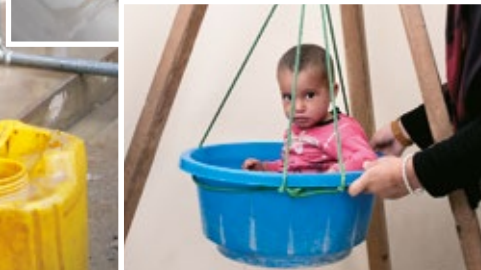




Swedish Committee  
for Afghanistan



# Together

Committed to Sustainable Development  
STRATEGIC PLAN 2018-2021





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*Nota bene: The English language version of this document is the valid version (decided upon by SCAs board), translations to other languages are to be seen as reference documents.*

The people of Khalyan in the province of Taloqan now have access to safe drinking water.



#### ABBREVIATIONS

<b>SCA</b>	Swedish Committee for Afghanistan
<b>KMO</b>	Kabul Management Office
<b>RMO</b>	Regional Management Office
<b>SMO</b>	Stockholm Management Office
<b>ENNA</b>	European Network of NGOs in Afghanistan
<b>SDG</b>	Sustainable Development Goals
<b>ISAF</b>	International Security Assistance Force
<b>NATO</b>	North Atlantic Treaty Organization
<b>UNAMA</b>	United Nations Assistance Mission to Afghanistan
<b>EPHS</b>	Essential Package of Hospital Services
<b>BPHS</b>	Basic Package of Health Services
<b>WASH</b>	Water, sanitation and hygiene

# Introduction

## THE PURPOSE OF THE STRATEGIC PLAN

THE STRATEGIC PLAN describes how SCA will work in 2018-2021 to come closer to its vision of an Afghanistan free from poverty, violence and discrimination, where human rights are respected and all live in dignity, enjoy equal opportunity and social justice.

The Strategic Plan provides guidance and sets direction for SCA's work, both in Afghanistan and Sweden. In the light of SCA's vision, mission and values, it outlines a set of strategic objectives, outcomes, approaches and strategic means as well as indicators for follow-up on progress. The plan will be the basis for annual planning and implementation, as well as a means to follow up work and learn for the future.

The Strategic Plan builds on our **Vision**, a statement of the social and economic change in society that SCA hopes to contribute to over an extended period, our **Mission** – what we do to contribute to the desired change over 10-15 years – and our **Development Goals** which articulate specific long-term changes we want to contribute to.

Even though significant positive development has been seen since 2001, Afghanistan is going through turbulent times, persistent inequalities and poverty, political instability, increasing insecurity and armed conflict. Analysis of the context has guided the process and influenced the strategic means, objectives, target groups and approaches. The context demands a flexible approach, which needs to be embedded in all different aspects of SCA's work. This requires constant follow-up, physical presence and analysis of the situation. The Strategic Plan has also been guided by relevant external frameworks such as the Sustainable Development Goals and is aligned with the Afghanistan National Peace and Development Framework.

### THE PROCESS LEADING TO THE STRATEGIC PLAN

THIS STRATEGIC PLAN has been developed through a participatory process involving SCA target groups, partners and SCA staff.

### SUSTAINABLE DEVELOPMENT GOALS RELEVANT TO SCA'S OPERATIONS

**SDG 3** | Good health and well-being

**SDG 4** | Quality education

**SDG 5** | Achieve gender equality and empower all women and girls

**SDG 6** | Clean water and sanitation

**SDG 8** | Decent work and economic growth

**SDG 10** | Reduce inequality within and among countries

**SDG 16** | Peace, justice and strong institutions

**SDG 17** | Partnership for the goals

Regional Management Offices have conducted workshops to explore their respective environments in terms of opportunities and threats, risks and relationships with current and potential partners. SCA staff also conducted consultations in the communities to assess the awareness and understanding of rights, the most pressing concerns of the target groups and their visions for the future. A staff survey and several workshops were conducted to assess how well SCA's organisation functions and to explore developmental needs.

A series of workshops with broad representation of SCA staff was conducted to discuss the strategic framework, using the findings and outputs of earlier surveys, consultations and workshops. The workshops included exploring lessons learnt and success stories from the previous strategic period, discussion on how and why social change occurs in rural communities in Afghanistan and how the findings should influence the new strategic plan.

The results were then further refined and augmented with desk reviews of relevant documents, to put SCA in a broader context. ■

# Vision, Mission and Values

THE VISION, MISSION AND VALUES of SCA are expressed in the SCA Policy, adopted 2012.

**OUR VISION** is an Afghanistan free from poverty, violence and discrimination, where human rights are respected and all live in dignity, enjoy equal opportunity and social justice.

**OUR MISSION** is to empower individuals, communities and local organisations, primarily in rural areas and with particular focus on women, girls, boys and vulnerable groups such as persons with disabilities, so that they may participate fully in society and influence their own development. SCA will achieve this by working closely with communities, local and national civil society organizations and relevant levels of government, and by combining capacity development, service delivery and advocacy.

