	<p><b>Interests:</b></p> <ul style="list-style-type: none"> <li>Promotion of stability and peace</li> <li>Human rights and inclusive governance</li> <li>Development and humanitarian support</li> <li>Effective use of the EU funding</li> <li>Strengthening local capacity</li> </ul>	<p><b>Influence:</b></p> <ul style="list-style-type: none"> <li><b>Funding and Financial Control:</b> The EU’s role as a primary funder of NSDO’s projects, such as the AWARE project, grants it substantial influence. Financial support from the EU often comes with stringent conditions, reporting requirements, and performance metrics.</li> </ul>	<p>In 2021, NSDO, as part of a consortium, was selected to carry out the AWARE project in Kunduz province. Along with Save the Children Germany, NSDO was a part of this consortium implementing AWARE project, funded by the EU and led by Concern Worldwide as the consortium leader. NSDO is looking for a long-term relationship and partnership in terms of</p>	<ul style="list-style-type: none"> <li>Regular Updates and Reporting</li> <li>Strategic Meetings and Consultations</li> <li>Stakeholder Engagement Events</li> <li>Feedback Mechanisms</li> <li>Informal and Regular Check-Ins</li> <li>Strategic Alignment and Planning</li> </ul>

	<p>Save the Children Germany, NSDO was a part of this consortium implementing AWARE project, funded by the EU, and led by Concern Worldwide as the consortium leader. NSDO is looking for a long-term relationship and partnership in terms of implementation of projects through direct funding of EU.</p>	<p><b>Concerns:</b></p> <ul style="list-style-type: none"> <li>• Security risks</li> <li>• Governance and corruption</li> <li>• Impact measurement</li> <li>• Alignment with EU policies</li> <li>• Sustainability of initiatives</li> <li>• Coordination with other donors</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Strategic Alignment:</b> The EU's strategic priorities and policies in Afghanistan can shape NSDO's project objectives and activities. NSDO must align its strategies with the EU's goals to secure funding and support.</li> <li>• <b>Partnership and Collaboration Opportunities:</b> The EU can facilitate or restrict access to additional partnership and collaboration opportunities based on its evaluation of NSDO's performance and alignment with its goals.</li> </ul> <p><b>Power:</b></p> <ul style="list-style-type: none"> <li>• If the EU decides to increase, decrease, or withdraw funding, it can significantly affect NSDO's operations and project scope. This financial dependency gives the EU considerable power in shaping NSDO's priorities and strategies.</li> <li>• The EU's influence in setting strategic priorities means that NSDO might need to adapt its approach to fit within the EU's broader strategic framework, impacting its operational focus and long-term planning.</li> <li>• The EU's role in fostering partnerships with other organizations can influence NSDO's ability to expand its network and collaborate on new projects, impacting its growth and influence in the sector.</li> </ul>	<p>implementation of projects through direct funding of EU.</p>	<ul style="list-style-type: none"> <li>• Transparency and Accountability</li> </ul> <p><b>Communication Channels and Frequency</b></p> <ul style="list-style-type: none"> <li>• <b>Quarterly Reports:</b> Formal updates on progress and financials.</li> <li>• <b>Semi-Annual Meetings:</b> Strategic discussions and planning.</li> <li>• <b>Annual Reviews:</b> Comprehensive performance evaluations.</li> <li>• <b>Workshops and Conferences:</b> Networking and showcasing impact.</li> <li>• <b>Surveys and Feedback Forms:</b> Collecting feedback and insights.</li> <li>• <b>Email Updates and Phone Calls:</b> Informal check-ins and immediate concerns.</li> <li>• <b>Planning Sessions and Workshops:</b> Strategic alignment and planning.</li> </ul>
<p><b>GIZ</b></p>	<ul style="list-style-type: none"> <li>• GIZ is operating in Afghanistan in the field of development and stabilization since 2002. Their main commissioning parties are BMZ and FFO. GIZ supports the German Government in working through the recent development in Afghanistan.</li> <li>• <b>Relationship with NSDO:</b> GIZ plays significant role in succession of NSDO's GIZ funded projects and supporting NSDO in reaching poor and vulnerable communities in Afghanistan.</li> </ul>	<p><b>Interests:</b></p> <ul style="list-style-type: none"> <li>• Climate and Environment</li> <li>• Management of Natural Resources</li> <li>• Economic Development and Employment</li> <li>• Recognition and Appreciation</li> <li>• Rural Development</li> <li>• Social Development</li> <li>• Humanitarian Response</li> </ul> <p><b>Concerns:</b></p> <ul style="list-style-type: none"> <li>• Local NGO's relations with current De facto Authorities.</li> <li>• Bureaucratic relations of the government.</li> <li>• Gender-sensitive programming.</li> <li>• Complexity of humanitarian context</li> </ul>	<p><b>Influence/ Power:</b></p> <ul style="list-style-type: none"> <li>• NSDO is accountable to GIZ for how the funding received is spent and the quality of aid is delivered with the funds provided</li> </ul> <p>Ensuring the adherence to standards during the project</p> <p>Accountable for transparency and reporting</p> <p>Highlighting the good work of NSDOs and expressing the desire for additional funding.</p>	<p>Partnership, GIZ funded number of projects implemented by NSDO in the past in Afghanistan</p> <p>NSDOs submitted a project proposal to GIZ on supporting Private Sector in Afghanistan, it is in review process.</p> <p>GIZ is supporting NNGOs in Afghanistan and NSDO has built good partner relationship with GIZ.</p>	<ul style="list-style-type: none"> <li>• Participating in the relevant cluster meetings where GIZ is an active member.</li> <li>• Regular and early engagement with GIZ and sharing the required/ relevant project documents, such as newsletters, achievements, etc.</li> <li>• Participating in any potential capacity-building sessions conducted by GIZ.</li> <li>• Implementing GIZ funded project in Afghanistan</li> </ul> <p>Shared thematic area for humanitarian and development programming in Afghanistan.</p>

		<ul style="list-style-type: none"> <li>DFA relations with the international community</li> </ul>			
<b>WFP (World Food Program)</b>	<p>The World Food Program (WFP) plays a crucial role in addressing hunger and food insecurity issues. Established in 1961, the WFP is the leading humanitarian organization dedicated to eradicating hunger and ensuring food security for all.</p> <ul style="list-style-type: none"> <li>Relationship with NSDO: NSDO has successfully implemented different projects funded by WFP, which is ongoing in Takhar, Kunduz and Badakhshan province.</li> </ul> <p>The successful implementation of the projects by NSDO led the organization to strengthen its partnership with WFP and enable it to access more potential funding opportunities with WFP.</p>	<p><b>Interests:</b></p> <ul style="list-style-type: none"> <li>Zero Hunger</li> <li>Nutrition</li> <li>Resilience Building</li> <li>Advocacy</li> </ul> <p><b>Concerns:</b></p> <ul style="list-style-type: none"> <li>Conflict and Insecurity</li> <li>DFA relations with international community</li> <li>Gender Inequalities</li> <li>Food Insecurity and Malnutrition</li> </ul>	<ul style="list-style-type: none"> <li>Resources allocation and funding.</li> <li>Advocacy and female engagement in the project.</li> <li>Monitoring, evaluation, and accountability.</li> <li>Technical expertise and capacity building.</li> <li>Program design and implementation.</li> <li>Risk mitigation, security, and safety.</li> <li>Operations and decisions.</li> <li>Policy and practices.</li> </ul>	<ul style="list-style-type: none"> <li>As per the previous partnerships and collaborations NSDO has had with WFP in the previous year(s), WFP has emerged as one of the most outstanding potential donors for NSDO's strategic plan for the years 2023 to 2026. With WFP's extensive experience and resources in providing food assistance in emergencies, NSDO is optimistic about the potential for continued partnership to achieve the common Objective of ensuring food security and support for those in need in Afghanistan.</li> </ul>	<ul style="list-style-type: none"> <li>Participating in the relevant cluster meetings where WFP is an active member.</li> <li>Regular and early engagement with WFP and sharing the required/ relevant project documents, such as newsletters, achievements, etc.</li> <li>Establishing open line of communication with WFP based on trust, transparency, and shared Objectives.</li> <li>Participating in any potential capacity-building sessions conducted by WFP.</li> </ul>
<b>UN-OCHA</b>	<p>Description: The UN-OCHA support humanitarian organizations to respond effectively to the needs of people caught in crises, to understand and analyses their needs, and to mobilize international assistance. They provide tools and services to help humanitarian organizations ensure that no one affected by a crisis is left behind. One of UN-OCHA's top priorities is localization, and they have opened membership opportunities for local NGOs in Afghanistan.</p>	<p><b>Interests:</b></p> <ul style="list-style-type: none"> <li>Humanitarian Coordination</li> <li>Needs Assessment and Data Analysis</li> <li>Localization of Humanitarian Efforts</li> <li>Protection of Vulnerable Groups</li> <li>International Aid Mobilization</li> <li>Strengthening Local Capacity</li> </ul> <p><b>Concerns:</b></p> <ul style="list-style-type: none"> <li>Access to Affected Populations</li> <li>Protection of Human Rights</li> <li>Security Risks to Humanitarian Workers</li> <li>Complex and Protracted Crises</li> <li>Gender and Social Inequality</li> <li>Sustainability of Humanitarian Assistance</li> </ul>	<ul style="list-style-type: none"> <li>Collaboration and Networking</li> <li>Enhanced Response Capacity</li> <li>Local Leadership Opportunities</li> <li>Access to Resources and Funding</li> <li>Training and Development</li> <li>Access to Tools and Systems</li> <li>Influence on Humanitarian Law</li> <li>Humanitarian Law Compliance</li> </ul>	<ul style="list-style-type: none"> <li>The relationship between UN-OCHA and NSDO will be built on shared values, objectives, and a commitment to effective humanitarian action. As a new member of UN-OCHA, NSDO will benefit from enhanced coordination, access to resources, and increased capacity to implement humanitarian projects in Afghanistan. Through participation in UN-OCHA's coordination platforms, NSDO will play a leading role in localizing the response, advocating for vulnerable groups, and ensuring that projects align with international standards. Additionally, NSDO will gain access to technical support, training, and funding opportunities, enabling it to bridge the gap between emergency relief and long-term development. The collaboration will strengthen NSDO's ability to protect vulnerable populations, ensure accountability, and contribute to a more resilient humanitarian response in Afghanistan over the next five years.</li> </ul>	<ul style="list-style-type: none"> <li>Active Participation in Coordination Mechanisms</li> <li>Strengthening Localization</li> <li>Joint Advocacy and Policy Engagement</li> <li>Capacity Building and Knowledge Exchange</li> <li>Collaborative Project Design and Implementation</li> <li>Conducting strategic meetings</li> </ul>
<b>UNICEF</b>	<p>The United Nations International Children's Emergency Fund is committed to protect and fulfills the rights of children and women in Afghanistan. For every child in Afghanistan and the families who care for them UNICEF provides supports and donations. With over 65 years of service,</p>	<p><b>Interests:</b></p> <ul style="list-style-type: none"> <li>Child Protection</li> <li>Education</li> <li>Health and Nutrition</li> <li>Water, Sanitation, and Hygiene (WASH)</li> <li>Child and Family Support Services</li> <li>Gender Equality</li> </ul>	<ul style="list-style-type: none"> <li>Capacity Building and Technical Support</li> <li>Training and Resources</li> <li>Joint Program Design and Implementation</li> <li>Collaborative Projects</li> <li>Advocacy and Policy Influence</li> <li>Policy Shaping</li> </ul>	<ul style="list-style-type: none"> <li>NSDO has not yet implemented any projects funded by UNICEF. However, given that NSDO and UNICEF share common values, objectives, and a commitment to joint efforts, NSDO aims to implement projects related to child protection, child safeguarding,</li> </ul>	<ul style="list-style-type: none"> <li>Collaborative Project Design and Implementation</li> <li>Joint Project Planning</li> <li>Emergency Response Collaboration</li> <li>Strengthening Local Capacity and Knowledge Sharing</li> <li>Training and Capacity Building</li> </ul>

