

GO GREEN, BREATH CLEAN
ORD is committed to green and clean Afghanistan



ORD STRATEGIC PLAN 2024-2026



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EXECUTIVE SUMMARY

THE PURPOSE OF OUR STRATEGIC PLAN

ORD firmly believes in people’s talent and creativity. It is our field-tested experience that communities living in poverty and with crises are the best designers of their own future provided development organizations and development activists work with them and invest in their talent, wisdom, indigenous resources, and local opportunities. ORD thus decided to develop its three-year strategic plan and strategic direction in joint and direct partnership with target communities. ORD role will be mere facilitation and exposure to external development knowledge and experience tested by similar countries and people. It is ORD's war-cry that “in people, we invest and in their talent we believe.”

Therefore, drafting and design of this Strategic Plan were given high priority by the

The plan and its objectives are tuned in with the global 2030 Sustainable Development Goals (SDGs) and the UN Strategic Frame (2023-2025) for Afghanistan.

leadership and management to be a

participatory practice with the target communities and our beneficiaries.

It is our field-tested experience that communities living in poverty and with crises are the best designers of their own future.

This ORD document is a product, mainly developed and masterminded by people, with people, and for the people, to bring sustainable development and prosperity to their homes and enhance the level of daily life for communities at risk and facing long-term social and economic deprivation and discrimination. This plan is meant to transform the needs and priorities of the people into programmatic interventions, and it translates the needs and sufferings of people into solutions, actions, and solid end results in the interval of the coming three years (2024-2026).

THE ORD STRATEGIC PLAN presents a way of how we will be working with the people and the target deprived groups during the next



three years and at which strategic areas of intervention we will embark to serve the most deprived segments of our society, with almost no or minimum access to mainstream services and living under or around the line of poverty.

The strategic plan will lead our efforts and resources to be effectively utilized under given sets of directions, and long-term guidelines, fully in line with our vision of; “a just democratic society with equal access to opportunities, power and resources, where people live in equality, dignity and prosperity”. Using the past fourteen years ORD’s cumulative knowledge and experience, the Strategic Plan outlines some sets of strategic objectives, indicators, results, and approaches/strategies for support of the target communities and follow-up on progress. The strategic plan will serve as the basis for ORD's annual planning and project execution. The plan will significantly contribute towards achievements of Afghanistan’s country development agenda, the Afghanistan National Peace and Development Framework, the UN Strategic Frame for Afghanistan 2023-2025, and the Sustainable Development Goals (SDGs 2015-2030), and It will act fully in line with the U.N. Conventions ratified by Afghanistan. We strongly believe this plan will prove very instrumental in the articulation of specific long-term changes we want to contribute to.

Although major positive development transformation has been seen since August 2021, yet Afghanistan is going through difficult times, persistent poverty, instability, inequalities, political complications, insecurity, international embargo, ban on women's work and education, and hard-pressing climate changes. In-depth ORD’s analysis of the prevailing situation, and internal and external operational context,

influenced and led the guiding elements of the plan and strategies and accordingly formulated flexible, adaptable, and applicable strategic means, objectives, target groups and approaches. We adhere to the development doctrines of “Local problems local solutions”.

We, at ORD, are well-informed that the traditional barriers to development, low level of literacy, and current unfavorable political environment, and structural development shortfalls within relevant government departments require years-long effort and social and political awareness. To fix these shortfalls and get the support of the top-level policymakers. ORD's strategic plan recommends a persistent and systematic advocacy and awareness program as a crosscutting program element, integrated into all other programmatic areas.

HOW WE DEVELOPED OUR STRATEGIC PLAN

This strategic plan has been developed through a pre-planned participatory and brainstorming process, at both community and ORD regional levels which involved the ORD board of directors, senior management team, staff, most of the stakeholders, target groups, government relevant departments, and some accessible donors. Several views-sharing and brainstorming meetings were held with the mentioned groups, where previous strategic plans and past lessons learned from our performance and achievements were shared, analyzed, and retrofitted into this plan and strategy.

Development and humanitarian experts and key informants were involved to collect holistic opinions from the field-frontline and development practitioners, working in the Afghan relief and development sectors.



Regional ORD staff brought and shared rural development and rehabilitation experience with priority needs and workable approaches and localization strategies. Prominent Development figures and inspirers had great input in terms of prioritization of needs and challenges of people living with poverty,

With 24.4 million people in need of humanitarian assistance and more than 9 persons in 10 living in poverty, the country is in the middle of a crisis on a record scale.

urgencies, and complexities of the contemporary Afghan context.

Through desk review was another incorporated component of this strategic planning process. Success cases from other sister NGOs and humanitarian organizations and directions from some policy and survey documents influenced our results and targets, especially the findings and recommendations of the MDSA-2019. Lessons learned in the past fourteen years of ORD community work in Afghanistan were instrumental in the formulation and tuning of this process towards priority and achievable targets and contextual implications.

The plan and its objectives are tuned in with the global 2030 Sustainable Development Goals (SDGs) and the UN Strategic Frame (2023-2025) for Afghanistan. This strategic planning process is considered to contribute

to relevant SDGs and the priorities and urgencies of the Afghan people.

IMPLEMENTATION, FOLLOW UP AND M&E

This strategic plan will be directly managed by the ORD senior management team (SMT) and will be followed and watched by the ORD Board and its “Strategic Plan Watch Focal-Point”. The plan has to be reviewed by SMT thoroughly each year and the Action Frame should be tuned in accordance with the operational context of the ORD, its resources, opportunities, and the country's immediate priorities. It can be used as the main fundraising tool and be shared with donors for possible funding and support. The ORD program director has to closely monitor the progress and coverage of the targets. Each year ORD will conduct a strategic review of the organization and the findings will be incorporated into this plan. ORD MEAL team should keep and match regular and annual progress against annual targets of this plan. SMT annual reviews should also consider donors’ ambitions and target and to possible extents accommodate them in the revised version of this pan.

The strategic plan will lead our efforts and resources to be effectively utilized under given sets of directions.



Part A.

Our Profile and Mandate

A.1. ORD ORGANIZATIONAL PROFILE

1. Strategic Outlook:

Vision: A just democratic society with equal access to power and resources, where people live in equality, dignity, and prosperity.

Mission: Empower communities by adapting the principles and strategies of localization, sustainable development, economic self-reliance, and social integrity.