## SCA IS CHARACTERISED BY

- » Respect for the Afghan people's right to self-determination.
- » Equal treatment of people regardless of religion, gender or ethnicity.
- » Knowledge and understanding of culture and religion in Afghanistan, as well as respect for the importance that cultural and religious values have in people's lives.
- » Compliance with universal human rights.

## OUR VALUES | ALL OUR WORK IS BASED ON THE FOLLOWING VALUES

### RESPONSIVENESS

We work in respectful cooperation with target groups to address their needs and legitimate demands with an emphasis on local ownership.

### EQUALITY

We promote equal opportunities and facilitate equal access to resources for all citizens, including women, girls, boys and persons with disabilities.

### IMPARTIALITY

While upholding the duty to be inclusive and non-discriminatory in our approach, we do not take sides in conflict and we do not support specific factions or parties representing various interests in society.

### SOCIAL JUSTICE

We strive to be fair to all with whom we work. While working to affirm the rights of all individuals, we recognise that differences in gender, individual capabilities and identities give rise to varied needs and interests.

### INTEGRITY

We are true to our mission, maintaining honesty and transparency in all of what we do and say, up-holding a spirit of openness and sharing with stakeholders, while always prepared to be held to account for our actions.

# Building on past Achievements

THE 2014-2017 STRATEGIC PLAN has served as a guiding document for SCA. It has been deemed relevant and useful by staff and external stakeholders. Hence, this strategic plan retains the existing strategic framework, with certain modifications pertaining to the dynamic internal and external context, as well as further building upon achievements, comparative advantages and lessons learned. It aims to address identified weaknesses and unclarity.

**During the strategic period 2014–2017, SCA worked towards five strategic objectives:**

1. Equitable access to and utilisation of health services
2. Equal access to quality educational opportunities
3. A secure means of living that provides resilience against shocks and emergencies
4. Community members actively engaged in decision-making and influencing development
5. Public and political commitment in Sweden and Europe

Strategic priorities 1, 2, 3 and 5 provided clear strategic direction, while also leaving sufficient scope for improvement.

One identified weakness has been the difficulty to properly address and integrate work directed towards a stronger involvement on the part of the members of the community in decision-making. The active involvement of members of the community in decision-making has been introduced as a cross-cutting issue embedded into objectives 1 – 3, rather than a separate strategic priority.

The strategic plan 2014-2017 did not include internal organisational development. This has been identified as a need, which is why a new Strategic Objective has been introduced for SCA's organisational development.

SCA continues its focus on the most vulnerable in Afghan society, the poorest of the poor, who live mainly in rural areas, especially women, children (girls and boys), as well as men and people with disabilities. Due to the large number of returnees to Afghanistan, and their vulnerability and the effect they have on the communities in which they try to establish themselves, this group is clearly spelled out as a prioritised target group during the strategic plan period 2018-2021.

The Strategic Plan 2014-2017 saw a more coherent attempt to apply a rights-based approach to planning, implementation, monitoring and evaluation. Through this approach SCA has established its role as a facilitator of change, rather than solely delivering services. Understanding of the rights-based approach has increased in the organisation, and to mitigate some of the weaknesses that the rights-based approach constitutes in a context like Afghanistan, with its insecurity, inequality and male dominated traditions, SCA has further developed its conflict sensitivity and 'Do-No-Harm' approaches. Awareness of how to combine these approaches to support target groups to achieve change without putting staff or members of target groups at risk need to be further developed. One way to achieve this is to engage with religious leaders to facilitate change. Understanding the importance and role of Islam in people's lives is crucial when changing harmful traditional norms and practices.

SCA will build its interventions on the three strategic means capacity development, service delivery and advocacy. Many of the services within education, health, water and sanitation upon which SCA has built its reputation remain core

activities. These services are fundamental for access to local communities and of the utmost importance in the context of rural Afghanistan. They also constitute an entry point for building relations and initiating capacity development and advocacy, a model that has proven to be successful. Because of low capacity in local administration, there is a continued need for providing, strengthening and building capacity for quality service delivery to marginalised target groups.

During 2014-2017 SCA embarked on strengthening advocacy in its operations. SCA works with advocacy on three levels – capacitating target groups to advocate for their rights, influencing policies on both local and national level, and advocating on international level and in Sweden for continued support for the Afghan people. In this strategic plan SCA will further strengthen advocacy by better integrating it into the result framework and by raising the voices of Afghan rural communities in Kabul, Sweden and Europe.

Capacity development of duty-bearers such as local authorities is a challenge due to their lack of capacity, resources and awareness of their own responsibilities. SCA intends to continue building on developed systems to communicate and identify capacity gaps.

SCA has striven to build the capacities of communities, specifically their capability for self-organisation and implementation of their own solutions. We have learned that working with the communities must be a consultative process and finding local solutions to local problems is the key to sustainability. Of utmost importance is the inclusive involvement of all members of target groups, including women, children and young people, persons with disabilities and other marginalised groups. Representation of community members is a challenge, partly because of discrimination and exclusion, partly because many entities are not elected. Capacity is extremely low on the local level, but continuing to support community-based organisations is very important, as a platform to ensure community governance and stronger involvement in all development interventions.