	<p>they are one of the longest-serving international organizations in the country.</p>	<ul style="list-style-type: none"> <li>• Advocacy for Children’s Rights</li> </ul> <p><b>Concerns:</b></p> <ul style="list-style-type: none"> <li>• Ongoing Conflict and Insecurity</li> <li>• Limited Access to Education</li> <li>• High Levels of Malnutrition and Poor Health</li> <li>• Child Labor and Exploitation</li> <li>• Gender-Based Violence and Discrimination</li> <li>• Displacement and Refugee Crisis</li> <li>• Weak Health Infrastructure and Service Delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Access to Funding and Resources</li> <li>• Increased Funding Opportunities</li> <li>• Humanitarian Response Support</li> <li>• Expanding Child Protection and Safeguarding Initiatives</li> <li>• Integrated Services for Vulnerable Children</li> </ul>	<p>and child education, with funding from UNICEF, over the next five years.</p>	<ul style="list-style-type: none"> <li>• Joint Fundraising Efforts</li> <li>• Promoting Gender Equality and Social Inclusion</li> <li>• Gender-Responsive Programming</li> <li>• Strengthening Local Protection Networks</li> </ul> <p>NSDO’s engagement strategy with UNICEF will focus on collaborative program design, capacity building, advocacy, funding, and monitoring and evaluation to improve child protection, education, and health outcomes in Afghanistan. By aligning with UNICEF’s goals, NSDO will strengthen its capacity to deliver high-impact, sustainable programs, advocate for children’s rights, and ensure that Afghan children, particularly those in crisis situations, receive the protection and support they need. The partnership will also prioritize gender equality, inclusivity, and community-based approaches, creating a comprehensive strategy for child welfare in Afghanistan.</p>
<p><b>UNDP</b></p>	<p>The United Nations Development Program in Afghanistan has more than 50 years of experience in economic revival and supporting fragile livelihoods. Their focus is on helping to eradicate poverty, reduce inequalities and exclusion, and build resilience so countries can sustain progress. Additionally, UNDP prioritize the inequality, governance, resilience, environment, energy, gender equality, innovation, and digitization in Afghanistan.</p>	<p><b>Interests:</b></p> <ul style="list-style-type: none"> <li>• Economic Development and Livelihoods</li> <li>• Poverty Eradication</li> <li>• Governance and Rule of Law</li> <li>• Resilience Building</li> <li>• Environmental Sustainability and Climate Change</li> <li>• Energy Access and Renewable Energy</li> <li>• Gender Equality and Women’s Empowerment</li> <li>• Innovation and Digitization</li> <li>• Inclusive Development and Social Protection</li> </ul> <p><b>Concerns:</b></p> <ul style="list-style-type: none"> <li>• Political Instability and Governance Challenges</li> <li>• Poverty and Economic Inequality</li> <li>• Environmental Degradation and Climate Change</li> <li>• Insecurity and Conflict</li> <li>• Lack of Access to Basic Services</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity Building and Institutional Strengthening</li> <li>• Enhancing Organizational Capacity</li> <li>• Strategic Program Design and Implementation</li> <li>• Joint Development Programs</li> <li>• Strengthening Civil Society Engagement</li> <li>• Access to Funding and Resources</li> <li>• Funding and Grants</li> <li>• Promoting Innovation and Technology Integration</li> <li>• Strengthening Resilience and Climate Change Adaptation</li> <li>• Gender Equality and Women’s Empowerment</li> <li>• Gender-Sensitive Programming</li> </ul>	<ul style="list-style-type: none"> <li>• Although NSDO has not yet had the opportunity to implement projects directly funded by UNDP, the organization recognizes the strong alignment between their values, objectives, and areas of focus. Both NSDO and UNDP are committed to advancing key priorities such as poverty reduction, governance, resilience building, and social inclusion, particularly in Afghanistan’s most vulnerable communities. Given this shared vision, NSDO is now planning to engage in a series of projects funded by UNDP over the next five years. This collaboration will allow NSDO to leverage UNDP’s expertise, resources, and networks to enhance the impact of their development initiatives, while contributing to the broader development goals set by UNDP in Afghanistan. The partnership will focus on addressing pressing issues such as economic recovery,</li> </ul>	<ul style="list-style-type: none"> <li>• Aligning with UNDP’s Strategic Priorities</li> <li>• Shared Focus Areas</li> <li>• Context-Specific Programs</li> <li>• Strengthening Capacity for Implementation</li> <li>• Co-Designing and Co-Implementing Projects</li> <li>• Collaborative Program Design</li> <li>• Community-Led Approaches</li> <li>• Leveraging Resources and Financial Support</li> <li>• Promoting Gender Equality and Social Inclusion</li> <li>• Enhancing Local Partnerships</li> <li>• Fostering Long-Term Sustainability</li> </ul>



		<ul style="list-style-type: none"> <li>Gender Inequality and Violence Against Women</li> <li>Youth Unemployment and Social Exclusion</li> <li>Dependency on Foreign Aid</li> </ul>		gender equality, environmental sustainability, and child protection, with a long-term commitment to improving the lives of marginalized populations across the country.	
<b>UN-WOMEN</b>	<p>UN Women is the United Nations entity dedicated to gender equality and the empowerment of women. A global champion for women and girls, UN Women was established to accelerate progress on meeting their needs worldwide. UN Women has been working in Afghanistan since 2002 (as UNIFEM until 2010) and has supported the development, monitoring and implementation of policies and programs that both protect and promote the rights of women.</p>	<p><b>Interests:</b></p> <ul style="list-style-type: none"> <li>Gender Equality and Women's Empowerment</li> <li>Advancing Gender Equality</li> <li>Women's Economic Empowerment</li> <li>Ending Violence Against Women (VAW)</li> <li>Prevention and Response to Gender-Based Violence</li> <li>Support Services for Survivors</li> <li>Women's Political and Social Participation</li> <li>Access to Education and Healthcare</li> <li>Education for Women and Girls</li> <li>Legal Reform and Access to Justice</li> <li>Access to Justice</li> <li>Humanitarian Support for Women</li> <li>Cultural and Societal Change</li> </ul> <p><b>Concerns:</b></p> <ul style="list-style-type: none"> <li>Escalating Gender-Based Violence (GBV)</li> <li>Rising Violence and Harmful Practices</li> <li>Barriers to Women's Economic Empowerment</li> <li>Weak Legal Protection and Implementation</li> <li>Weak Legal Protection and Implementation</li> <li>Impact of Conflict on Women and Girls</li> <li>Discrimination and Harmful Gender Norms</li> <li>Economic and Social Marginalization</li> </ul>	<ul style="list-style-type: none"> <li>Shaping National Policies on Gender Equality</li> <li>Influence on Gender Policy Frameworks</li> <li>Advancing Women's Economic Empowerment</li> <li>Support for Women Entrepreneurs</li> <li>Improving Legal and Institutional Frameworks</li> <li>Gender-Responsive Governance</li> <li>Addressing Gender-Based Violence and Social Protection</li> <li>Integrating Women's Rights into National Development Goals</li> <li>Addressing the Humanitarian and Crisis Needs of Women</li> <li>Humanitarian Relief and Gender-Sensitive Support</li> </ul>	<ul style="list-style-type: none"> <li>The NSDO, aligned with UN Women's values and objectives for gender equality and women's empowerment, is committed to implementing a series of women's rights-focused projects in Afghanistan over the next five years. These projects, financially supported by UN Women, will target key areas such as legal reforms, women's economic empowerment, gender-based violence prevention, education, healthcare, and leadership development. By focusing on creating gender-sensitive policies, increasing access to resources and opportunities, improving legal protections, and ensuring women's active participation in peacebuilding, NSDO aims to foster an inclusive society where Afghan women and girls can thrive, live free from violence, and contribute meaningfully to national development. Through this partnership, NSDO will leverage UN Women's technical expertise and financial support to drive sustainable progress and address the challenges women face in Afghanistan, ultimately advancing gender equality and women's rights at all levels.</li> </ul>	<ul style="list-style-type: none"> <li>Project Design and Implementation</li> <li>Financial Support and Resource Mobilization</li> <li>Technical Assistance and Capacity Building</li> <li>Advocacy and Policy Dialogue</li> <li>Sustainability and Long-Term Impact</li> </ul>
<b>INSO (International NGOs Safety Organization)</b>	<p>INSO emerged from the complex political conflict of Afghanistan, where INGOs continue to face challenges to safety and access. Recognizing the dangers of poor coordination, they set out to build an institution to support NGO programming in high-risk countries. Today, INSO has succeeded in making safety coordination a standard feature of humanitarian response. Fortunately, NSDO could receive membership of INSO in 2018.</p>	<p><b>Interests:</b></p> <ul style="list-style-type: none"> <li>Safety and security</li> <li>Security and Safety (risk management)</li> <li>Coordination and collaboration</li> <li>Local Capacity Building</li> <li>Advocacy and Policy Influence (global standards)</li> </ul> <p><b>Concerns:</b></p> <ul style="list-style-type: none"> <li>Security risks, particularly operational risks and potential for attack</li> <li>Compliance and accountability to be adhered with standards</li> </ul>	<ul style="list-style-type: none"> <li><b>Influence Level:</b> High. INSO holds substantial influence over NSDO due to their expertise in security, their role in coordination and information sharing, their training and capacity-building efforts, and their involvement in policy advocacy.</li> <li><b>Power Level:</b> Moderate to High. INSO's power is reflected in their ability to shape NSDO's security practices through guidance, training, and coordination. While they may not</li> </ul>	<p>Fortunately, NSDO achieved membership with INSO in 2018. This membership has significantly enhanced NSDO's ability to navigate the complex and often dangerous operational environment in Afghanistan. By joining INSO, NSDO gained access to a network of safety resources, expert guidance, and coordinated support tailored to improve the safety and effectiveness of humanitarian operations. This affiliation underscores NSDO's commitment to high standards of security</p>	<ul style="list-style-type: none"> <li>Regular Meetings and Briefings</li> <li>Email Updates and Reports</li> <li>Participation in Safety and Security Workshops</li> <li>Emergency Alerts and Advisories</li> </ul> <p><b>Summary of Communication Strategy</b></p> <p>I. <b>Regular Meetings and Briefings:</b> Monthly or</p>