2. Core Values:

ORD's heartfelt work is underpinned by a set of core values that help to inform and inspire us to reach our goals of building independent and sustainable communities:

- Mutual Respect: Respect everyone and the value of diversity,
- Care for All: Provide care for vulnerable groups; orphans, widows, elderly and other vulnerable people,
- Solidarity with the Poor: Poverty and exclusion will be the only bias in our commitment to fight against poverty, vulnerability, and segregation.
- Equity and Justice: Ensure equal opportunity to everyone, irrespective of race, gender, color, class, ethnicity, disability, and location.
- Honesty and Transparency: Being accountable and open at all levels and at all times.

3. Thematic Areas:

ORD's basic community development doctrine is SDGs-centered. We are working with communities and our development

partners to tune and harmonize our efforts around and with SDGs 2030 goals, to bring peace and prosperity to affected communities. ORD is a longstanding partner of the United Nations and donors to respond to all sorts of disasters and emergencies and save lives. In order to reach to the maximum level of the strategic outlook, ORD strategizes focus on the following thematic interventions:

1. Livelihood and Economic Development
2. Education and Skill-building
3. Water (WASH) and Energy
4. Food Security and Agriculture
5. Community Infrastructure development
6. Climate Action

4. Cross-Cutting Themes:

The following are the ORD's cross-cutting themes which are either directly or indirectly mainstreamed in the program planning and implementation across all projects and programs:

- o Youth Integration
- o Women Empowerment
- o Protection and human rights, and
- o Climate Action

5. Target Groups & Local Stakeholders:

ORD has a **Two-tier system** of program target groups and stakeholders: The **first tier** encompasses the direct beneficiaries, including men, women, youth, boys and girls, persons with disabilities, elderly,



families, and households, who are directly getting support from the ORD programs. At the **second tier**, ORD diligently works to engage the local governance bodies, community shuras, social groups, community elders/volunteers, community-based organizations, local suppliers and local CSOs in order to reach to the tier-1 target groups. and guarantee that they are benefiting on a see-through basis. We steadily invest in the capacity of tier-2 target groups to institutionalize relief and development work at the community level. ORD keeps a full network of Community Volunteers (NCV) at almost 85% of districts around the country.

6. Geographical Coverage:

Although, ORD initially limited the geographical focus to Central and Southeast regions; but gradually, ORD achieved the primary goals and built professional capacities and infrastructure; consequently the geographical coverage has been

Our operational strategy is flexible in nature, but dynamic in action.

extended towards the Northern region (Balkh, Jawzjan, Samangan, Faryab, and Saripul), Northeastern (Badakhshan, Takhar, Kunduz, and Baghalan), Eastern (Nangarhar, Laghman & Kunar), Southeastern region (Paktia, Paktika & Khost), and Western region (Farah, Herat & Badghis) of Afghanistan. Presently, ORD has operational capability to work in all 34 provinces of the

country, through its five existing regional offices.

Due to the specific nature of disasters and crises, ORD can dynamically shift its operational units to hotspots of emergency response. ORD has the capability to extend access and operations through its network of community volunteers to almost all 366 districts of the country, in a minimum short time. Our operational strategy is to be flexible in nature, but dynamic in action.

7. Funders and Partners:

ORD governs its fundraising policy to build mutual partnerships for a common human cause, with Individual donors, Charity Foundations, International Organizations, the United Nations, and Governments. The partnerships are built based on the Respect for Universal Principles for human rights and ensure that our public policy positions and advocacy are in line with our mission, accurate, and in conformity with universal humanitarian laws and applicable national laws of Afghanistan. The ORD's programs are conducted in genuine partnership with local communities and address the local needs and conditions. Based on this rule, ORD has built a reputable legacy of partnership footprint with the following donors and supporters:

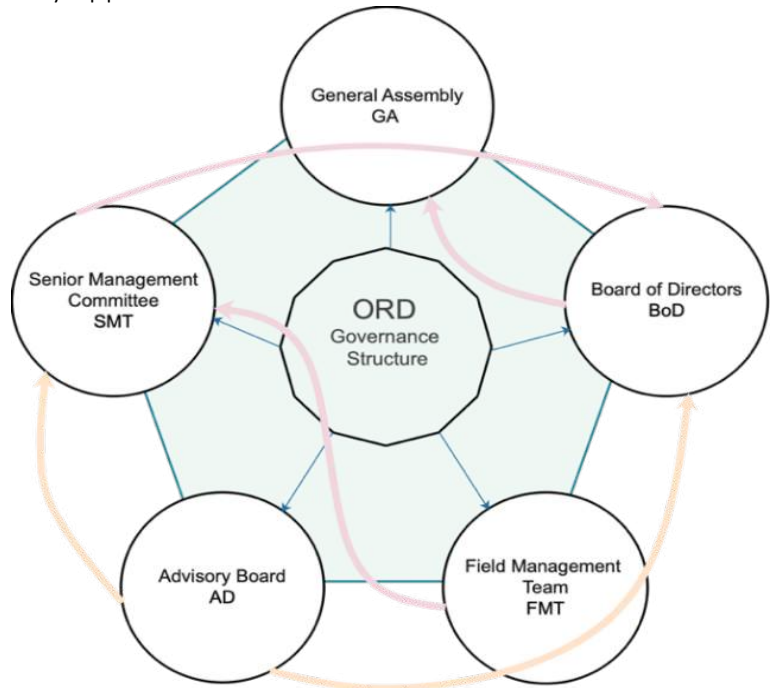
- UNOCHA/AHF
- UNHCR
- FAO
- UNDP
- Norwegian Church Aid (NCA)
- Caritas Germany
- WFP
- UNICEF
- PATRIP Foundation Germany
- DAARRT Afghanistan / DPA
- Central Asia Institute (CAI)
- GIZ Germany



A.2. ORD GOVERNANCE STRUCTURE

ORD has five pillars of organizational governance. It includes the i) General Assembly (GA), ii) Board of Directors (BoD), iii) Advisory Board (AB), iv) Senior Management Team (SMT) and v) Field Management Team (FMT)

i) **Board of Directors (BoD):** This body appoints and terminates the Detector General of the organization, elects new members to the board, chairman of the board, appoints temporary and/or permanent audit, investigation, technical and partnership committees, based on need. This body provide strategic directions to the organization, can terminate partnerships, and signs contracts of above the level of director general. This body holds its scheduled meeting every six months and reports to GA.



ii) **Advisory Board (AB):** AB is not a governance body, it rather provides a technical advisory role on strategic and technical issues, where committed professional experts provide expert level inputs for matters of strategic importance. This body meet based on requirements.

iii) **Senior Management Team (SMT):** SMT is the most critical governance body within ORD hierarchy. SMT hold regular meeting on weekly basis and has responsibility to take major operational decision for the program and project execution. Generally director of the organization chairs this body and heads of sections such as finance, HR, procurement, program, security, administration can be members of this body. This body under director, reports to BoD. Director should refer major policy and operational decision to the review and decision of this body. SMT maintains major external relations directly or through the director general or relevant section heads.

iv) **Field Management Team (FMT):** This body is the decision maker on the day-to-day activities at field level and hold meetings once each week. ORD director and/or program director/manager can appoint members to this team for each region as appropriate and as required by the nature of operations at each province/region. ORD HQ should appoint the chairman of this body for each FMT. This body reports to the SMT at HQ on weekly basis or as necessary. This body also handles limited level of external relations at filed level.