Furthermore, working closely with communities has been an important mitigation strategy in the light of continued insecurity. We will therefore continue to work actively with civil society at grass roots level, including shuras, school management committees and community development councils.

SCA recognises the need for increased internal synergy. Children need nutritious meals and access to health care to fully benefit from school. Their caretakers need to have sufficient means and income to provide them with these basic needs. Members of the community need to be empowered and aware of their rights to have the confidence to challenge their relatives to also let girls attend school. All thematic and programmatic areas interact with and reinforce each other. In this strategic period, we will do more to consciously build in and plan for these synergies, for example between education and health interventions. The thematic area of rural livelihoods, which was a relatively new programmatic area in the Strategic Plan 2014-2017, will be a primary focus. Poverty, food insecurity and unemployment have been put forward by target groups as impacting heavily on their lives.

In 2013 SCA became a frame organisation with Sida, further deepening the relationship with its largest donor. Some new donors were introduced, like the Post Code Lottery. The nominal funding volumes have been increasing over the strategic period 2014-2017, although exchange rate fluctuations presented a challenge. The dependency on funding from Sida has been slightly reduced. SCA will continue to strengthen its capacity to attract new donors and strategically diversify funding.

In Sweden, SCA is increasingly recognised as a source of expertise and knowledge on Afghanistan and is thus invited to discussions and meetings with policymakers to provide expertise. This provides an excellent platform for advocacy and policy influencing.

With the military withdrawal of the ISAF-forces in 2014, there was a fear that Afghanistan would be forgotten in Sweden, but the many asylum-seekers that came to Sweden in 2015 again raised interest in Afghanistan and provided further opportunities to create commitment for Afghanistan and its people.

The number of members has decreased slightly, following a general trend in Sweden among all member-based organisations. The number of actively involved members, however, is believed to have increased slightly and SCA now offers more ways for members and interested members of the public to become involved than before. Fundraising from private donors increased over the whole previous strategy period, although the number of individual donors remained the same. ■



# External Context

## INTRODUCTION

ACHIEVEMENTS have been made in many sectors in Afghanistan since 2001 – health, education, participation and inclusion of women, free media, infrastructure and an active civil society are among the most important. Even so, Afghanistan is a highly volatile environment where political instability and violent conflict create daily challenges in the day-to-day activities of SCA staff, partners and target groups. The public mood noted a record low in 2016, with only 29.3 per cent of the population believing that the country is moving in the right direction.

Many external factors impact SCA's work, often making it more difficult. The conflict sets much of the context, fuelling crime and the narco-economy, creating an environment that threatens personal safety, provision of public services and investments. It remains crucial for SCA to monitor and analyse the external context - internationally, nationally and locally - to be able to adapt activities and mitigate risks.

## STATE CAPACITY AND POLITICAL CONTEXT

THE DOWNSIZING of the international military forces in 2014 and the reduction in development assistance continue to have a substantial impact on the security, politics and economy of Afghanistan. The Government is holding together but fraught with power struggles, unclear mandates and delays in decision-making on all levels. The parliamentary elections scheduled for 2016 were postponed due to disagreements on electoral reforms,

adding to the political uncertainty. Corruption is widespread and affects the everyday life of all Afghans, as well as the economy and delivery of essential services. Afghanistan, as one of few countries in the world, improved slightly on Transparency International's corruption index in 2016, though still being one of the 10 most corrupt countries.

The Government of Afghanistan has put in place several fundamental reform processes, such as the 'Public Administration Reform', to counter nepotism and corruption, and there are reports on more competence-based recruitments and transparent and fair procurement procedures, but changes have yet to be realised<sup>1</sup>.

Reforms to strengthen decision-making and resource allocation to the local level have been initiated, such as the sub-national reform, aiming to strengthen district and provincial governance. The Citizen Charter, which aims to put the local community development councils at the forefront of programme delivery and development activities, was initiated in 2017. If it is successful, it will heavily impact development actors as well as central ministries in Afghanistan. Government plans also include village and district elections, but there are great uncertainties as to how and when it will be possible for such elections to be held.

Existing survey data indicate that Afghan youth and the urban population in general demonstrate higher approval of democratic norms and procedures than does the rural population. However, even these individuals distrust many officials –

1. <http://thediplomat.com/2016/09/the-coming-political-crisis-in-afghanistan>

either due to their past within the Mujahedeen or their current status as “warlords”. Taliban groups have established shadow administrative commissions to run affairs at the local level, as they regard existing formal democratic institutions as being illegitimate<sup>2</sup>.

In 2016, President Ashraf Ghani signed a peace agreement with Hezb-e-Islami, one of the armed opposition groups. The deal has been criticised by human rights organisations, as Hezb-e-Islami leader Gulbuddin Hekmatyar has been accused of killing thousands of people during the civil war in the 90s. There have been many reports on peace talks involving various international and national actors during the last few years, but there are no signs of a peace agreement between the largest opposition group, the Taliban, and the Government.