		<ul style="list-style-type: none"> <li>• Political and social stability</li> <li>• Local context understanding</li> <li>• Sustainability of safety measures</li> </ul>	<p>have direct control over NSDO's decisions, their recommendations and resources play a crucial role in determining NSDO's operational safety and effectiveness.</p>	<p>and operational excellence in a challenging context.</p>	<p>quarterly via video conferencing.</p> <ol style="list-style-type: none"> <li>2. <b>Email Updates and Reports:</b> Bi-weekly or as needed.</li> <li>3. <b>Safety and Security Workshops:</b> Semi-annually or annually.</li> <li>4. <b>Emergency Alerts and Advisories:</b> As required during incidents.</li> </ol>
<b>Concern Worldwide</b>	<p>Concern Worldwide has worked in Afghanistan for 23 years and is committed to continuing its work. Their focus is to work with the most vulnerable communities as the country goes through this extremely difficult period.</p>	<p><b>Interests:</b></p> <ul style="list-style-type: none"> <li>• Resemblance of organization VMGO, such as poverty reduction working in gross root level, ground hand to hand support, prolong joint experience and cooperation</li> <li>• Support for Vulnerable Communities</li> <li>• Humanitarian Assistance</li> <li>• Long-Term Development</li> <li>• Capacity Building</li> <li>• Health and Nutrition</li> <li>• Advocacy and Policy Engagement</li> <li>• Resilience Building</li> </ul> <p><b>Concerns:</b></p> <ul style="list-style-type: none"> <li>• Security and Safety</li> <li>• Alignment of Goals</li> <li>• Resource Management and Transparency</li> <li>• Cultural Sensitivity</li> <li>• Sustainability of Initiatives</li> <li>• Impact Measurement</li> </ul>	<p><b>Influence:</b></p> <ul style="list-style-type: none"> <li>• Like minded and easy to cooperate being the partner in the past.</li> <li>• Having mutual ongoing cooperation</li> <li>• Resource Availability</li> <li>• Established Reputation</li> <li>• Collaborative Projects</li> <li>• Capacity Building Initiatives</li> <li>• Advocacy and Policy Influence</li> <li>• Monitoring and Evaluation</li> </ul> <p>The collaborative relationship allows CWW to guide NSDO in achieving shared objectives while enhancing their impact in the communities they serve.</p>	<p>Over the past four years, NSDO has carried out one humanitarian project named HPP (Humanitarian Program Plan in Takhar province in 2022 and one development project called AWARE in Kunduz province. The AWARE project will be completed in March 2025. Additionally, NSDO has completed a volunteer project in Khost and Paktika provinces for Concern Worldwide.</p>	<ul style="list-style-type: none"> <li>• Regular Coordination Meetings</li> <li>• Progress Reports</li> <li>• Joint Planning Workshops</li> <li>• Feedback Mechanism</li> <li>• Collaborative Advocacy Efforts</li> <li>• Monthly Newsletters</li> </ul> <p><b>Frequency of Communication</b></p> <ul style="list-style-type: none"> <li>• <b>Bi-Monthly Coordination Meetings:</b> Every two months</li> <li>• <b>Quarterly Progress Reports:</b> Every three months</li> <li>• <b>Annual Workshops:</b> Once a year</li> <li>• <b>Monthly Newsletters:</b> Once a month</li> <li>• <b>Feedback Sessions:</b> After key project milestones or quarterly</li> </ul>
<b>NCA (Norwegian Church Aid)</b>	<p>NCA is a significant potential donor in WASH-related interventions in NE regions.</p> <p>Norwegian Church Aid started its program in Afghanistan to help Afghan Refugees and opened its office in Kabul in 1996. NCA is working to give people access to clean drinking water, sanitation, and hygiene services. They are also working with smart agriculture and creating more jobs.</p> <p>NCA and NSDO signed an agreement for implementation a "GVB" and Emergency</p>	<p><b>Interests:</b></p> <ul style="list-style-type: none"> <li>• WASH</li> <li>• Gender-Based Violence</li> <li>• Emergency Response</li> <li>• Fighting Inequality</li> <li>• Peacebuilding</li> <li>• Climate Smart Economic Empowerment</li> <li>• Faith Based Climate Action</li> </ul> <p><b>Concerns:</b></p> <ul style="list-style-type: none"> <li>• Local NGO's relations with current De facto Authorities.</li> <li>• Bureaucratic relations of the government.</li> </ul>	<ul style="list-style-type: none"> <li>• Program design and implementation.</li> <li>• Resource allocation and funding.</li> <li>• NSDO is accountable to NCA for how the funding received is spent and the quality of aid is delivered with the funds provided.</li> <li>• ensuring the adherence to standards during the project</li> <li>• Accountable for transparency and reporting</li> </ul> <p>Highlighting the good work of NSDOs and expressing the desire for additional funding.</p>	<p>NCA and NSDO signed an agreement for implementing a "GVB" and Emergency project in Kunduz January to December 2023.</p>	<ul style="list-style-type: none"> <li>• Proper communication of NCA Afghanistan's ongoing projects regularly highlighting major achievements throughout the implementing phase of the project.</li> <li>• Participating in the relevant cluster meetings where NCA Afghanistan is an active member. <ul style="list-style-type: none"> <li>• Regular and early engagement with NCA Afghanistan and sharing the required/ relevant project documents, such as newsletters, achievements, etc.</li> <li>• Establishing an open line of</li> </ul> </li> </ul>



	project in Kunduz January to December 2023.	<ul style="list-style-type: none"> <li>• Gender-sensitive programming.</li> <li>• Complexity of humanitarian context</li> <li>• DFA relations with the international community</li> </ul>			<p>communication with NCA Afghanistan based on trust, transparency, and shared Objectives.</p> <ul style="list-style-type: none"> <li>• Participating in any potential capacity-building sessions conducted by NCA Afghanistan.</li> <li>• Conduct regular engagements with NCA Afghanistan to effectively identify any potential partnership addressing the existing gap/ challenge through possible solutions to strengthen its partnership and relationship with Mercy Corps in Afghanistan.</li> </ul>
<b>MC (Mercy Corps)</b>	<p>Since 1986, Mercy Corps has been working to improve the quality of life in Afghanistan by strengthening opportunities for sustainable and equitable livelihoods</p> <ul style="list-style-type: none"> <li>• Relationship with NSDO: Mercy Corps Afghanistan is one current major partner of NSDO which provides resource/ funding opportunities to NSDO in Afghanistan.</li> </ul> <p>Mercy corps and NSDO has signed an agreement</p>	<p><b>Interests:</b></p> <ul style="list-style-type: none"> <li>• Agriculture/ Livelihood</li> <li>• Climate and Environment</li> <li>• Emergency Response</li> <li>• Financial Inclusion</li> <li>• Gender Equality</li> <li>• Governance</li> <li>• Market Development</li> <li>• Peace and Conflict</li> <li>• Policy and Advocacy</li> <li>• Resilience</li> <li>• WASH</li> <li>• Youth</li> </ul> <p><b>Concerns:</b></p> <ul style="list-style-type: none"> <li>• Local NGO's relations with current De facto Authorities.</li> <li>• Bureaucratic relations of the government.</li> <li>• Gender-sensitive programming.</li> <li>• Complexity of humanitarian context</li> <li>• DFA relations with the international community</li> </ul>	<ul style="list-style-type: none"> <li>• Program design and implementation.</li> <li>• Resource allocation and funding.</li> <li>• Implementation Approach.</li> <li>• NSDO is accountable to Mercy Corps for how the funding received is spent and the quality of aid is delivered with the funds provided.</li> <li>• Ensuring the adherence to standards during the project</li> <li>• Accountable for transparency and reporting</li> <li>• Highlighting the good work of NSDOs and expressing the desire for additional funding.</li> </ul>	<ul style="list-style-type: none"> <li>• Mercy Corps and NSDO have signed the first agreement for funding a multiple sectoral project.</li> </ul> <p>NSDO has built a good partnership relationship with Mercy Corps and wishes to continue in implementation of humanitarian and development interventions in future.</p>	<ul style="list-style-type: none"> <li>• Proper communication of Mercy Corps Afghanistan's ongoing projects regularly highlighting major achievements throughout the implementing phase of the project.</li> <li>• Participating in the relevant cluster meetings where Mercy Corps Afghanistan is an active member.</li> <li>• Regular and early engagement with Mercy Corps Afghanistan and sharing the required/ relevant project documents, such as newsletters, achievements, etc.</li> <li>• Participating in any potential capacity-building sessions conducted by Mercy Corps Afghanistan.</li> <li>• Conduct regular engagements with NCA Afghanistan to effectively identify any potential partnership addressing the existing gap/ challenge through possible solutions to strengthen its partnership and relationship with Mercy Corps in Afghanistan.</li> </ul>
<b>DRC (Danish Refugee Council)</b>	<p>Founded in 1956, DRC Danish Refugee Council is Denmark's largest, and a leading international NGO, DRC supports displaced persons in becoming self-reliant and included in hosting societies. DRC works with civil society and responsible authorities to promote the protection of rights and peaceful coexistence.</p> <p>DRC began working in Afghanistan in the 1990s with Mine Action and expanded its scope and reach of programing in 2011 to</p>	<p><b>Interests:</b></p> <ul style="list-style-type: none"> <li>• Protection</li> <li>• Economic Recover</li> <li>• Humanitarian Disarmament and Peacebuilding</li> <li>• Shelter and Settlements</li> <li>• Camp Coordination and Camp Management</li> <li>• Humanitarian Response</li> </ul> <p><b>Concerns:</b></p> <ul style="list-style-type: none"> <li>• Local NGO's relations with current</li> </ul>	<ul style="list-style-type: none"> <li>• NSDO is accountable to DRC for how the funding received is spent and the quality of aid is delivered with the funds provided.</li> <li>• Ensuring the adherence to standards during the project</li> <li>• Accountable for transparency and reporting</li> <li>• Highlighting the good work of NSDOs and expressing the desire for additional funding.</li> </ul>	<p>DRC and NSDO have signed the first agreement for funding a multiple sectoral project in Ghazni and Maidan Wardak Project in 2023 which will end by 2025.</p> <p>NSDO has built a good partnership relationship with DRC and wishes to continue in implementation of humanitarian and development interventions in future.</p>	<ul style="list-style-type: none"> <li>• Proper communication of DRC's ongoing projects regularly highlighting major achievements throughout implementing phase of the project.</li> <li>• Participating in the relevant cluster meetings where DRC is an active member.</li> <li>• Regular engagement with DRC and sharing the required/ relevant project documents, such as newsletters, achievements, etc.</li> </ul>