Part B. Environmental Scanning

1. Country Context
2. S. Questions,
3. Target groups & target area,
4. Stakeholder Analysis,
5. SWOT, & PESTLE,

B1. COUNTRY CONTEXT

With 44.5 million population, Afghanistan has over three quarters of citizens living in rural localities with almost half of them

under the age of 15 years. The youth literacy rate is low, with more than half of the youth aged 15–24 illiterate and most of the youth of work age are unemployed. Presently Afghanistan remains a top human crisis spot and the largest humanitarian

response with 23.7 million people in need of assistance who require a total of 3.06 billion USD to meet its urgent humanitarian needs. Despite the reduced conflict, Afghanistan remains a protection crisis, intensified by climate change-induced water scarcity, limitation on women and girls’ education; use of landmines and UXO, IEDs; forced displacement and forced refugee evacuation; children and family separation; child labor and marriage; and cross-border migration.

In 2024, an estimated 15.8 million people will experience crisis and emergency levels of food insecurity (Integrated Food Security Phase Classification (IPC 3+). About 8 million

children need support in and access to education.

COUNTRY HUMANITARIAN NEEDS AND RESPONSE PLAN 2024: Source: UN			
SECTOR / CLUSTER	PEOPLE IN NEED	PEOPLE TARGETED	% OF PEOPLE TARGETED
Water, Sanitation and Hygiene	21.1	9.7	46%
Protection	20.8	6.0	29%
Health	17.9	12.8	71%
Food Security and Agriculture	15.8	15.8	100%
Education	8.0	1.4	17%
Nutrition	7.4	5.6	76%
Emergency Shelter and NFI	6.6	1.7	26%

From October 2023 onwards Afghanistan has experienced a massive increase in the arrival of undocumented and undocumented Afghans from Pakistan and Iran. Pakistan will forcefully expel more than 1.3 million Afghans by July 2024. All these returnees need immediate shelter, education, WASH facilities, basic health, food, and in the long term a sustainable livelihood and reintegration into their native villages. In 2024 6.6 million people will need emergency shelter and NFI, 17.9 million are in need of health services, 20.8 million are in need of protection, 21.1 million will need water, sanitation and hygiene services.

According to UN estimates about 91% rural population is in need of food, 46% of

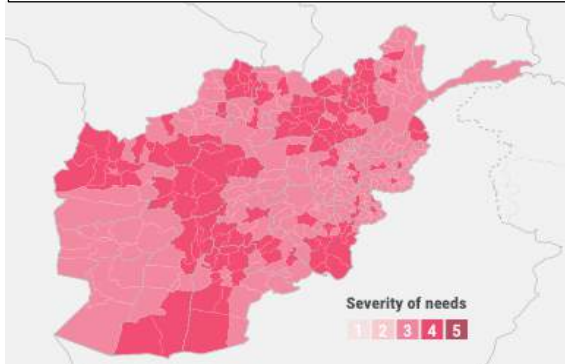


healthcare, and 42% of livelihood. In urban areas, 83% are in need of food, 60% livelihood, and 31% of drinking water.

The UNDP’s Human Development Report - 2022, ranks Afghanistan amongst the least developed countries globally (193 out of 204 countries) in the Human Development Index (HDI), a combined score of life expectancy, education and Gross National Income (GNI) per capita. In addition, the country’s Gross Domestic Product (GDP) per capita is one of the lowest in the world at \$520 USD, and the percentage of the national GDP spent on health is hardly 10%. Despite the free provision of basic health services to its civilians, the out-of-pocket expenditure on health remains high (77% of health expenses).

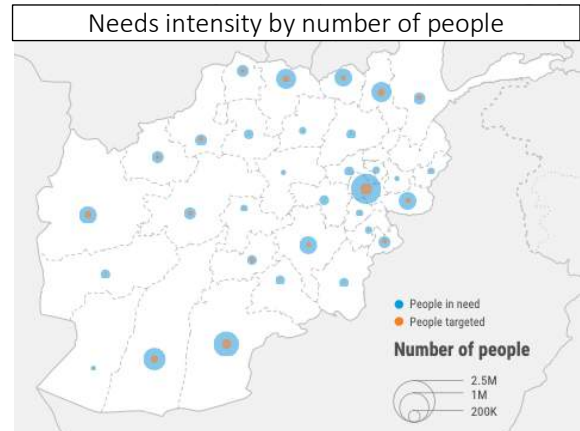
Afghanistan remains one of the world’s worst humanitarian crises. In 2024, an estimated 23.7 million people -more than half of Afghanistan’s population -are projected to require humanitarian assistance. Since 2013 the Afghan GDP is in

Intersectoral severity of needs-2024-- Source: UN



decline. According to the World Bank, The Gross Domestic Product per capita in Afghanistan was last recorded at 407.62 US dollars in 2021. The GDP per Capita in

Afghanistan is equivalent to 3 percent of the world’s average. GDP per Capita in Afghanistan averaged 481.37 USD from 2002 until 2021, reaching an all-time high of 582.10 USD in 2013 and a record low of 338.74 USD in 2004.



In Afghanistan the past few years have been awfully challenging for the people of Afghanistan. It is suffering from decades of conflict and insecurity, Afghanistan’s human rights, governance, humanitarian, and development situations deteriorated drastically after the Taliban takeover in August 2021. This shift impacted not only the political and security situations but also had exceptionally severe implications for human rights, gender equality, and women’s empowerment. The country’s economy contracted by about 30 percent between 2020 and 2022. With 24.4 million people in need of humanitarian assistance and more than 9 in 10 living in poverty, the country is in the middle of a crisis on a record scale.

The United Nations and its partners acknowledge that humanitarian aid alone will not be sufficient to sustainably address the large-scale and growing human distress of the Afghan people in the medium and long term. As such, humanitarian efforts



should be supplemented and fortified with interventions addressing basic human needs that aim to diminish the humanitarian caseload over time and support Afghans, particularly vulnerable groups, such as women, girls, and others, to build resilience to shocks, sustain livelihoods, and protect human rights and fundamental freedoms.