## SECURITY

SECURITY HAS BEEN one of Afghanistan’s main challenges in the past four decades. Civilian casualties have continued to rise, and in 2016, UNAMA recorded 11,418 civilian casualties (dead and/or injured), with children being increasingly targeted. UNAMA and UNICEF have documented a sharp increase in the number of conflict-related incidents affecting access to healthcare and education in recent years. Access to education, particularly for young women and girls, is affected by the fighting and by conflict-induced displacement.

There is a tendency that the Afghan National Security Forces are playing a more defensive role in the conflict, responding to offensive attacks by armed opposition groups. Conflict activity on the part of armed opposition groups has increased consistently over the past five years. Government forces, on the other hand, have decreased their degree of activity. Afghan National Security Forces, supported by international forces, appear to be fighting a defensive campaign from fixed locations against a mobile and offensive opposition.

In recent years, the Taliban has gained control over an increasing number of districts. At the time of writing they claim to control 34 districts, although the number of contested districts are much higher, and in these districts, the level of violence is highest. In these areas, non-governmental organisations run the risk

of being drawn into the conflict or threatened by the parties.

The Taliban capacity on the battlefield partly contradicts reports on internal fragmentation, following the death of two of their leaders. The conflict in Afghanistan is further fuelled by other internal power players taking an active part in the fighting, and regional international players becoming more involved. Afghan National Security Forces are struggling with low capacity, high death rates, low morale and large numbers of deserters.

Another factor is the establishment and increased presence of the Islamic State (IS). Their presence changes the relations between other actors who might need to change their strategy in order not to lose influence. International actors, fearing that a strong IS in Afghanistan would affect security in their own countries, might also change their support and interest in finding new solutions for a more peaceful Afghanistan.

After the dramatic down-draw of international military forces in 2014-2015, and the realisation that the Afghan National Security Forces did not have the capacity to control the security situation, international US and NATO forces have remained more engaged in the conflict than they had planned.

## SOCIAL SECTORS

SEVERAL IMPORTANT socio-economic improvements have been achieved in the last 15 years. Human development indicators including school enrolment, life expectancy and access to clean water have seen marked improvement. Progress towards better access to services continues, though at a slower pace.

Despite these improvements, low quality is a factor in the rising dissatisfaction among citizens. Regional disparities remain high, even in well-served provinces. Health and education suffer from corruption, low capacity and absenteeism. The Government has identified barriers to effective education in academic supervision, over-centralisation, ministerial fragmentation, poor data collection and ineffective management. Reviews of the health system identified institutional fragmentation and low-quality service delivery as issues in need of attention<sup>3</sup>.

2. BTI 2016/Afghanistan Country Report (BTI)

3. Afghanistan National Peace And Development Framework (ANPDF) 2017 to 2021



A young student is reading on the blackboard in the village of Chaar Mira, close to Jalalabad. A majority of the students in SCA-supported schools are girls.

## ECONOMY

THE NATIONAL AFGHAN ECONOMY depends heavily on foreign finance, although economic growth is expected to improve through 2017. The long-term drivers of growth will be agriculture, mining, and inter-regional trade, based on Afghanistan's geo-strategic location at the crossroads of one of the world's most dynamic and populous regions.

Until Afghanistan has peace, large-scale new private investment is unlikely. Public investment will also be constrained and international partners will remain a crucial financier of development. Even with optimistic levels of growth, over the next ten years, Afghanistan is likely to remain at the bottom of South Asia's regional average for GDP per capita. Afghanistan's poverty statistics remain high, with nearly 40% of the population falling below the global poverty threshold. Poverty rates have increased in the past four years and around 33 per cent of Afghans are food insecure – approximately 9.3 million people. Some 3.4 million are severely food insecure.

Poverty is particularly severe in rural areas, where low productivity, poor market integration, and recurrent shocks not only replicate poverty over generations but also render these areas susceptible to migration, warlord-ism, and recruitment by operators in the criminal economy. Urban poverty, intensified by people moving to suburban areas without sufficient options to provide them with jobs, is also an increasing concern.

Afghanistan has the third largest youth bulge in the world, with 37 per cent of the adult population between 15 and 24 years old. As a result, 400,000 young Afghans join the labour force every year. The World Bank estimates that even in a high growth scenario, it will be enormously challenging to sustain current levels of employment over the next ten years. The potential for women to contribute to economic development remains severely restricted by structural barriers, cultural norms and insecurity. Only 15 per cent of working age women are in paid employment.

## STATUS OF TARGET GROUPS

### CHILDREN (GIRLS AND BOYS)

ALMOST HALF OF THE AFGHAN population is below the age of 15. Girls and boys under the age of 18 are most affected by violence and chronic poverty, and they often have little access to health and education services and poor knowledge of their rights. Girls are particularly vulnerable to attacks, threats and explicit prohibition. Conflict-related violence not only puts children at risk of harm, but also limits their fundamental rights to education and healthcare<sup>4</sup>.

Afghanistan has some of the world's highest infant, child and maternal mortality rates. Many thousands of children die each year because they lack access to adequate food and nutrition.

Afghanistan has more than 600,000 working street girls and boys who are highly exposed to the risk of physical, sexual, emotional and economic violence, prostitution and human trafficking<sup>5</sup>. Child labour, malnutrition and a tradition of physical punishment are other areas that make children in Afghanistan very vulnerable.