	<p>provide multi-sector and holistic package of assistance.</p> <ul style="list-style-type: none"> <li>Relationship with NSDO: DRC has been one of the major donors of NSDO in recent years. It plays a significant role in strengthening NSDO to achieve its strategic Objectives and objectives effectively.</li> </ul>	<p>De facto Authorities.</p> <ul style="list-style-type: none"> <li>Bureaucratic relations of the government.</li> <li>Gender-sensitive programming.</li> <li>Complexity of humanitarian context</li> <li>DFA relations with the international community</li> </ul>			<ul style="list-style-type: none"> <li>Participating in any potential capacity-building sessions conducted by DRC.</li> </ul> <p>Both DRC and NSDO are willing to continue their relationship in conducting joint assessment and implementing multiple sectoral programming.</p>
<b>KNH</b>	<ul style="list-style-type: none"> <li><b>Stakeholder Group:</b> (Key Stakeholder)</li> <li><b>Relationship with NSDO:</b> Throughout the course of implementing multiple projects that were funded by KNH, the NSDO has consistently demonstrated its reliability as a local implementer for KNH. During the previous partnership with KNH, NSDO built good trust and positive relationship with KNH which resulted in enhancing the willingness of KNH for provision of financial support to NSDO programs.</li> </ul>	<p><b>Interests:</b></p> <ul style="list-style-type: none"> <li>Holistic Development</li> <li>Basic Education</li> <li>Healthcare services</li> <li>Disaster Relief</li> <li>Girls and Women empowerment</li> </ul> <p><b>Needs:</b></p> <ul style="list-style-type: none"> <li>Willing to support localization process.</li> <li>Bureaucratic relations of the government.</li> <li>Gender-sensitive programming.</li> <li>Complexity of humanitarian context in Afghanistan with ongoing crisis.</li> <li>Grappling with the risk of operating in an environment shaped by sanctions.</li> </ul>	<ul style="list-style-type: none"> <li>Funding dependency</li> <li>Capacity Building</li> <li>Policy and Practice</li> <li>Operational Decision</li> <li>Strategic Direction</li> <li>Proposal and CN Development</li> </ul>	<ul style="list-style-type: none"> <li>NSDO has established an effective working relationship with KNH, as evidenced by its successful implementation of a range of projects in Afghanistan. NSDO has demonstrated its capacity to execute projects in accordance with KNH's stringent standards and requirements, ensuring that all activities are completed to the highest levels of quality and efficiency. The partnership between NSDO and KNH has enabled both organizations to work together seamlessly, leveraging each other's strengths to achieve shared objectives. Overall, NSDO's track record of successful project implementation underscores its commitment to excellence and its ability to deliver results in complex and challenging contexts.</li> </ul>	<ul style="list-style-type: none"> <li>Establishing open/ transparent lines of communication with KNH.</li> <li>Early engagements with the KNH relevant team.</li> <li>Understanding KNH priorities.</li> <li>Localize Efforts by emphasizing the advancement of local knowledge and proximity to communities to demonstrate NSDO's unique value proposition.</li> <li>Conducting regular (online) meetings.</li> </ul>
<b>FAO (The Food and Agriculture Organization)</b>	<p>FAO provides technical assistance and support to Afghanistan on a wide range of area covering agriculture, livestock, food system, nutrition, environment degradation and climate change</p> <p>FAO and NSDO shares mission and vision with aim to support agriculture development in Afghanistan.</p> <p>FAO and NSDO completed a FAO funded project with the aim to create sustainable economic development and employment program for the people of Kunduz Province in five wheats, vegetable, poultry, dairy and nuts value chains through implementation of SEDEP 2018-2019 program.</p> <p>NSDO has built good relationship with FAO and is willing to support FAO in implementation of agriculture development and climate change interventions.</p>	<p>In 2024, FAO will focus on the following four priority areas:</p> <p>Move towards self-sufficiency in wheat through the distribution to more than 25% of Afghan farmers (cumulative since 2021) of certified seeds from local varieties, along with the necessary fertilizers to increase yields by up to 50% (better production)</p> <p>Enhance the production of a diverse array of nutritious foods and support backyard income generation opportunities for poor and vulnerable Afghans (better nutrition)</p> <p>Protect livestock against disease and provide ongoing support to the dairy sector (better life)</p> <p>Restore irrigation structures to boost agricultural productivity while providing cash incomes, without tapping into dwindling groundwater resources (better environment).</p>	<ul style="list-style-type: none"> <li>Program design and implementation.</li> <li>Resource allocation and funding.</li> <li>FAO is assessing the food security status in Afghanistan and lead the IPC (Integrated phased- Food Security Classification) assessment which highlight food security status across the country and working closely with MAIL in technical aspects.</li> <li>There are possibilities and potential areas to work with FAO in Agriculture sustainable and climate change adaptation areas.</li> </ul>	<p>FAO and NSDO completed a FAO funded project with the aim to create sustainable economic development and employment program for the people of Kunduz Province in five wheats, vegetable, poultry, dairy and nuts value chains through implementation of SEDEP 2018-2019 program.</p>	<p>NSDO has good relations with FAO and FSAC at country level. As the leading agency for food security, FAO provides recommendations on aspects of food security that help NSDO design effective food and agricultural security projects.</p>

		Additionally, FAO will continue its programs with the Global Environmental Fund to combat land degradation through community-based land and forest management activities.			
<b>SCI (Save the Children International)</b>	<p>SC-Afghanistan has been working in Afghanistan since 1976 to deliver lasting change to the lives of children across the country. They work closely with children, parents, teachers, village councils, religious leaders, government ministries, non-governmental organizations, and other stakeholders. Their programs focus on education, health and nutrition, child protection, food security and livelihood, and humanitarian response.</p> <p>SC-Afghanistan also helps children learn by ensuring both girls and boys are in school. Their programs provide the opportunity for children that have left school to access community-based education opportunities as well as return to the formal education system and they work with the government to support quality education.</p>	<p><b>Interests:</b></p> <ul style="list-style-type: none"> <li>• Providing education for both girls and boys to have equal access to quality education.</li> <li>• Providing healthcare services and nutrition support in Afghanistan's humanitarian context.</li> <li>• Reducing violence against children and protecting vulnerable groups.</li> <li>• Addressing food insecurity and livelihood challenges in Afghanistan.</li> <li>• Humanitarian Response.</li> </ul> <p><b>Concerns:</b></p> <ul style="list-style-type: none"> <li>• Humanitarian Catastrophe.</li> <li>• Poverty and hunger.</li> <li>• Safety concerns.</li> <li>• Gender-based restrictions</li> <li>• Child labor crisis</li> </ul>	<ul style="list-style-type: none"> <li>• Resource allocation and funding.</li> <li>• Program design and implementation.</li> <li>• Child-Centric Approach.</li> <li>• Gender Equality and empowering females through the project.</li> <li>• Child labor crisis.</li> <li>• Risk mitigation and security.</li> <li>• Monitoring, evaluation, and accountability throughout the project.</li> <li>• Technical expertise and capacity building.</li> </ul>	<p>NSDO has demonstrated its capacity as a local partner for SCI by successfully carrying out the relevant projects that were funded by SCI. NSDO was able to effectively execute them while adhering to the highest standards of quality and professionalism. By consistently demonstrating its ability to deliver positive results, NSDO has earned the trust and confidence of SCI and has established itself as a valuable partner in the pursuit of sustainable development Objectives.</p>	<ul style="list-style-type: none"> <li>• Participating in the relevant cluster meetings where SCI is an active member.</li> <li>• Regular and early engagement with SCI and sharing the required/ relevant project documents, such as newsletters, achievements, etc.</li> <li>• Establishing open line of communication with SCI based on trust, transparency, and shared Objectives.</li> <li>• Participating in any potential capacity-building sessions conducted by SCI.</li> </ul>
<b>CARE</b>	<ul style="list-style-type: none"> <li>• CARE International has been active in Afghanistan since 1961, with a focus on empowering women and girls, building community resilience, and providing humanitarian aid.</li> </ul>	<p><b>Interests:</b></p> <ul style="list-style-type: none"> <li>• Empowerment of Women and Girls</li> <li>• Community Resilience</li> <li>• Effective Humanitarian Aid</li> <li>• Partnership and Collaboration</li> <li>• Sustainability and Impact Measurement</li> </ul> <p><b>Concerns:</b></p> <ul style="list-style-type: none"> <li>• Security and Safety</li> <li>• Alignment of Goals</li> <li>• Resource Allocation</li> <li>• Cultural Sensitivity</li> <li>• Political Environment</li> </ul>	<p><b>Influence &amp; Power on NSDO</b></p> <ul style="list-style-type: none"> <li>• Resource Availability</li> <li>• Reputation and Credibility</li> <li>• Networking and Partnerships</li> <li>• Strategic Alignment</li> <li>• Capacity Building</li> <li>• Advocacy and Policy Influence</li> </ul>	<p>NSDO (National Society for Development Organizations) and CARE International have partnered as part of a consortium to implement various projects in Afghanistan. Although NSDO has not received direct funding from CARE, their collaborative efforts are centered around shared goals of empowering communities, particularly women and girls, and enhancing resilience in vulnerable populations.</p>	<ul style="list-style-type: none"> <li>• Regular Meetings</li> <li>• Progress Reports</li> <li>• Collaborative Workshops</li> <li>• Feedback Mechanism</li> <li>• Joint Advocacy Efforts</li> <li>• Newsletter Updates</li> <li>• Social Media Engagement</li> <li>• Annual Review</li> </ul> <p><b>Frequency of Communication</b></p> <ul style="list-style-type: none"> <li>• <b>Bi-Monthly Meetings:</b> Every two months</li> <li>• <b>Quarterly Progress Reports:</b> Every three months</li> <li>• <b>Monthly Newsletter:</b> Once a month</li> <li>• <b>Workshops:</b> As needed (at least twice a year)</li> <li>• <b>Annual Review:</b> Once a year</li> <li>• <b>Social Media Engagement:</b> Ongoing</li> </ul>