Given the fragile economy and shaking political situations, ORD, in this strategic plan, will focus on the:

- 1) **continuation of basic services,**
- 2) **supporting livelihood, and**
- 3) **reviving and maintaining social cohesion and inclusion** on all fronts.

To achieve these strategic objectives, ORD will strengthen efforts in its 6 thematic areas of intervention:

- a) **Livelihood and economic development,**
- b) **Education and Skill-building**
- c) **Water(WASH) and Energy**
- d) **Food security and agriculture**
- e) **Community Infrastructure and**
- f) **Climate action.**

B.2. STRATEGIC QUESTIONS

N	Strategic Questions	ORD Response
1	What is ORD core expertise?	WASH, Renewable Energy, Climate Adaptation, Food security, Agriculture, Informal primary education and skill building, resettlement and shelter, Livelihood and economic development. .
2	Do we focus on one focus intervention or keeping to act in a diversified way like in the past?	We remain focused on livelihood and economic growth, but support countrywide UN humanitarian response in all sectors of our expertise.
3	Should ORD remain a service provider or advocate for the rights and social inclusion, or cover both?	We do Both, as not development is effective without basic human rights.
4	Do we work all over the country or we should work in a focus area?	All over the country, with focus on the hard-to-reach areas. The main program gravity will be in North, North-east, South-east and South.
6	Do we want to work across national borders and become an International NGO?	Yes, we want to work across Afghan borders, in near future.
7	Do we work with our traditional donors or we want to diversify our partnership on a wider international range?	We expand our partnership to new areas and new partners/donors. We promote partnership with INGO interested in Afghanistan.

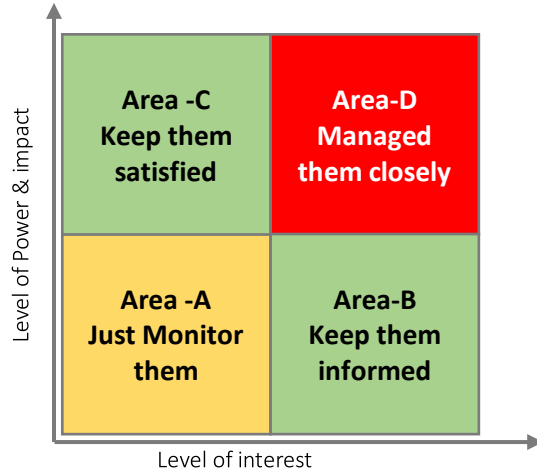


B.3. TARGET GROUPS & TARGET AREA,

Based on group discussion at AORD’s S. Plan development process, the SMT of ORD decided to target all 34 provinces of the country, with prioritization of provinces, highly affected by crises and least served during past years. This S. Plan recommends keeping IDPs, returnees, refugees, farmers, children, and women as core target groups.

B.4. STAKEHOLDER ANALYSIS,

ORD gives high value to partnership, harmony and coordination among all parties and organizations involved in support, protection, and service delivery to our focus groups in Afghanistan. Therefore, we at ORD, keep working relations in all stages of our program development such as design, deployment and execution, and post-execution evaluation and repositioning. Our main stakeholder is the government which is the main body that has to protect the rights of our target groups and has the responsibility to keep open a reasonable window of action for the support of women and girls. ORD has to closely and carefully



manage this partnership. UN system, international donors, national and international NGOs, media, private sector, CSOs and the communities are all our important partners/stakeholders, who must be closely linked to and informed of the ORD operations at all levels. The below matrix scrutinizes our stakeholders based on the degree of their relevance, interest, power, and impact. During ORD’s program execution, all stakeholders will be managed according to our Master Stakeholder Management Matrix.

Master Stakeholder Management Matrix

N	Stakeholder	Position
1	Government	D
2	UN system and HCT	D
3	Donors	D
4	National and International NGOs	B
5	Media	B
6	Private sector	A
7	CSOs	C
8	Community/ Local Shoras	D
9	Non-State elements	A
10	Women associations	B
11	IDPs/Returnees groups	B



B5. SWOT, & PESTLES ANALYSIS

a. SWOT Analysis:

Strengths	Pr.	Weakness	Pr.
<p><i>Major:</i></p> <ol style="list-style-type: none"> 1. Strong leadership 2. Qualified and committed staff 3. Good networking at national and int. Levels 4. Staff motivation and good treatment 5. Friendly office culture 6. Financial transparency 7. Access to remote and hard-to-reach areas 8. Understanding local culture and local relationship 9. Responsiveness 10. Rich and long-term development and humanitarian response experience 11. Good coordination at national level stakeholders 12. Good fundraising 13. Good and on time report to government 14. Organized documentation 15. Available operational policies and manuals 16. Inventory of the assets 17. Localization policy 18. Potential for good level international networking 19. Strong organizational policies and systems 		<p><i>Major:</i></p> <ol style="list-style-type: none"> 1. Non availability of core funds 2. Limited transportation facilities 3. High staff turnover and staff retention 4. Tough competition 5. Absence of proper financial system 6. Absence of centralized stable IT system 7. Limited proposal writing and business development capacity 8. Weak external visibility and marketing 9. Weak capacity building and training 10. Poor records and data management 11. Poor office equipment 12. Rented office facility 13. Weak filed operations management 	
Opportunities	Pr.	Threats	Pr.
<p><i>Major:</i></p> <ol style="list-style-type: none"> 1. Cooperation of the int. community and donors with ORD 2. Tolerance of community towards NGO 3. Active international presence 4. Limited number but very active regional offices. 5. High level community support for NGOs 6. Availability of large-scale national level development programs. 		<p><i>Major:</i></p> <ol style="list-style-type: none"> 1. Security threats and hurdles 2. Lack of funds for Afghanistan 3. Non favorable national laws 4. Political instability in Afghanistan 5. Tough government bureaucracy. 6. Lack of expertise in development sector in the country 7. Weak advocacy among the government circles 8. Low level of literacy 	



b. PESTLE Analysis:

While we develop this S. Plan, International efforts and negotiations among the Taliban/Afghan government and the international community under the leadership of the United Nations are ongoing, and preparation for Qatar-3 is underhand. We Afghans do hope that it will lead to increasing peace and stability in the country leading to expanded mega-level development and reconstruction programs, which means a larger level of NGO engagement is forecasted. Yet, the ORD S. Plan considers the worst scenario as well. Thus, ORD envisages two potential possible future contextual scenarios to be prepared for:

Scenario-A: Having better consensus among the international community, regional players, and the Taliban/Afghan government to agree on a common action plan leading to political and economic stability and growing cooperation and international support to rebuild Afghanistan. A situation where the international community will drastically support reconstruction and development programs in Afghanistan and donors will generously fund these programs. Besides ground will be made to attract foreign direct investment. In this scenario, ORD will continue expanding its operations and organization capacity, utilizing this strategic plan as a base for the expansion of operations. Women will be included in all domains and this will present new engagement opportunities. This plan is predominantly developed keeping in view scenario A but can be easily shrunk and modified for scenario B and be transformed

to meet the needs and challenges of scenario B.