### WOMEN

DESPITE A LEGAL FRAMEWORK theoretically protecting women's rights, women face widespread marginalisation and discrimination due to male-dominated norms and traditions. In comparison to boys and men, girls and women in Afghanistan have limited mobility, educational, health and decision-making opportunities.

Violence against women and girls threatens women and girls with deadly, disabling and long-term consequences; not only for women, but for children, families, future generations, communities and society. Afghanistan has one of the highest rates of violence against women and girls in the world. It is a by-product of traditional beliefs, discriminatory customs and mindsets with regards to the roles of men and women, weak rule of law and decades of armed conflict<sup>6</sup>.

4. UNICEF Website 'Children in Afghanistan struggle to access education and healthcare'

5. Feed the Children of Afghanistan; WFP; December 2010; <http://www.wfp.org/content/feed-hungry-streetchildren-afghanistan> (Accessed on December 21, 2016)

6. Afghanistan National Action Plan on Eliminating VAWG 2016

An increasing number of women work outside the home, and the public perception of working women has become increasingly positive. However, armed opposition groups target women working in public life, such as women police officers. Armed opposition groups restrict the freedom of movement of women and girls, including their access to education and health care, in areas under their control. UNAMA reports an increase in the number of women punished in public under the name of Shari'a law by the Taliban and other armed groups.

Traditional harmful practices such as killing in the name of 'honour', preference given to sons, forced and early-age marriage, exchange of girls to settle disputes, exchange marriages, inheritance of girls/women, bride price, virginity tests and forced isolation in the home affect girls, women and boys and men in many ways. There are few possibilities for women to raise their cases and get a fair trial in accordance with the laws.

Similarly, boys and men are the victims of social expectation, masculinity notions, economic burdens and misinterpretation of religion, often putting a heavy burden on them as the sole breadwinners with responsibility for security, education of children and the family's well-being.

### PERSONS WITH DISABILITIES

IN AFGHANISTAN, one in five households has a person with a disability. While this is only a conservative estimate, according to the national sample survey, the actual prevalence of disability could be around 15 per cent considering the definition of the UN Convention on the Rights of Persons with Disabilities.

The survey indicates that the majority of persons with disabilities are below 14 years of age. Children with disabilities face the same challenges as other children, but they are more often deprived of their rights. The survey indicates that around 73 per cent of children with disabilities above the age of 6 do not receive education, with the rates even lower for girls with disabilities. Economic difficulties and the burden on the families to arrange transportation are the main causes for high drop-out rates among children with disabilities<sup>7</sup>. As far as

health is concerned, one obstacle is that health care providers are not trained to deal with their requirements.

A large gap remains in the services provided to assist and support disabled persons in Afghanistan. One of the biggest challenges is severe social stigma. A recent survey by the Asia Foundation reported a prevailing perception that persons with disabilities are 'incomplete' persons, and that disability is a 'punishment from God'.

Finding an income is extremely challenging for persons with disabilities in the present economic situation and many need to rely on their friends and families.

### REFUGEES


THERE WERE AN ESTIMATED 1.1 MILLION internally displaced persons in Afghanistan in 2016. Large numbers of Afghan refugees are also returning from their exile in Pakistan – in 2016, an estimated 700,000 returned, and even more are expected to reach Afghanistan during 2017. An estimated 60 per cent of the returning population are children. Many families have been forced to leave assets behind, and need to settle in unknown surroundings, competing over already scarce resources and putting pressure on services. Humanitarian needs are considerable, and a great challenge will be to include children in existing systems of schools and health care.

## STATUS OF CIVIL SOCIETY AND MEDIA

### CIVIL SOCIETY GROUPS

CIVIC SELF-ORGANISATION has expanded in Afghanistan since 2001, particularly in urban areas and among young people. Social media is a new arena for organisation and debate, and today civil society organisations are a voice in the debate in Afghanistan, challenging those in power and revealing injustice and the abuse of power. Issues addressed and tasks performed include women's empowerment and the protection of rights, media support and outreach, poverty reduction, human rights, small-scale trade and business support, exchange within professional groups, and liaising

7. Statement of Mr. Ahmad Zahir Faqiri, Deputy Permanent Representative (DPR) of Afghan Mission to the United Nations, Commission for Social Development (March 11, 2017)

A close-up portrait of a young woman with dark hair, wearing a black headscarf and a black top. She is looking directly at the camera with a neutral expression. The background is a solid, light pink color.

Through micro-loans and vocational training, Nazira Hacjou from Mazar-e-Sharif can now run her own business and contribute to family support. Nazira has polio injuries in both legs.

between the Government and various sections of society.

However, social organisations are ill-equipped to influence national-level policies and agenda-setting. Formal civil society is weak, especially in rural areas. Larger civil society organisations are generally dependent on donor funding, and are often limited to Kabul and other large cities<sup>8</sup>.

In many rural areas, the degree of mutual trust has declined, even within families and in neighbourhoods, due to increasing insurgent activities, the failure of local justice institutions (courts), and a culture of impunity and corruption<sup>9</sup>.