<p><b>WHH</b></p>	<p>Welthungerhilfe (WHH) is dedicated to fighting for a world without hunger. WHH aims to help people escape hunger and poverty sustainably, ensuring measurable impact while upholding integrity and accountability. Their focus areas include food safety, food security and nutrition, agriculture and natural resource management, WASH, humanitarian assistance, economic development, civil society and advocacy, climate change, and innovation.</p>	<p><b>Interests:</b></p> <ul style="list-style-type: none"> <li>• Eradicating Hunger and Poverty</li> <li>• Food Security and Nutrition</li> <li>• Sustainable Agriculture and Resource Management</li> <li>• WASH (Water, Sanitation, and Hygiene)</li> <li>• Economic Development</li> <li>• Civil Society and Advocacy</li> <li>• Climate Change Adaptation</li> <li>• Innovation</li> </ul> <p><b>Concerns:</b></p> <ul style="list-style-type: none"> <li>• Security and Stability</li> <li>• Capacity and Transparency</li> <li>• Cultural Sensitivity</li> <li>• Sustainability of Initiatives</li> <li>• Impact Measurement</li> </ul>	<p><b>Influence and Power on NSDO:</b></p> <ul style="list-style-type: none"> <li>• Resource Availability</li> <li>• Expertise and Knowledge</li> <li>• Reputation and Credibility</li> <li>• Collaborative Initiatives</li> <li>• Advocacy and Policy Influence</li> <li>• Capacity Building</li> </ul> <p><b>Overall Assessment</b></p> <p>Overall, Welthungerhilfe likely holds a moderate to high level of influence over NSDO. While NSDO maintains operational autonomy, WHH's resources, expertise, and reputation can significantly shape NSDO's initiatives, project focus, and overall effectiveness in addressing community needs. Their collaborative relationship is mutually beneficial, yet WHH's substantial capacity and influence place them in a key position within the partnership.</p>	<p>NSDO does not have experience in implementing joint projects with WHH, both organizations are members of a consortium. NSDO is eager to establish a close relationship and partnership with WHH to carry out projects in Afghanistan.</p>	<ul style="list-style-type: none"> <li>• Regular Coordination Meetings</li> <li>• Progress Reports</li> <li>• Joint Planning Workshops</li> <li>• Feedback Mechanism</li> <li>• Collaborative Advocacy Efforts</li> <li>• Social Media Engagement</li> <li>• Annual Review Meetings</li> </ul> <p><b>Frequency of Communication</b></p> <ul style="list-style-type: none"> <li>• <b>Monthly Coordination Meetings:</b> Once a month</li> <li>• <b>Bi-Monthly Progress Reports:</b> Every two months</li> <li>• <b>Semi-Annual Workshops:</b> Twice a year</li> <li>• <b>Monthly Newsletters:</b> Once a month</li> <li>• <b>Feedback Sessions:</b> After key project milestones or quarterly</li> <li>• <b>Social Media Engagement:</b> Ongoing</li> <li>• <b>Annual Review Meeting:</b> Once a year.</li> </ul>
<p><b>ACBAR (The Agency Coordinating Body for Afghan Relief &amp; Development)</b></p>	<p>ACBAR is the coordination body for all non-profit NGOs and civil society. This organization plays a critical role on NGOs operation; Therefore, effective coordination, engagement, and communication is required to be highly considered with ACBAR by NSDO.</p>	<p><b>Interests:</b></p> <ul style="list-style-type: none"> <li>• ACBAR Membership.</li> <li>• Twinning Program</li> <li>• Information and Coordination</li> <li>• Enhancing Funding opportunities for its members.</li> <li>• Reducing challenges of its by coordinating with DFAs.</li> </ul> <p><b>Concerns:</b></p> <ul style="list-style-type: none"> <li>• Financial Access and Liquidity Challenges.</li> <li>• Negotiations for Exemptions.</li> <li>• Interference in Programming.</li> </ul>	<ul style="list-style-type: none"> <li>• Funding and Resource Allocation.</li> <li>• Policy and Strategy Development.</li> <li>• Capacity Building.</li> <li>• Coordination and Partnership.</li> <li>• Risk Management and Compliance.</li> </ul>	<p>ACBAR can effectively strengthen NSDO to achieve its strategic Objectives for 2024 - 2026 by facilitating the funding opportunities in different sectors.</p>	<ul style="list-style-type: none"> <li>• Participating in relevant meetings with ACBAR when required.</li> <li>• Proactive engagement with ACBAR to strengthen relationships with other members and funding opportunities for NSDO.</li> <li>• Establishing open lines of communication with ACBAR to effectively identify any potential challenge/ gap that can negatively affect the relationship of NSDO with ACBAR and address the identified challenges/ gaps by alternative solutions</li> </ul>
<p><b>IRC (International Rescue Committee)</b></p>	<p>IRC collaborates with local NGOs to implement various project across the country. This partnership/ relationship can be crucial for NSDO for the effectiveness and sustainability of humanitarian efforts. As well as IRC can be a significant partner for NSOD through 2024 - 2026.</p>	<p><b>Interests:</b></p> <ul style="list-style-type: none"> <li>• Local Leadership.</li> <li>• Emergency Response.</li> <li>• Organizational Sustainability and development.</li> <li>• Leveraging Local Strengths.</li> <li>• Influencing Programming.</li> </ul>	<ul style="list-style-type: none"> <li>• Regulation and Control</li> <li>• Local Leadership Support.</li> <li>• Operational Capacity.</li> <li>• Emergency Response.</li> <li>• Sustainability and Response Capacity.</li> <li>• Leveraging Local Strengths.</li> </ul>	<p>IRC can effectively strengthen NSDO to leverage its network and reach out to many other potential funding/ partnership opportunities that will enable it to achieve its desired strategic framework for 2024 - 2026.</p>	<ul style="list-style-type: none"> <li>• Prior engagements with IRC relevant team to discuss areas of alignment with NSDO.</li> <li>• Conduct regular communications to effectively identify any potential challenges/barriers that can negatively affect the relationship</li> </ul>



		<p><b>Concerns:</b></p> <ul style="list-style-type: none"> <li>• Female NGO Workers Ban.</li> <li>• Operational Challenges.</li> <li>• Gender-sensitive programming.</li> <li>• Funding and Support.</li> <li>• Cultural Practices.</li> </ul>			<p>of NSDO with IRC and address the challenge/ barrier through alternative solutions.</p> <ul style="list-style-type: none"> <li>• Sharing NSDO's profile and major achievements that are alignment with IRC strategic Objectives.</li> <li>• Participate in the cluster meetings where IRC is an active member.</li> </ul>
<b>DFA (Current De-facto Authorities)</b>	<p>Considering current circumstances in Afghanistan has made it imperative for NSDO to have strategic engagement and coordination in place for the effective execution of its projects. In this regard, DFA, with its significant impact and relationship with NSDO's operations throughout the country, can play a critical role.</p>	<p><b>Interests:</b></p> <ul style="list-style-type: none"> <li>• Humanitarian Assistance</li> <li>• Development Projects (Partially)</li> <li>• Stability and Governance</li> </ul> <p><b>Concerns:</b></p> <ul style="list-style-type: none"> <li>• Gender Roles and Restrictions</li> <li>• Media and Advocacy</li> <li>• Women's rights and education, especially for girls.</li> </ul>	<ul style="list-style-type: none"> <li>• Regulation and Control</li> <li>• Gender-based Constraints</li> <li>• NGOs Operations</li> </ul>	<p>NSDO has successfully considered all the prior and post-coordination with DFA at both central, provincial, and district levels. As well as NSDO has also established open lines of communication with DFA about the projects and conducts regular engagements to strengthen the relationship.</p>	<ul style="list-style-type: none"> <li>• Conducting prior and post-coordination with DFA.</li> <li>• Participating in any relevant DFA meetings.</li> <li>• Submission of required documents to DFA on a timely basis.</li> </ul>
<b>MoLSAMD (Ministry of Labor, Social Affairs, Martyrs and Disables)</b>	<p>MoLSAMD, as the governmental entity, plays an important role in initiating any project. NSDO is highly required to have smooth coordination and relationship with MoLSAMD.</p>	<p><b>Interests:</b></p> <ul style="list-style-type: none"> <li>• Provision of support to MoLSAMD strategies through the implementation of different projects by NSDO.</li> <li>• Implementation of Relevant Projects.</li> <li>• Influencing the selection of target areas for project implementation.</li> <li>• Control of Aid/ project resources for benefits.</li> <li>• Restrictive Policies.</li> <li>• Influencing Programming.</li> <li>• Corruption.</li> </ul> <p><b>Concerns:</b></p> <ul style="list-style-type: none"> <li>• Freedom of movement and speech.</li> <li>• Local NGOs' relations with the international community.</li> <li>• Gender-sensitive programming.</li> <li>• Empowering women and gender equity.</li> <li>• Advocacy for marginalized populations in different local communities.</li> </ul>	<ul style="list-style-type: none"> <li>• Regulation and Control</li> <li>• Gender-based Constraints</li> <li>• NGOs Operations</li> </ul>	<ul style="list-style-type: none"> <li>• MoLSAMD can facilitate NSDO's projects, provide permission for activities and assign the required project staff to NSDO at both central and provincial levels.</li> </ul>	<ul style="list-style-type: none"> <li>• Conducting prior coordination with MoLSA for any relevant project.</li> <li>• Signing the required MoU with MoLSA.</li> <li>• Participating in MoLSA meetings when required.</li> <li>• Submission of relevant project reports for MoLSA.</li> <li>• Conduct regular engagements with MoLSA Afghanistan to effectively identify any potential communication gap/ challenges and effectively address the gap/ challenge through alternative solutions to strengthen its partnership and relationship with MoLSA.</li> </ul>
<b>MoCI (Ministry of Commerce &amp; industries)</b>	<p>MoCI plays a vital role in the coordination and facilitation of business and industries-related projects and initiatives of NSDO in different provinces of Afghanistan.</p>	<p><b>Interests:</b></p> <ul style="list-style-type: none"> <li>• Provision of support to MoCI strategies through the implementation of different projects by NSDO.</li> <li>• Implementation of Relevant Projects.</li> <li>• Influencing the selection of target areas for project implementation.</li> <li>• Control of Aid/ project resources for benefits.</li> <li>• Restrictive Policies.</li> <li>• Influencing Programming.</li> <li>• Corruption.</li> </ul>	<ul style="list-style-type: none"> <li>• Regulation and Control</li> <li>• Gender-based Constraints</li> <li>• NGOs Operations</li> </ul>	<p>MoCI can facilitate NSDO's projects, provide permission for activities and assign the required project staff to NSDO at both central and provincial levels.</p>	<ul style="list-style-type: none"> <li>• Conducting prior coordination with MoCI for any relevant project.</li> <li>• Signing the required MoU with MoCI.</li> <li>• Participating in MoLSA meetings when required.</li> <li>• Submission of relevant project reports for MoCI.</li> <li>• Conduct regular engagements with MoCI Afghanistan to effectively identify any potential</li> </ul>