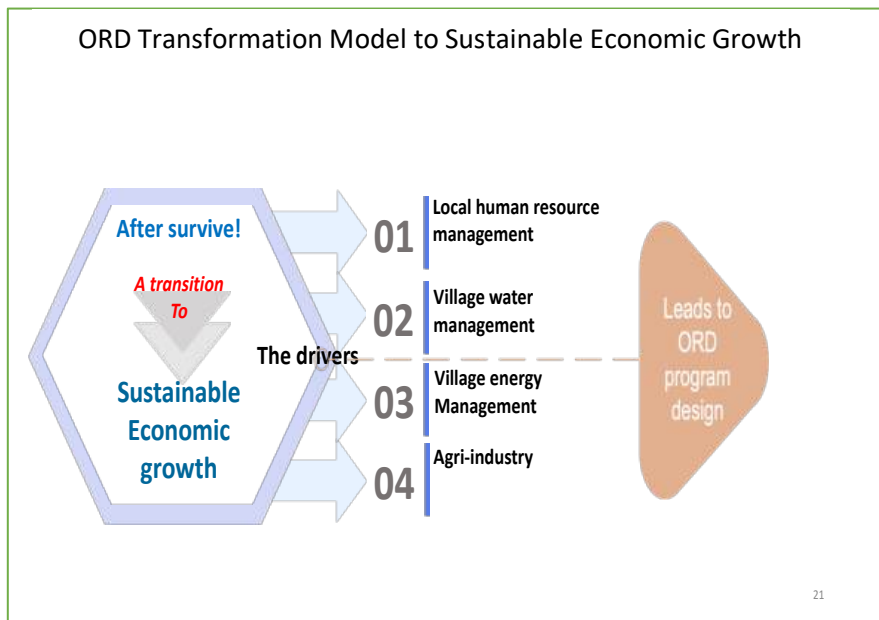
Scenario-B: Where present Afghanistan's isolation and the minimum level of international support will continue, and the horizon of the future will remain bleak. Restriction on women and girls will continue, and resources to support poor and affected communities will remain significantly limited and scarce. Obviously, the government in Kabul will have limited ability to address people's needs and improve international recognition and linkages. In this case, Afghanistan might face sporadic security incidents and destabilizing activities supported by foreign players and a cold proxy war might be imposed. The international community might shrink its funding to the Afghan development and rehabilitation projects except for urgent life-saving humanitarian operations; such as WASH, shelter, food security, malnutrition, and supporting IDPs. In this scenario, ORD will shrink its operations and will keep a minimum core organizational structure/staff, mostly working during times of resource insufficiency as volunteers. Thus ORD will adapt operational strategies to have a flexible operational model and organization structure. ORD in this scenario will embark on fighting for the protection of the basic rights of affected communities and social groups and ensure the supply of basic food items and life-saving operations. ORD, in addition, will join hands with other civil society players to lobby for an increasing level of humanitarian support and supply to this war-devastated country on international platforms.



Part C. Strategic Areas of Intervention

ORD Theory of Change: Afghanistan urgently needs several basic services to save lives and improve overall well-being, especially given the ongoing humanitarian crisis. ORD, alongside its national and international partners, remains fully committed to promoting the 2030 goals of the SDGs in Afghanistan. Afghanistan heavily suffered from the lack of basic human services such as education, basic health facilities, food security, shelter, basic essential community infrastructures, energy, and water. Four decades of war, instabilities, crises, and severe climate changes devastated its social fabric, livelihood, and sources of income in this country. ORD, in line with the UN country strategic frame, will embark on alleviating all the shortfalls above and contribute to the meaningful progress of the SDGs in Afghanistan.

Despite all actual and potential challenges and uncertainties, ORD will ensure to contribute to changes that can leave a positive impact on the lives of the people of this country, particularly those most vulnerable and marginalized segments of the society. We will ensure equitable, inclusive, and durable access to affordable, quality essential services throughout our areas of coverage. ORD will particularly embark on food security and nutrition, education, water and sanitation, energy, essential community infrastructures, livelihood, skill-building and social protection.



To reduce poverty and boost resilience we will sustain coordinated efforts with our partners to establish and preserve decent jobs, create economic opportunities, and work for a more sustainable livelihood.

ORD sees private sector development, as instrumental in boosting the economy and livelihood--especially through micro, small, and medium-size enterprises. A resilient urban and rural livelihood will be

imperative to sustaining a meaningful source of employment for the Afghan population, particularly IDPs, returnees, refugees, people with disability, and women. This will help the country to fight the decades-long chronic food insecurity. Climate change adaptation, disaster risk reduction, and environmental protection, plus a focus on practicing natural resource management and creative nature-based solutions, will be instrumental in ensuring the long-standing sustainability and safety of rural economies and communities. We will reach our strategic goals set by our mission statement through our Strategic Areas of Intervention:

- a) Continuation of **basic and essential human services**,



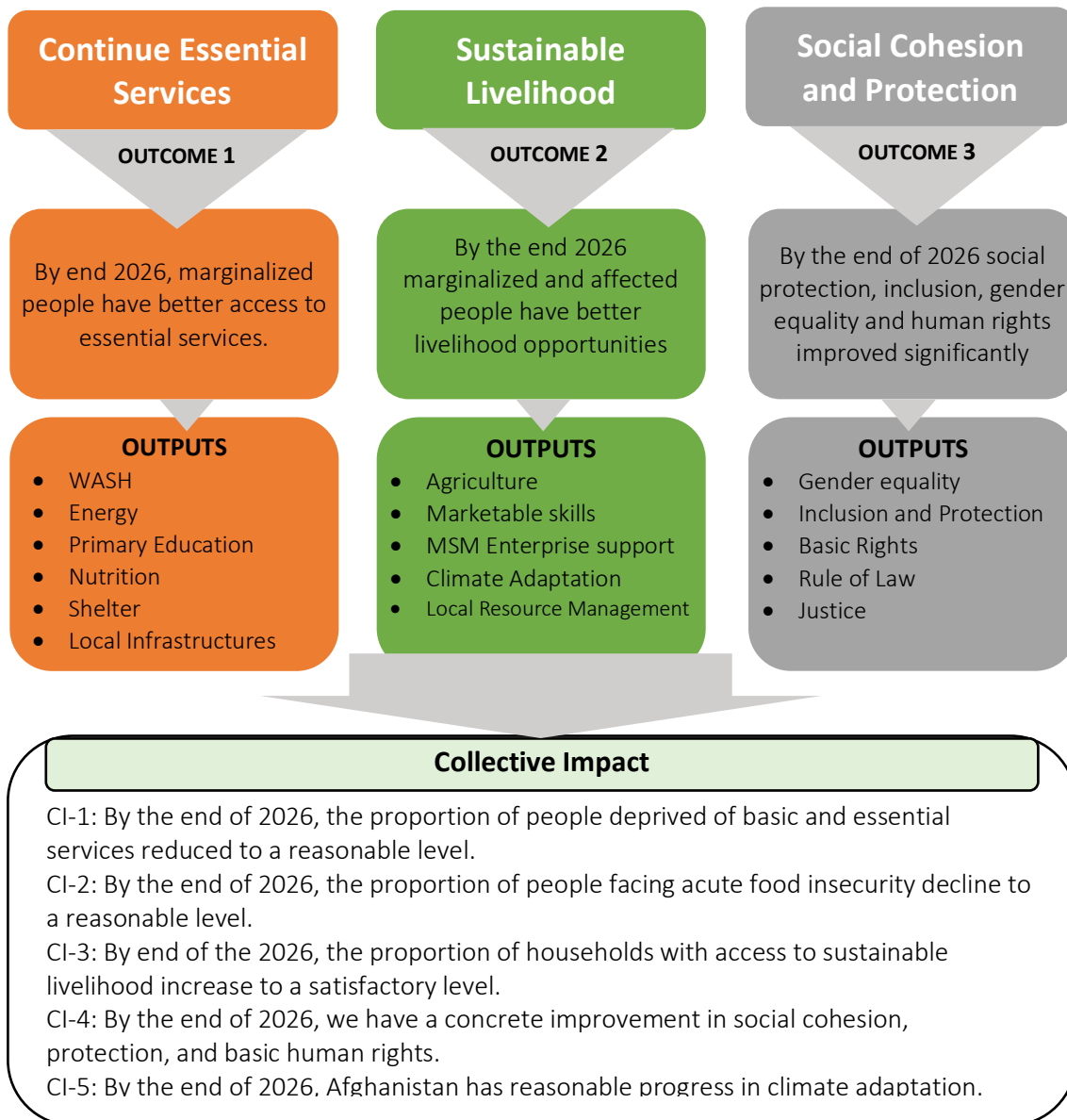
- b) Creating **sustainable livelihood** opportunities,
- c) Supporting **social cohesion, inclusion, and protection** as a cross-cutting agenda.

These strategic areas of our intervention will lead to the following strategic program interventions:

- a) **Livelihood and economic development (SI-b)**
- b) **Education and Skill-building (SI- a and b)**
- c) **Water(WASH) and Energy**
- d) **Food security and agriculture**
- e) **Community Infrastructure and**
- f) **Climate action**

ORD will promote and support **social protection, women empowerment,** and **climate action** as cross-cutting themes integrated into all our interventions.

ORD Model Theory of Change





Part D. Strategic Action Frame (SAF)

Strategic Programmatic Interventions:

1. Livelihood and economic development
2. Education and Skill-building
3. Water(WASH) and Energy
4. Food security and agriculture
5. Community Infrastructure and
6. Climate action
7. Organizational Development

N	Strategic Area of Program Intervention 1:	Livelihood and Economic Development
1	Needs and problem Statement: Livelihood and sources of traditional income has severely affected by 40 years crises, August 2021 political transformation and climate change.	
2	Response: Livelihoods are protected and rehabilitated for vulnerable people facing acute food insecurity and at risk of hunger and malnutrition.	
3	Target Group and target Area: Affected papulation to be identified by survey with local communities. ORD focus provinces will be covered as priority.	
4	Strategy: Restoration of traditional income sources, support irrigation, essential village and area infrastructure, skill building, job creation, MSM enterprise support, agriculture and village small industry support.	
5	Sector Objectives	Indicators
	Each year 4000 households receive livelihood and income generation support.	Number HH receive livelihood services
		3 Years Results
		12000 affected HH
6	Follow up Action: The SMT of ORD to develop practical execution plan based on ground realities and available resources for each year and appoint official Strategic Plan (SP) focal point for regular reviews.	



N Strategic Area of Program Intervention 2: Education and Skill-building		
1	Needs and problem Statement: 40 decades of war, conflicts, crises and instabilities risked children education and their learning space and consequently reduced and squeezed education facilities and limited access to education for affected children.	
2	Response: Provide EiE, accelerated learning and informal primary education through provision of teaching materials, text books, class materials, learning space/shelter, WASH in school and teacher training in affected communities. Provide adults with marketable skills and relevant tools to get access to decent income sources.	
3	Target Group and target Area: Affected population to be identified by survey with local communities. ORD focus provinces will be covered as priority.	
4	Strategy: Provision of EiE, accelerated learning and informal primary education for boys and girls and arrange vocational training for adults with relevant tools.	
5	Sector Objectives	Indicators
	Each year 10,000 children get access to education and 2000 adults are equipped with skill and tools. About 10 school buildings renovated and/or constructed.	1. Number children get access to education 2. Number of adults equipped with skill and tools 3. Number of schools buildings/space renovated/constructed
		3-Years Results
		1. 30,000 children 2. 6000 adults 3. 30 school buildings/spaces
6	Follow up Action: The SMT of ORD to develop practical execution plan based on ground realities and available resources for each year and appoint official Strategic Plan (SP) focal point for regular reviews.	

N Strategic Area of Program Intervention 3: Water(WASH) and Energy	
1	Needs and problem Statement: Prolong conflicts, displacements, and climate changes, caused devastation of basic community infrastructures resulted into lack of adequate level of drinking water, toileting and hygiene facilities, particularly in conflict and climate affected areas. This results into poor child health, waterborne disease, and numerous health challenges for affected communities, newly internally displaced, border returnees, refugees and, and people affected by sudden-onset natural disasters.
2	Response: Provision of timely integrated WASH facilities and services in affected areas with ownership of the local communities in a sustainable manner.