Traditional and community civic structures have historically played a significant role in local governance. Local shuras e.g. health shuras, school committees, conflict resolution village shuras are decision-making bodies, usually led by village elders. They are the traditional building blocks of civil society in Afghanistan. These local councils are established by villages or tribes, usually to govern local resources (social, cultural as well as material) and to represent a community's interests to other parts of society. In Afghanistan, local shuras have played a role in local governance and development but have received little or no attention and support from central government (as well as from the donor community).

### MEDIA IN AFGHANISTAN

MEDIA OUTLETS have grown significantly in the post-Taliban years. Radio, the main source of entertainment and news, is losing audiences to TV. Three dozen TV channels are broadcast terrestrially from Kabul alone<sup>10</sup>. Newspaper readership has seen a significant leap, from almost zero under Taliban rule. Newspapers tend to reflect more openly on domestic developments than broadcasters. There are both state and privately owned media. Different power groups also create their own media outlets to spread their messages.

Some 27 per cent of households have at least patchy access to the internet, but computer lite-

racy and ownership rates remain quite low. Facebook is used by some younger Afghans and the political elite. But limited and expensive internet access, plus a largely illiterate rural population, acts as a brake on social media use.

Journalists continue to face violence, threats and intimidation by the Taliban, government officials and powerful people. Threats, harassment and killings have increased in recent years. Female journalists, in particular, work under difficult circumstances, forcing many to leave the country or stop their work.

### HUMAN RIGHTS

HUMAN RIGHTS are constantly being violated at every level of society. The weak and corrupt judicial system does not allow violations to be tried and culprits sentenced. There has still not been any official trying of crimes against humanity committed during the war against the Soviets, during the civil war or during the years under Taliban rule.

The Independent Human Rights Commission is still, though weakened, an important and strong voice for human rights.

Although President Ghani launched a national action plan to eliminate torture in early 2015, there was no progress on implementation through 2016, and the Government did not make information on investigations into cases of torture public.

### INTERNATIONAL DEVELOPMENT AND AID EFFECTIVENESS CONTEXT

GLOBAL ECONOMIC GROWTH is expected to increase modestly in 2017, but there are many uncertainties and risks that could derail the projected modest upturn. Rising protectionism could hurt global growth and impact the large number of jobs that depend on trade, and the relatively high level of indebtedness is a key risk in a number of emerging markets<sup>11</sup>.

It remains to be seen whether emerging eco-

8. BTI 2016/Afghanistan Country Report

9. BTI 2016/Afghanistan Country Report

10. BBC Website Feb 2017

11. OECD Economic Surveys: Sweden 2017, OECD Publishing Paris, 2017

nomies will engage more in Afghanistan, as the international aid from the West seems to be stagnating and is not being replaced by investments. The OECD-DAC has also changed its definition of development aid, and donor countries may now also include some security-related costs in their aid budgets, potentially undercutting long-term civilian development assistance.

At the Brussels Conference on Afghanistan in October 2016, donors committed USD 15.2 billion to the Afghan Government in development aid up to 2020. It remains to be seen how much of these pledges will be realised in the current insecure global context. Most donor countries have not committed themselves to funding beyond 2020, creating insecurity for both the Afghan Government and development actors.

### SWEDISH POLITICAL AND ECONOMIC CONTEXT

IN 2018, SWEDEN WILL HOLD ELECTIONS. The outcome of these elections may affect Sweden's commitment to supporting Afghanistan. The risk is, however, quite small that it will have more than a marginal effect on the short-term outlook on development cooperation.

One of the main political issues in Sweden is migration. After 160,000 refugees applied for asylum in Sweden 2015, in July 2016 Sweden introduced more restrictive refugee legislation, stopping refugees from entering the country. In Sweden, a lot of focus has been on young Afghan refugees. Many of them will likely be sent to Afghanistan as they are not considered to have the right to asylum.

Like the rest of the West, Sweden is facing a political backlash when it comes to global cooperation and globalisation. It remains to be seen how this will affect the general political support for development cooperation.

Swedish economic growth is robust<sup>12</sup>. Output has grown faster than in most other OECD countries over recent years<sup>13</sup>. Sweden's economy is expected to remain strong in 2017-2018. However, prospects of growing protectionism

and disruptions to trade flows could dampen the outlook<sup>14</sup>.

### DEVELOPMENT COOPERATION TRENDS IN SWEDEN

SWEDEN IS THE LARGEST DONOR in terms of official development assistance in proportion to the size of its economy. However, Sweden allocates a large part of its development budget (USD 2.9 billion) to the costs of hosting refugees until their asylum applications are approved. This could potentially have posed a threat to regular development cooperation, but as the number of refugees dwindled in 2016, the effects of this have been quite marginal so far. For 2017, in-country refugee costs make up 18 per cent of the official development assistance budget. This proportion is expected to decrease from 2018 onwards.

The global situation with the highest number of displaced persons, refugees and conflicts since the Second World War has made the Swedish government give further priority to humanitarian aid. The focus in the coming years, also for more long-term development cooperation, will be on conflict-ridden and fragile states.