		<p><b>Concerns:</b></p> <ul style="list-style-type: none"> <li>• Freedom of movement and speech.</li> <li>• Local NGOs' relations with the international community.</li> <li>• Gender-sensitive programming.</li> <li>• Empowering women and gender equity.</li> <li>• Advocacy for marginalized populations in different local communities.</li> </ul>			<p>communication gap/ challenges and effectively address the gap/ challenge through alternative solutions to strengthen its partnership and relationship with MoCI.</p>
<b>NSDO's Staff</b>	<p>NSDO's staff play a significant role in the succession of NSDO projects and enhancement of achieving NSDO's organizational Objectives, aligned with the designed projects' objectives.</p>	<p><b>Interests:</b></p> <ul style="list-style-type: none"> <li>• Compensation and Benefits</li> <li>• Career Growth and Development</li> <li>• Work-life Balance</li> <li>• Recognition and Appreciation</li> <li>• Social Connections</li> <li>• Job Satisfaction</li> <li>• Job Security</li> </ul> <p><b>Concerns:</b></p> <ul style="list-style-type: none"> <li>• Security and Safety</li> <li>• Evacuation and Abandonment</li> <li>• Job Security</li> <li>• Gender-Based Challenges</li> <li>• Economic Hardship</li> <li>• Uncertainty and Fear</li> </ul>	<ul style="list-style-type: none"> <li>• Localization</li> <li>• Leadership</li> <li>• Service Delivery</li> <li>• NGO Representation</li> <li>• Partnerships</li> <li>• NGO Improvement and Sustainability</li> </ul>	<p>NSDO, as a national NGO, has made significant efforts to improve employee engagement and commitment towards the organization's vision and mission. To strengthen this relationship, NSDO has implemented various policies and procedures that have proven effective in motivating employees. For instance, the company has adopted different effective systems that recognize and reward employees for their hard work and dedication to the organization. Additionally, NSDO has put in place measures to promote a healthy work-life balance, such as leave policies. NSDO also encourages open communication and feedback among employees and management, fostering a culture of collaboration and mutual respect. Overall, these efforts have been successful in enhancing employee morale and strengthening their commitment to NSDO's Objectives and objectives.</p>	<ul style="list-style-type: none"> <li>• Establishing effective feedback mechanisms for staff.</li> <li>• Implementing open-door policy</li> <li>• Cross-functional learning</li> <li>• Strengthening communications using collaboration tools</li> <li>• Conducting regular meetings</li> <li>• Tailoring messages</li> </ul>



## Primary Stakeholders:

Stakeholder Group	Description	Interests/ Needs	Influence /Power	Relationship with Organization	Engagement Strategy
[Stakeholder Name]	[Description of the stakeholder group, including who they are and their relationship with the NSDO]	[List the interests, concerns, and needs of this stakeholder group]	[Assess the level of influence and power this stakeholder group holds over the NSDO]	[Describe the current relationship between this stakeholder group and the NSDO]	[Outline specific strategies for engaging and communicating with this stakeholder group, including channels and frequency of communication]
<b>Direct Beneficiaries</b>	The individuals/Households (HHs) who directly receive our assistance or services: - Humanitarian need communities - Vulnerable communities/individuals - Marginalized people	<b>Interest:</b> • To address their needs through provision of services/assistances. <b>Concerns:</b> • Access to education • Access to health facilities • Food and nutrition • Safe drinking water • Access to natural resources shelter	Their support in project implementation through: • Acceptance. • Provision of data	<ul style="list-style-type: none"> <li>• Maybe they are the NSDO's previous beneficiaries.</li> <li>• Our services address their interest/needs</li> <li>• They have good acceptance of NSDO's project</li> </ul>	To reach the target beneficiaries we should contact and introduce the project to the sector and select the communities with their support and then conduct beneficiaries' selection through assessment by specific tools and based on criteria
<b>Target communities</b>	The villages in which we target the individual/Households (HHs) as our beneficiaries based on their needs	As we target different segments of the communities such as - Humanitarian need communities. - Vulnerable groups - Marginalized groups and we identify their needs through need assessment which is mostly: - Education facilities - Health facilities - Transportation facilities - Food security - WASH... etc.	<ul style="list-style-type: none"> <li>• Support us in the beneficiaries' selection</li> <li>• Help us in coordination</li> <li>• Provide information</li> <li>• Support in conflict resolution</li> </ul>	The community elders, religious leaders and other influentials can play the key role in supporting us in beneficiaries' identification and selection and link our staff with the beneficiaries facilitate our access to beneficiaries...etc.	We can define the target communities through sectors, identify the influential people, communicate with them and mobilize them to support us in implementation of project
<b>Vendors</b>	Vendors are companies that supply products or services to NSDO. These are the companies or businessman include companies that provide the equipment necessary to operate our business.	They are profitable companies and supplies project material for NSDO, are selected through transparent and competitive procedures.	Building relationships with vendors helps NSDO's projects run smoothly by ensuring they need to complete tasks in a timely efficient manner	NSDO has a list of trusted vendors who have rich experience in supplying goods and services across the operational provinces and have established good relationships with them.	Vendors participate in the procurement process of goods and services and facilitate smooth completion of projects.
<b>Suppliers</b>	Suppliers are those stakeholders that affect the successful accomplishment of a project through providing good and services. They are paid for their contribution.	The interest of suppliers is to sell their products or services at profitable prices and maintain a good relationship with the NSDO.	Supplier influence is the ability to persuade or motivate the organization or resources associated with procurement procedures.	NSDO recognized trusted suppliers who have rich experience in supplying goods and services across the operational provinces and have established good relationships with them.	Suppliers participate in the procurement process of goods and services and facilitate smooth completion of projects.

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<b>Project Staffs</b>	All the staff who are directly involved in project implementation	Get salaries and other support from the organization. <ul style="list-style-type: none"> <li>Job security.</li> <li>Career development.</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate the implementation of the project</li> <li>Play key role in linking the beneficiaries with the NSDO</li> <li>Service delivery</li> </ul>	They are organizational staff and are involved in planning and decision-making processes. Represent the organization. As frontline workers they are involved in practical works of the project.	HR processes Provide guidelines, orientation and capacity building Following the organization's policies, procedures and regulations

### Secondary Stakeholders:

Stakeholder Group	Description	Interests/ Needs	Influence /Power	Relationship with Organization	Engagement Strategy
[Stakeholder Name]	[Description of the stakeholder group, including who they are and their relationship with the NSDO]	[List the interests, concerns, and needs of this stakeholder group]	[Assess the level of influence and power this stakeholder group holds over the NSDO]	[Describe the current relationship between this stakeholder group and the NSDO]	[Outline specific strategies for engaging and communicating with this stakeholder group, including channels and frequency of communication]
<b>OCHA (Office for the Coordination of Humanitarian Affairs)</b>	OCHA can have a significant relationship with NSDO as it strives to enhance humanitarian efforts across Afghanistan.	<b>Interests:</b> <ul style="list-style-type: none"> <li>Eligibility and Transparency.</li> <li>Supporting Local Partnerships.</li> <li>Risk Management.</li> <li>Local Leadership in Crisis Response.</li> <li>Humanitarian Financing.</li> </ul> <b>Concerns:</b> <ul style="list-style-type: none"> <li>Access Security.</li> <li>Bureaucratic Challenges.</li> <li>Interference in Programming.</li> <li>Operational Risks.</li> <li>Environmental and Social Impacts.</li> <li>Labor Management and Safety.</li> </ul>	<ul style="list-style-type: none"> <li>Funding and Resource Allocation.</li> <li>Policy and Strategy Development.</li> <li>Capacity Building.</li> <li>Coordination and Partnership.</li> <li>Risk Management and Compliance.</li> </ul>	OCHA plays a vital role in facilitating funding opportunities for 2024 - 2026 strategic plan.	<ul style="list-style-type: none"> <li>Proper communication of OCHA Afghanistan's ongoing projects regularly highlighting major achievements throughout the implementing phase of the project.</li> <li>Participating in the relevant cluster meetings where OCHA Afghanistan is an active member.</li> <li>Regular and early engagement with OCHA Afghanistan and sharing the required/ relevant project documents, such as newsletters, achievements, etc.</li> <li>Establishing an open line of communication with OCHA Afghanistan based on trust, transparency, and shared Objectives.</li> <li>Participating in any potential capacity-building sessions conducted by OCHA Afghanistan.</li> </ul>
<b>WASH cluster</b>	WASH Cluster is the coordination group for all INGO and NGOs working in the WASH area. This cluster plays a critical role in better coordination and identifying the BNFs and prevents duplicate intervention, Therefore, effective coordination, engagement, and communication is required to be considered with WASH cluster by NSDO.	<b>Interests:</b> <ul style="list-style-type: none"> <li>Enhancing Hygiene throughout different local communities.</li> <li>Strengthening water supply systems to strengthen vulnerable beneficiaries' access to enough healthy water to drink.</li> <li>Enhancing Sanitation facilities for different local communities.</li> </ul> <b>Concerns:</b> <ul style="list-style-type: none"> <li>Lack of Hygiene in different local communities.</li> </ul>	<ul style="list-style-type: none"> <li>Funding and Resource Allocation.</li> <li>Policy and Strategy Development.</li> <li>Capacity Building.</li> <li>Coordination and Partnership.</li> <li>Risk Management and Compliance.</li> </ul>	WASH Cluster in Afghanistan has been actively involved in various humanitarian responses which can effectively facilitate and enhance NSDO's relationship with other WASH donors and its funding opportunities.	<ul style="list-style-type: none"> <li>Participating in relevant meetings with WASH when required.</li> <li>Proactive engagement with WASH to strengthen relationships with other members and funding opportunities for NSDO.</li> <li>Establishing open lines of communication with WASH to effectively identify any potential challenge/ gap that can negatively affect the relationship of NSDO with ACBAR and address the identified challenges/ gaps through alternative solutions</li> </ul>