3	Target Group and target Area: Affected population to be identified by survey with local communities. ORD focus provinces will be covered as priority.		
4	Strategy: Restoration of traditional water intakes, and provision of integrated or standalone WASH facilities at affected communities and villages.		
5	Sector Objectives	Indicators	3 Years Results
	Each year 10,000 households get access to sustainable WASH facilities.	Number HH get access to WASH services.	30,000 affected HH
6	Follow up Action: The SMT of ORD to develop practical execution plan based on ground realities and available resources for each year and appoint official Strategic Plan (SP) focal point for regular reviews.		

N Strategic Area of Program Intervention 4: Food security and agriculture			
1	Needs and problem Statement: UN estimates shows only in 2024 About 15.8 million shock-affected women, men and children of all ages (IDPs, returnees, refugees, natural disaster-affected and people under IPC 3 and 4) have a minimum household food consumption. Despite the relative situation improvement, the food security remains extremely fragile and subject to seasonal, economic, and climatic shocks. The main drivers of food insecurity in Afghanistan include decline in agriculture and livestock outputs macroeconomic instability, unemployment,		
2	Response: Shock-affected women, men and children under IPC 3 and 4 have timely access to a minimum household food consumption. Livelihoods are protected and rehabilitated for vulnerable people facing acute food insecurity, particularly through improved agriculture.		
3	Target Group and target Area: Affected population to be identified by survey with local communities. ORD focus provinces will be covered as priority.		
4	Strategy: Timely supply of basic food items to Shock-affected women, men and children under IPC 3 +. Restoration of traditional agri-income sources, support irrigation, essential village agri-infrastructure.		
5	Sector Objectives	Indicators	3 Years Results
	Each year 20.000 HH receive timely essential food items	Number HH receive targeted support.	60,000 shock-affected HH



	and agriculture and livelihoods supports.		
6	Follow up Action: The SMT of ORD to develop practical execution plan based on ground realities and available resources for each year and appoint official Strategic Plan (SP) focal point for regular reviews.		

N Strategic Area of Program Intervention 5: Community Infrastructure			
1	Needs and problem Statement: Four decades of conflicts, instability, climate change and fragile governance lead to large scale devastation of essential community infrastructures, resulting into total or partially collapse of livelihood, household income and decline of micro and macro level economic growth.		
2	Response: To recover and promote Livelihoods for affected communities, ORD will embark on renovation and construction of essential community infrastructures, such as water sources and intakes, irrigation systems, agri-structures, roads, education and health facilities, income generating structures, and other community priority structures.		
3	Target Group and target Area: Affected population to be identified by survey with local communities. ORD focus provinces will be covered as priority.		
4	Strategy: Restoration and construction of traditional and new community infrastructures, supporting local livelihood and economic growth.		
5	Sector Objectives	Indicators	3 Years Results
	Restoration and construction of priority community infrastructure supporting livelihood for 20,000 HH per year. .	Number HH benefiting from the sector outputs and products	60,000 HH
6	Follow up Action: The SMT of ORD to develop practical execution plan based on ground realities and available resources for each year and appoint official Strategic Plan (SP) focal point for regular reviews.		

N Strategic Area of Program Intervention 6: Climate Action	
1	Needs and problem Statement: The impacts of climate change in Afghanistan are severe, affecting water resources, agriculture, infrastructure, and biodiversity, causes Forest Degradation, Livestock Losses, Crop Failures, Land Degradation, and Seasonal Variability. These changes not only threaten the environment but also the economic and social fabric of this country, exacerbating existing vulnerabilities and



	creating new challenges for sustainable development. It shrinks water resources, impose displacement, distress social cohesion and protection and even add to international cross-border disputes among neighboring countries.		
2	Response: ORD in joint collaboration with local environment authorities and its partners and donors will integrate climate adaptation components into all its program and thematic areas of intervention. ORD will work with relevant partners and national setups to raise climatic awareness and education and promote national climate action capacities.		
3	Target Group and target Area: Affected papulation to be identified by survey with local communities. ORD focus provinces will be covered as priority.		
4	Strategy: National climate capacity building, introduce renewable energy development and energy efficiency, climate friendly technology, climate-resilient agriculture, agroforestry and reforestation, water resource management, and resilient infrastructure.		
5	Sector Objectives	Indicators	3 Years Results
	10,000 HH benefits from ORD climate action intervention each year.	Number HH receive climate adaptation support.	30,000 HH
6	Follow up Action: The SMT of ORD to develop practical execution plan based on ground realities and available resources for each year and appoint official Strategic Plan (SP) focal point for regular reviews.		

Strategic Area of Program Intervention 7:		ORD Organization Capacity Development	
1. System Area	Capacity Assessment		
	Capacity Gap	Proposed Action Plan	Year (1-3)
NOTE: In 2023 ORD conducted an organization capacity assessment and provided the organization with an action plane. ORD SMT has to follow that action plan and achieve the targets by end 2025.			
Governance and Management	Gov system is not fully applied	SMT follow the implementation of ORD 2023 capacity assessment recommendations (2023-CAR.)	ORD SMT to set deadlines
Finance	Establish Internal control system	Follow (2023-CAR.)	
HR	Promote HR capacity	Follow (2023-CAR.)	
Procurement and Logistics	-----	Follow (2023-CAR.)	
Project management	-----	Follow (2023-CAR.)	
Report writing	----	Follow (2023-CAR.)	



Proposal writing	-----	Follow (2023-CAR.)	
Visibility and marketing	Improve inhouse graphic design capacity	Follow (2023-CAR.)	
Networking	Weak	SMT to develop action plan for this	
Fundraising and donor relations	Weak	SMT to develop action plan for this and follow (2023-CAR.)	
M&E	Improve capacity	Advance training for relevant staff + develop M&E tools	

2. Policy, SOP and Equipment Area	Capacity Assessment		
	Capacity Gap	Proposed Action Plan	Year (1-3)
ORD to update all policies	<u>Policy and SOPs update</u>		
Transportation means	To be improved	Develop an action pane to increase efficiency and reduce cost.	By end 2024
Office equipment	Improve	Purchase heavy duty printer, copier and binding machine. Establish virtual meeting room to communicate live with field.	By end 2025
Land for office building	Purchase	Try to have ORD owned office building.	In next 3 years
MIS	Establish full MIS system	A taskforce is already working on this	By end 2024
Partnership	<u>Weak interaction with INGOs</u>	<u>Establish joint program with at least three major INGOs</u>	<u>By end 2025</u>



Part E.