The overall Swedish involvement in Afghanistan was evaluated and presented in a government inquiry in March 2017. The military intervention was largely found to be ineffective in achieving its objectives, while civilian development aid was reported as relevant and contributing to positive change within social sectors.

Sweden has reconfirmed its commitment to supporting Afghanistan throughout the transitional decade up to 2024, remaining at the current level of support or more. The current Swedish Afghanistan strategy ends in 2019. The new strategy is expected to emphasise livelihood and employment options, as a lack of these is understood as a key driver of both conflict and migration. Swedish development cooperation is traditionally focused on gender and education and will remain so for the foreseeable future. Rights-based approaches, support to an independent civil society and conflict sensitivity are approaches that are stressed. ■

12. *OECD Economic Surveys: Sweden 2017*, OECD Publishing Paris, 2017

13. *OECD Website (2017)*

14. <http://www.focus-economics.com>, (2017)



# Needs, Concerns and Ambitions of the Target Groups

CONSULTATIONS HAVE PROVIDED a rich picture of the needs, concerns and ambitions of the target groups in the communities where SCA works. The findings presented below are views expressed by the target groups, which have provided SCA with very useful information to address the identified priority areas. The majority of the concerns have been taken into consideration while preparing the strategic plan, though it has not been feasible to respond to certain needs that do not fit SCA's strategic framework.

## **ACCESS TO EDUCATION AND HEALTH SERVICES**

COMMUNITY MEMBERS confirm that access to education has increased overall in recent years. The majority of women indicate that not all children in their households go to school. There is repeated mention of the need for more professional teachers, especially women, as well as better learning materials and stationary, child-centred school communities, play areas, parks and preschools. Women and men express their ambition for women to become more literate, which is felt to be a key factor both in enabling freedom of speech and in countering violence and intimidation in the household. Access to education for children with disability

is also mentioned as an ambition of members of the communities.

Many community members express great concern over the inaccessibility of health services in their communities due to issues of remoteness and lack of transportation. Some mention that they hope that there will be more women health professionals so that women and girls can go for check-ups. They also express concern over water-borne diseases and the lack of clean water.

Household Livelihoods and Income Generation  
Many report that their households lack sufficient income to sustain all family members. The main reason is the unavailability of any stable and secure means to make a living. Men in particular express concern over the economic situation and the lack of employment opportunities, especially for young people, women and persons with disabilities. This often results in a single income supporting many household members. When available, they are often not sustainable sources of income. Agricultural activities generate a low and inconsistent income. This negatively affects their food security.

An additional burden is the obligation to pay bride price, resulting in poverty among families with male children. This can lead to young boys

Hearing impaired children practice sign language.



PHOTO | CHRISTOFFER HJALMARSSON

marrying later and turning to addiction, fighting and crime.

Communities wish to see vocational training centres with opportunities for young people and persons with disability. They also see the need for greater literacy among women, which will help them sell their products and improve safe access to markets.

### **UNDERSTANDING AND AWARENESS OF RIGHTS**

MEMBERS OF THE COMMUNITIES show varying awareness of human and child rights. Most adults define a child as someone under 18, while the level of understanding differs among the children themselves, especially the younger ones.

There is quite a big variation in the perception of what constitutes regular activities in which girls and boys should be involved. Boys are expected to play, go with their father to the bazaar or the mosque and study. Girls, on the other hand, are expected to clean the house, wash dishes and bring water into the house. There is not much mention of girls going to school. Some community members express concern that when there is not enough awareness about the importance of education, then girls are especially prevented

from going to school. In some communities, there was a perceptible increase in awareness and support from parents to permit girls to go to school, compared to a couple of years ago. They indicated that it would be helpful to engage community elders and scholars actively, so that they can encourage children and especially girls to go to school.

### **INSECURITY, RIGHT TO FREEDOM OF SPEECH, FREEDOM FROM INTIMIDATION & VIOLENCE**

COMMUNITY MEMBERS express concern that they are not free to express their opinions. In general, insecurity and powerful groups, including warlords and armed men, create serious risks for anyone who does speak out. Especially teenagers feel that they are living under the constant threat of violence; even when they do not take the risk to speak out, there are other threats in the environment of which they might become a victim. It was mentioned that officials are killed and the power of armed opposition groups increases due to poor governance and corruption within the Government. Besides the insecure environment that prevents them from taking up their rights to freedom of speech, women also face gender-based violence and are hindered by male dominance and tradition. ■

# Organisational Functioning Assessment

A WELL-FUNCTIONING organisation is a prerequisite for delivering results. In a challenging environment like Afghanistan, robust and well-adapted internal structures, systems and administrative working methods are even more important. To assess internal strengths and weaknesses and identify areas for improvement, 100 SCA staff from all offices responded to a questionnaire, followed up by workshop discussions. The findings form a basis for developing a separate strategic objective in this area.