		<ul style="list-style-type: none"> <li>Challenges of lack of access to enough, clean, and healthy water to drink in most of areas in Afghanistan.</li> <li>Interference in of DFA in WASH Programming.</li> </ul>			
<b>Nutrition Cluster</b>	<p>Nutrition Cluster is the coordination group for all INGO and NGOs working in the same area. This cluster plays a critical role in better coordination and identifying the BNFs and prevents duplicate intervention, Therefore, effective coordination, engagement, and communication is required to be considered with WASH cluster by NSDO.</p>	<p><b>Interests:</b></p> <ul style="list-style-type: none"> <li>Enhancing nutrition throughout different local communities.</li> <li>Advocacy and Resource Mobilization.</li> <li>Capacity Building for local partners.</li> <li>Enhancing Coordination among the partners.</li> </ul> <p><b>Concerns:</b></p> <ul style="list-style-type: none"> <li>Funding Gaps.</li> <li>Access to Remote Areas.</li> <li>Quality of Services.</li> <li>Community Engagement.</li> </ul>	<ul style="list-style-type: none"> <li>Engagement in Coordination.</li> <li>Localization Agenda.</li> <li>Cultural and Contextual Knowledge.</li> <li>First-Responder Role.</li> <li>Institutional and Technical Capabilities.</li> </ul>	<p>Nutrition Cluster can effectively contribute to NSDO's funding opportunities in nutrition sector and enable it to achieve its strategic Objectives and objectives in the mentioned sector.</p>	<ul style="list-style-type: none"> <li>Participating in relevant meetings with the Nutrition Cluster when required.</li> <li>Proactive engagement with the Nutrition Cluster to strengthen relationships with other members and funding opportunities for NSDO.</li> <li>Establishing open lines of communication with the Nutrition Cluster to effectively identify any potential challenge/ gap that can negatively affect the relationship of NSDO with ACBAR and address the identified challenges/ gaps through alternative solutions.</li> </ul>
<b>Education Cluster</b>	<p>Education Cluster is the coordination group for all INGO and NGOs working in education area. This cluster plays an important role in coordination and identifying the geographic area and BNFs and prevent form duplicate intervention, Therefore, effective coordination, engagement, and communication is required to be considered with Education cluster by NSDO.</p>	<p><b>Interests:</b></p> <ul style="list-style-type: none"> <li>Community Participation.</li> <li>Environmental Sustainability.</li> <li>Innovation and Replicability.</li> <li>Empowering gender-equal society for accessing educational services.</li> <li>Quality Education Services Provision</li> </ul> <p><b>Concerns:</b></p> <ul style="list-style-type: none"> <li>Sustainability.</li> <li>Funding and Budget Utilization.</li> <li>Regulatory Compliance with DFA.</li> <li>Timeliness.</li> </ul>	<ul style="list-style-type: none"> <li>Funding Opportunities</li> <li>Policy and Strategy Development.</li> <li>Technical Support.</li> <li>Coordination and Partnership.</li> <li>Information Sharing.</li> </ul>	<p>Education Cluster enhances NSDO to achieve its strategic Objectives in education sector by facilitating funding opportunities, knowledge sharing, and other required supports.</p>	<ul style="list-style-type: none"> <li>Participating in relevant meetings with the Education Cluster when required.</li> <li>Proactive engagement with the Education Cluster to strengthen relationships with other members and funding opportunities for NSDO.</li> <li>Establishing open lines of communication with Education Cluster to effectively identify any potential challenge/ gap that can negatively affect the relationship of NSDO with ACBAR and address the identified challenges/ gaps through alternative solutions.</li> </ul>
<b>Health Cluster</b>	<p>Health Cluster is the coordination group for all INGO and NGOs working in Health area, this cluster play an important role coordination and identifying the geographic area and prevent form duplicate intervention, Therefore, effective coordination, engagement, and communication is required to be considered with Health cluster by NSDO.</p>	<p><b>Interests:</b></p> <ul style="list-style-type: none"> <li>People-Centered Response.</li> <li>Coordination and Collective Action.</li> <li>Capacity Building in the Health Sector.</li> <li>Strategic Priorities.</li> <li>Multi-Sector Action.</li> <li>Advocacy.</li> </ul> <p><b>Concerns:</b></p> <ul style="list-style-type: none"> <li>Alignment of Project with Health Priorities.</li> <li>Sustainability.</li> <li>Capacity and Expertise.</li> <li>Monitoring and Evaluation.</li> </ul>	<ul style="list-style-type: none"> <li>Funding Opportunities</li> <li>Policy and Strategy Development.</li> <li>Technical Support.</li> <li>Coordination and Partnership.</li> <li>Information Sharing.</li> <li>Quality Assurance.</li> <li>Networking.</li> <li>Strategic Direction.</li> </ul>	<p>The Health Cluster enhances NSDO to achieve its strategic Objectives in the health sector by facilitating funding opportunities, knowledge sharing, and other required supports.</p>	<ul style="list-style-type: none"> <li>Participating in relevant meetings with the Health Cluster when required.</li> <li>Proactive engagement with the Health Cluster to strengthen relationships with other members and funding opportunities for NSDO.</li> <li>Establishing open lines of communication with Health Cluster to effectively identify any potential challenge/ gap that can negatively affect the relationship of NSDO with ACBAR and address the identified challenges/ gaps through alternative solutions.</li> </ul>
<b>FSAC (Food Security and Agriculture Cluster)</b>	<p>The Food Security and Agriculture Cluster (FSAC) has a well-established relationship with local</p>	<p><b>Interests:</b></p>	<ul style="list-style-type: none"> <li>Strategic Planning.</li> <li>Resource Mobilization.</li> <li>Capacity Building.</li> </ul>	<p>As FSAC's influence is critical in shaping the humanitarian landscape in Afghanistan,</p>	<ul style="list-style-type: none"> <li>Participating in relevant meetings with the FSAC Cluster when required.</li> </ul>

	humanitarian NGOs in Afghanistan such as NSDO. The relationship between FSAC and NSDO is essential for coordinating efforts to address food insecurity and support agricultural development.	<ul style="list-style-type: none"> <li>Local Engagement throughout implementing the relevant humanitarian projects.</li> <li>Capacity building for local IPs.</li> <li>Strategic Response to humanitarian crises across the country.</li> <li>Enhancing coordination among local humanitarian actors.</li> <li>Data Analysis to identify patterns, trends, and gaps in humanitarian responses</li> <li>Advocacy.</li> </ul> <p><b>Concerns:</b></p> <ul style="list-style-type: none"> <li>Access Constraints.</li> <li>Funding Shortages.</li> <li>Operational Challenges.</li> <li>Humanitarian Catastrophe.</li> <li>Sustainability Concerns.</li> </ul>	<ul style="list-style-type: none"> <li>Policy Advocacy</li> <li>Coordination and Leadership</li> <li>Quality Assurance</li> <li>Networking.</li> </ul>	therefore, its relationship will be highly required for NSDO to enable it successfully to achieve its strategic Objectives for 2024 -2026.	<ul style="list-style-type: none"> <li>Proactive engagement with the FSAC to strengthen relationships with other members and funding opportunities for NSDO.</li> <li>Establishing open lines of communication with FSAC Cluster to effectively identify any potential challenge/ gap that can negatively affect the relationship of NSDO with FSAC and address the identified challenges/ gaps through alternative solutions.</li> </ul>
<b>Emergency Shelter and NFI</b>	The ES/NFI cluster's relationship with local NGOs, especially NSDO, is critical as it addresses the needs for emergency shelter and essential non-food items among the affected populations. ES/NFI can effectively strengthen NSDO in assessment and analysis, operational presence, strategy development, and response to humanitarian needs areas.	<p><b>Interests:</b></p> <ul style="list-style-type: none"> <li>Local Engagement throughout implementing the relevant humanitarian projects.</li> <li>Capacity building for local IPs.</li> <li>Strategic Response to humanitarian crises across the country.</li> <li>Enhancing coordination among local humanitarian actors.</li> <li>Data Analysis to identify patterns, trends, and gaps in humanitarian responses.</li> <li>Advocacy.</li> <li>Seasonal Assistance.</li> </ul> <p><b>Concerns:</b></p> <ul style="list-style-type: none"> <li>Funding Shortages.</li> <li>Operational Challenges.</li> <li>Humanitarian Catastrophe.</li> <li>Sustainability Concerns.</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Planning.</li> <li>Resource Mobilization.</li> <li>Capacity Building.</li> <li>Policy Advocacy.</li> <li>Coordination and Leadership.</li> <li>Quality Assurance.</li> <li>Networking.</li> </ul>	The ES/NFI cluster's approach can effectively emphasize the importance of local NGOs such as NSDO in the planning and execution of humanitarian project, ensuring that the aid is relevant and effective in the Afghanistan context. Therefore, NSDO can strengthen itself to achieve its desired strategic Objectives for 2024 - 2026.	<ul style="list-style-type: none"> <li>Participating in relevant meetings with the ES/NFI Cluster when required.</li> <li>Proactive engagement with the ES/NFI to strengthen relationships with other members and funding opportunities for NSDO.</li> <li>Establishing open lines of communication with ES/NFI Cluster to effectively identify any potential challenge/ gap that can negatively affect the relationship of NSDO with FSAC and address the identified challenges/ gaps through alternative solutions.</li> </ul>
<b>MoPVPVHC</b>	Ministry of propagation of virtue, prevention of vice and hearing complaints, the Ministry mainly involved in women's activities and determines the conditions	To act and follow their decree and regulation	has key influence on project implementation need coordination and follow of their regulation	NSDO follow the decree they publish and has coordination with provincial department	Provincial in charges attend monthly meetings for update and reporting
<b>GDI (General Directorate of Intelligence)</b>	Directorate of Intelligence, which are sensitive in the areas of activities and employees of the organization	Collect staff information need pre coordination need proper proof and documentation for assigned tasks	It has key influence on project implementation need coordination and follow of their regulation	NSDO follows up all news and updates of the said department, and has supporting documents on hand to response in case any intervention	Through provincial department the coordination made
<b>MAIL (Ministry of Agriculture,</b>	MAIL is the Agriculture, Irrigation and livestock focusing on Agriculture (better cultivation,	MAIL leads the food and agriculture cluster from the government side and overseeing agricultural, NRM and	Monitor and recommend revision of the design,	NSDO coordinates all projects related to agriculture, irrigation, animal husbandry	NSDO coordinates all projects related to agriculture, irrigation, animal husbandry and NRM and signs MoU with MAIL at national and provincial level.



<b>Irrigation and Livestock)</b>	Irrigation working on drip irrigation and irrigation by solar energy and livestock with predictability and special focus on affected livestock holders.	climate changes. MAIL supports/monitoring/monitoring agricultural, irrigation and livestock projects that are implemented by private and NGOs across the country	methodology and financial distribution of the project.	and NRM and signs MoU with MAIL at national and provincial level.	
<b>NEPA (National Environmental Protection Agency)</b>	NEPA is focusing on sustainable development, natural heritage and climate change related activities.	Environmental protection aspects should be considered and addressed in all project assessments, design, implementation and evaluation, and apply the principle of Do No Harm in all activities.	NEPA encourages all implementing agencies to register their project with NEPA and obtain an environmental certificate confirming NEPA approval of the plan, but they do not pressure NGOs to do it	NSDO consults with NEPA at the provincial and national levels on environmental protection issues and has good relationship.	Currently, NSDO relationship with the NEPA is good.
<b>MRRD (Ministry of Rural Rehabilitation &amp; Development)</b>	The MRRD's engagement with NSDO is essential for addressing displacement-related challenges, promoting human rights, and ensuring the well-being of vulnerable populations for NSDO's relevant projects at both central and provincial level.	<p><b>Interests:</b></p> <ul style="list-style-type: none"> <li>• Humanitarian Assistance and Protection.</li> <li>• Social Responsibility and Community Development.</li> <li>• Capacity Building and Community Development</li> <li>• Advocacy and Policy Influence.</li> <li>• Networking and Information.</li> <li>• Community Engagement and Empowerment.</li> <li>• Coordination and Partnerships.</li> <li>• Strengthening displaced populations throughout humanitarian and emergency response projects.</li> </ul> <p><b>Concerns:</b></p> <ul style="list-style-type: none"> <li>• Financial Access and Liquidity Challenges</li> <li>• Bureaucratic Access and Impediments.</li> <li>• Challenges and Multifaceted Context of Afghanistan.</li> </ul>	<ul style="list-style-type: none"> <li>• Policy Formulation and Implementation.</li> <li>• Resource allocation and funding.</li> <li>• Coordination and Partnership</li> <li>• Advocacy and Representation</li> <li>• Monitoring and Evaluation.</li> </ul>	NSDO can effectively coordinate and conduct the required communication and engagement with MRRD regarding addressing displacement-related challenges and promoting human rights for immigrants throughout the relevant projects at both central and provincial levels.	<ul style="list-style-type: none"> <li>• Conducting prior coordination with MRRD for any relevant project</li> <li>• Signing the required MoU with MRRD.</li> <li>• Participating in MoLSA meetings when required.</li> <li>• Submission of relevant project reports for MRRD.</li> <li>• Conduct regular engagements with MRRD Afghanistan to effectively identify any potential communication gap/ challenges and effectively address the gap/ challenge through alternative solutions to strengthen its partnership and relationship with MRRD.</li> </ul>
<b>ANDMA (National Disaster Management Authority)</b>	ANDMA plays a crucial role in disaster response and humanitarian affairs relevant projects with NSDO.	<p><b>Interests:</b></p> <ul style="list-style-type: none"> <li>• Coordination and Collaboration.</li> <li>• Social Responsibility and Community Development.</li> <li>• Emergency Response Plans.</li> <li>• Capacity Building and Training.</li> <li>• Risk Mitigation and Community Resilience.</li> </ul> <p><b>Concerns:</b></p> <ul style="list-style-type: none"> <li>• Operational Challenges and Resource Constraints.</li> <li>• Accessing humanitarian and</li> </ul>	<ul style="list-style-type: none"> <li>• Shaping disaster and humanitarian affairs within Afghanistan.</li> <li>• Emergency Response Plans.</li> </ul>	Throughout humanitarian and emergency response projects for any disaster-affected areas in Afghanistan, NSDO can effectively conduct the prior and post coordination and engagement with ANDMA to enhance its overall project implementation and achieve the desired Objectives and outcomes in the context of humanitarian and emergency response projects at both central and provincial levels.	<ul style="list-style-type: none"> <li>• Conducting prior coordination with ANDMA for any relevant project.</li> <li>• Participating in ANDMA meetings when required.</li> <li>• Submission of relevant project reports for ANDMA.</li> <li>• Conduct regular engagements with ANDMA Afghanistan to effectively identify any potential communication gap/ challenges and effectively address the gap/ challenge through alternative solutions to strengthen its partnership and relationship with ANDMA.</li> </ul>