Risk and Assumption

This ORD Strategic Plan is grounded on the belief that the Afghan context will generally continue as per the present status quo, which might allow some flexibility and variations throughout the strategic program areas of intervention. Yet, we assume that there will be substantial risks that may deteriorate the situation and will affect our progress toward the achievement of our set outcomes. Below are some of the major risk factors that can be considered to be mitigated during implementation of this plan:

Operational space for humanitarian actors: additional constraints might be imposed on the delivery of our services to meet basic human needs and assistance. Those might include complications and interventions during the selection of beneficiaries, access to remote and hard-to-reach communities, seasonal complications, influencing aid distribution by local influential leaders and office-bearers, obstacles for women NGOs and workers, and access to women in need.

Internal Security: possible increases in violence and insecurity due to insurgencies, fighting between the Taliban and opposition groups, resource-based conflict, and growing crime rates, mainly due to poverty and hunger, all deteriorate security for humanitarian operations.

Environment and Climate Change: The intensity, frequency, and longer duration of natural disasters further exacerbate the impacts of climate change, which in turn complicates humanitarian emergencies and generates new local and regional resource-based conflicts.

Donor Support: The ongoing trends in Afghanistan and the level of interaction with the international community may lead to a shrinking of resources and funding to and for Afghanistan. The United Nations and NGOs might consequently receive limited funding, reducing the scope and impact of humanitarian and basic needs assistance in this country. This will restrict access to people with urgent humanitarian needs.

Political Stability: A fragile political situation and fractious political dynamics contribute to political instability and pose threats to peace, normalcy, and economic growth. This restricts civil society's free and open participation, which in turn reduces aid impact and viability.

Justice and Rule of Law: The absence of a formal national constitution in the country and an undeclared contradiction between some international standards and Sharia Laws impose ambiguities in applying laws and rules to ensure social justice and rights.

Economic Stability and Human Development: Accelerated economic deterioration and continued seclusion of Afghanistan from the international financial market have caused unemployment, food insecurity, poverty, and prolonged humanitarian needs. These factors, plus the absence of timely and adequate emergency life-saving and humanitarian services, significantly reduce the impact of all development outcomes.

Human Rights and Gender Equality: The rights of women and girls to work and education remain unsettled, and restrictions on them remain hard and unfavorable.

Mitigation: ORD SMT will act timely, as appropriate and feasible, based on the principles of its Risk Mitigation policy.



ORD Strategic Risk Assumption and Mitigation Forecast (SRAM): *Please refer to ORD Risk Mitigation Policy*

N	Potential Risk /Thematic Area	Geo-Scope	Risk-Holder Team (RHT)	Mitigation Strategies : <i>due to rapidly changing operational context, ORD Senior Managers Team will continuously adapt strategies in line with ground realities and available options.</i>
1	Financial and Funding	Project site	SMT/Finance	<ul style="list-style-type: none"> -ORD has to ensure economy of operations to save and build on its own reserve funds from the admin cost, to be used during any financial crises. - ORD will encourage diversified funding and partnership policy to reduce. - ORD has to consider possible income generating activities and ensure to get own office building or find a free-of-cost charity-oriented workspace/office building. -ORD should strictly avoid misuse of resources, and financial corruption.
2	Contractual	Project site	SMT/Program	<ul style="list-style-type: none"> -Any ORD contract should undergo, before signing, in-depth Risk Assessment to avoid any contract execution failure and financial losses. -ORD do not involve in projects out of the range and scope of its technical capacity and area of expertise. -Force majeure and possible climate and political crises and other unforeseeable risks to be embedded as part of all contracts ORD signs for implementation.
3	Political	National	SMT/Board	<ul style="list-style-type: none"> -ORD is pure nonpolitical and humanitarian organization and should avoid involvement in any local and global political agenda. - ORD board and SMT should always have clear landscape and forecast of possible political scenarios affecting ORD work and integrity and put in place precautionary and preventive measures.
4	Security and Access	National/regional	SMT/Field teams	<ul style="list-style-type: none"> -To avoid any potential security risk, ORD has to keep low profile on all occasions and avoid any involvement in local political, ethnicity, religious and other sensitivities, lead to exposure to risk. -localization: Hire local staff for local projects, establish close working relations and linkages with local communities and influential elders. -Community involvement: Strictly respect local culture and social norms and involve communities in all stages of execution and give them the feeling of ownership of all humanitarian and development activities. Let people to talk and decide for themselves. Try to speak people’s language. -Strategies flexible visibility policy and avoid stimulation of any sensitivity caused by our logos, branding and visibility signs. -always have access to UN and aid community/ANSO security briefs and reports and be updated and alerted.



5	Climate & Environment	Regional	SMT/program	-Climate adaptation must be a crosscutting thematic area in all ORD projects and operations. Climatic risks can be used by ORD as a funding opportunity to get more climate action support for Afghan people.
6	Staffing-HR	National	SMT/HR	-ORD should keep updated pool of local staff in all provinces, plus list of trained community volunteers to be called for help and support during crises and lack of sufficient funding for project execution. - ORD has a good Network of Community Volunteers (NCV) spread over all provinces. This network must be preserved alerted for any emergency support and mobilization and some experts among them might be call for duty in case ORD has staffing challenge and issue.
7	Legal	National	SMT/Board	Laws in Afghanistan are not fully adhered to by the governments; however NGOs are pressurized to go with temporary imposition of restrictions by authorities. ORD has to keep well-linked and updated government relation office/focal point to avoid any legal violation and neglect. -ORD board must ensure that ORD fully adhere to local applicable laws and do not violate them.
<p>Note: This SRAM table should be revised frequently by ORD SMT and be used as reference by all task holders in ORD country program.</p>				



ORD Board Approval

This is to formally acknowledge that the present strategic plan was developed under the direct supervision and control of the ORD Board of Directors and was fully shared with and participated by our direct beneficiaries, particularly the key community leaders, our partners, available donors, our relevant stakeholders and communities who directly own the projects. This strategic plan was facilitated by an independent consultant, Mr. Hayat Wahdat, a veteran humanitarian and development expert with more than 25 years of work experience with the United Nations, National and International NGOs, and the private sector in Afghanistan, Pakistan, UAE, Azerbaijan, Yamen, Sudan and France. The plan was developed through a participatory approach, where we conducted thorough desk research and direct field visits during the development of this plan. ORD is committed to applying the recommendation and direction as given in this document.

Chair of the Board



An ORD climate adaptation project

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