		emergency response in disaster-affected areas of Afghanistan.			
<b>MoPH (Ministry of Public Health)</b>	MoPH plays a crucial role in the succession of NSDO while implementing projects in the health and nutrition sectors. Therefore, effective coordination, engagement, and communication are required to be highly considered with MoPH by NSDO.	<p><b>Interests:</b></p> <ul style="list-style-type: none"> <li>Enhancing Accountability and Transparency.</li> <li>Quality Health Services.</li> <li>Strengthening local communities by providing health and nutrition services.</li> <li>Local Leadership in Crisis Response.</li> <li>Local Community Engagement.</li> </ul> <p><b>Concerns:</b></p> <ul style="list-style-type: none"> <li>Health Labor Management and Safety.</li> <li>Challenges in Health Services Delivery.</li> <li>Environmental, Social, and Health Risks.</li> <li>Transparency of health-related projects.</li> </ul>	<ul style="list-style-type: none"> <li>Policy Formulation and Implementation.</li> <li>Resource allocation and funding.</li> <li>Coordination and Partnership.</li> <li>Advocacy and Representation.</li> <li>Monitoring and Evaluation.</li> </ul>	MoPH plays a vital role in implementing projects in health and nutrition sectors by NSDO throughout the country.	<ul style="list-style-type: none"> <li>Conducting prior coordination with MoPH for any relevant project.</li> <li>Signing the required MoU with MoPH.</li> <li>Participating in MoPH meetings when required.</li> <li>Submission of relevant project reports for MoPH.</li> <li>Conduct regular engagements with MoPH to effectively identify any potential communication gap/ challenges and effectively address the gap/ challenge through alternative solutions to strengthen its partnership and relationship with MoPH.</li> </ul>
<b>MoF (Ministry of Finance)</b>	The Ministry of Finance plays a pivotal role in the relationship with NSDO. Its relationship with NSDO relies on regulatory framework, customs exemptions, financial oversight, and coordination.	<p><b>Interests:</b></p> <ul style="list-style-type: none"> <li>Regulatory Oversight.</li> <li>Financial Transparency.</li> <li>Customs Exemptions.</li> <li>Economic Development.</li> </ul> <p><b>Concerns:</b></p> <ul style="list-style-type: none"> <li>Financial Access and Liquidity.</li> <li>Bureaucratic and Operational Impediments.</li> <li>Regulatory Compliance.</li> <li>Customs and Taxation.</li> </ul>	<ul style="list-style-type: none"> <li>Regulatory Authority.</li> <li>Financial Oversight.</li> <li>Customs and Taxation.</li> <li>Economic Policy Impact.</li> <li>Coordination with Donors.</li> </ul>	Ministry of Finance has regulatory, financial related, customs exemptions, and coordination relationship with NSDO. NSDO is highly required to have prior and post coordination and engagement with the Ministry of Finance to smoothly implement its project across the country. Effective communication and engagement with the Ministry of Finance enables NSDO to achieve its strategic Objectives in an effective manner.	<ul style="list-style-type: none"> <li>Submitting the required reports for the Ministry of Finance in a timely manner.</li> <li>Regularly meet and conduct engagement with the Ministry of Finance to enhance NSDO's relationship with it.</li> <li>Highly consider the prior and post coordination, communication, and engagements with the Ministry of Finance.</li> </ul>
<b>Provincial Directorate of Tax</b>	The relationship between provincial directorates of tax and NSDO involves various dynamics, such as regulatory compliance, financial reporting, customs and taxation, capacity building, and challenges and tensions.	<p><b>Interests:</b></p> <ul style="list-style-type: none"> <li>Effective Resource Utilization.</li> <li>Regulatory Compliance.</li> <li>Financial Reporting.</li> <li>Customs and Taxation.</li> </ul> <p><b>Concerns:</b></p> <ul style="list-style-type: none"> <li>Financial Access and Liquidity.</li> <li>Bureaucratic and Operational Impediments.</li> <li>Regulatory Compliance.</li> <li>Sustainability of Projects.</li> <li>Customs and Taxation.</li> </ul>	<p>Influence/ Power:</p> <ul style="list-style-type: none"> <li>Regulatory Oversight.</li> <li>Financial Reporting.</li> <li>Customs and Taxation.</li> <li>Effective Resource Utilization.</li> <li>Capacity Building.</li> </ul>	Provincial directorates of tax that are considered secondary stakeholders for NSDO's strategic plan 2024- 2026 have an important relationship with NSDO succession in project implementation in different target provinces. The relationship is highly concerned with regulatory compliance, financial reporting in a timely manner, resource mobilization, coordination, and capacity building.	<ul style="list-style-type: none"> <li>Submitting the required reports for the provincial directorates of tax on a timely manner.</li> <li>Regularly meet and conduct engagement with the provincial directorate of tax to enhance NSDO's relationship with it.</li> <li>Highly consider the prior and post coordination, communication, and engagements with the provincial directorates of tax.</li> </ul>
<b>ACCI (Afghanistan Chamber of</b>	ACCI plays a vital role in implementing socio-economic,	<b>Interests:</b>	<ul style="list-style-type: none"> <li>Policy Advocacy and Representation.</li> </ul>	NSDO consults with ACCI with socio-economic, market	<ul style="list-style-type: none"> <li>Conducting prior coordination with ACCI for any relevant project.</li> </ul>



<p><b>Commerce &amp; Industries)</b></p>	<p>market development, and market linkage related projects throughout Afghanistan. It can effectively facilitate and support the related project.</p>	<ul style="list-style-type: none"> <li>• Business Environment and Advocacy.</li> <li>• Social Responsibility and Community Development.</li> <li>• Capacity Building and Community Development</li> <li>• Capacity Building and Skill Development.</li> <li>• Networking and Information.</li> <li>• Humanitarian Assistance and Crisis Response.</li> <li>• Collaboration and innovative business strategies.</li> </ul> <p><b>Concerns:</b></p> <ul style="list-style-type: none"> <li>• Ban on Women Working in NGOs.</li> <li>• Existence and Registration of local NGOs.</li> <li>• Gender-sensitive programming.</li> <li>• Shift in Funding Dynamics.</li> <li>• Advocacy for marginalized populations in different local communities.</li> <li>• Gender-sensitive programming</li> <li>• Access and Operational Challenges.</li> </ul>	<ul style="list-style-type: none"> <li>• Business Development and Partnership.</li> <li>• Capacity Building and Training</li> <li>• Market Access and Trade Opportunities.</li> <li>• Corporate Social Responsibility (CRS).</li> <li>• Conflict Resolution and Stability.</li> </ul>	<p>development, and market linkage projects to enhance its project's achievements at both provincial and central levels.</p>	<ul style="list-style-type: none"> <li>• Signing the required MoU with ACCI.</li> <li>• Participating in ACCI meetings when required.</li> <li>• Submission of relevant project reports for ACCI.</li> <li>• Conduct regular engagements with ACCI Afghanistan to effectively identify any potential communication gap/ challenges and effectively address the gap/ challenge through alternative solutions to strengthen its partnership and relationship with ACCI.</li> </ul>
<p><b>CDC (Community Development Council)</b></p>	<p>CDC plays a significant role in the successful implementation of the project throughout various local communities. The CDCs CAN facilitate and coordinate smooth implementation of the project at the district level.</p>	<p><b>Interests:</b></p> <ul style="list-style-type: none"> <li>• Reducing Vulnerability.</li> <li>• Promoting Sustainable Development.</li> <li>• Community Engagement.</li> <li>• Alignment of local communities' social culture with the project.</li> <li>• Advocacy.</li> </ul> <p><b>Concerns:</b></p> <ul style="list-style-type: none"> <li>• Project Resources Constraints.</li> <li>• Balancing Immediate Relief and Long-Term Development.</li> <li>• Coordination and Collaboration.</li> <li>• Adherence to Humanitarian Principles.</li> <li>• Transition from Relief to Recovery.</li> <li>• Sustainability and Exit Strategies.</li> </ul>	<ul style="list-style-type: none"> <li>• Local Contextual Knowledge.</li> <li>• Needs assessment and Prioritization.</li> <li>• Community Engagement Ownership.</li> <li>• Advocacy and Resource Mobilization.</li> <li>• Needs assessment and Prioritization.</li> <li>• Coordination and Collaboration.</li> <li>• Conflict Resolution and Peacebuilding.</li> <li>• Adaptation to Changing Circumstances.</li> <li>• Advancing Humanitarian-Development Nexus.</li> </ul>	<p>To effectively liaise with the local communities and conduct the required coordination and engagements at district level, CDCs are considered as a key element for facilitating and coordination with different local communities.</p>	<ul style="list-style-type: none"> <li>• Conducting prior coordination with CDCs for any relevant project.</li> <li>• Effective pre- and post-engagement with CDCs.</li> </ul>