## LIVING OUR VALUES

SCA'S VISION, MISSION AND VALUES are considered to be well-formulated, relevant, understood and supported by the staff and management of SCA. However, the staff believe that they can be made more explicit for the target groups. More can also be done to operationalise the values internally, in particular relating to gender equity, which remains challenging and is an area the staff highlights as in great need of attention. Challenges in recruiting women to senior positions remain. SCA recently conducted a value-based leadership training course for 100 managers aimed at embedding values in everyday behaviours and actions. Local politics, power dynamics, insecurity, cultural restrictions and the influence of nepotism place immense pressure on individuals who stand up against corrupt practices.

## ORGANISATIONAL CAPACITY TO DELIVER

SCA STRATEGY is considered to be clearly formulated and realistic, and its services are consid-

red to be aligned with the Mission and long-term objectives of the organisation. SCA multi-programmatic approach is seemed to be aligned with and to contribute to Afghanistan's National Peace and Development Framework. However, there is still scope for SCA to reach out even further to the poorest and most marginalised in other districts and regions - there is a high demand for SCA's services from the target community and this will continue to be so for the foreseeable future.

Members of staff consider that the organisational development process that was conducted in 2015-2016 has guided the organisation in a useful direction - towards decentralisation, better coordination and stronger accountability through clarifying roles and responsibilities. The changes are still to be fully implemented. A need to further improve synergies across support functions, as well as across departments and offices, was expressed.

Traditional norms, values, practices and attitudes create challenges in delivery of services (such as raising awareness of rights). There is a perceived need among staff to be further supported and capacitated to enable them to effectively implement rights-based approach programming.

## MANAGING TALENT - DEVELOPING OUR HUMAN RESOURCES

OVERALL, THE LEADERSHIP culture at SCA seems to exhibit a healthy balance between authority and participation, between individual responsibility and team spirit and between attention to performance and concern for people. Though, members of staff express that some



managers need to become more self-critical and more impartial in decision-making.

SCA has a skilled and committed staff, but turnover is considered high, particularly by staff in Sweden. Members of staff express a strong sense of identity and believe that they generally ensure good accountability for their results, both positive and negative, though more sharing and celebration of positive achievements is desired. High workload was mentioned as a problem. Despite issues of nepotism, and a shortage of skilled local staff in the regions, most agree that the recruitment procedures are adequate, although an insufficient number of candidates are women.

Emphasis was given to the importance of staff motivation, development, talent management and staff performance appraisal, especially in the Afghanistan offices. Employees in regional management offices (RMOs) feel that remuneration does not conform to non-governmental organisation market rates. The members of staff in Stockholm Management Office (SMO) feel they have fewer career development prospects than colleagues in Afghanistan, possibly due to the SMO being a much smaller organisational unit. In relation to this, it was mentioned that training opportunities largely target senior and management staff. Few women rise to management levels in Afghanistan and consequently often miss out on training opportunities. There have been issues of harassment which are perceived not to have been followed up satisfactorily.

## TRANSPARENCY AND ACCOUNTABILITY

THE DECENTRALISATION process mentioned above has shifted reporting lines and areas of responsibility which are not yet fully embedded into working realities. Members of staff mention that better internal coordination, communication and collaboration between units are still needed to reduce conflict, strengthen efficiency and effectiveness and increase transparency and accountability. The staff members at regional management offices level feel more involved in timely decision-making than those at Kabul Management Office (KMO), possibly due to the smaller operational units.

## SYSTEMS AND QUALITY ASSURANCE

THERE IS AN EXPRESSED need to create greater clarity and better communication regarding organisational processes as well as financial, administrative and HR systems and guidelines. This would strengthen internal transparency and accountability, as well as making work more efficient. SCA has extensive policies, manuals and guidelines but staff, particularly in Sweden, believe that they are not always put into practice.

There is also a perceived need to integrate and upgrade the IT systems to enhance information sharing, make processes more efficient and support decentralisation. There are, however, also issues relating to a lack of trust in centralised information systems. ■

# Target Groups

SCA IS FOCUSED on supporting the most vulnerable in Afghan society to enhance equality, social justice and non-discrimination. The four long-term development goals articulate the transformation that is needed for the ultimate empowerment of the target groups.

The development goals are:

## **1. Economically and socially just rural communities**

Rural communities in which the well-being of all is achieved through livelihood security, access to responsive essential services, and the opportunity to participate fully in community life and the decision-making process.

## **2. Full participation of women in Afghan society**

A society in which women have the power, confidence and opportunity to participate fully in public and community life, enjoy equal access with men to all public services and employment, and in which all forms of violence against women are unacceptable.

## **3. Full inclusion of persons with disabilities in Afghan society**

A society in which men and women with disabilities enjoy equal rights with all others to health, education, employment and participation in public life and in which they are protected from all forms of violence.

## **4. All children in Afghanistan participate in achieving their full potential**

The rights of children to survival and development are promoted and protected so that all children in Afghanistan grow up in a safe environment in which they are able to participate fully in realising their development potential.

SCA targets the most vulnerable: the poorest of the poor, who live mainly in rural areas that may be geographically isolated. Being marginalised and discriminated against, they are prone

to exclusion from social, economic and political rights and opportunities. They lack resilience to withstand shocks and emergencies, which tend to increase their poverty. Within these groups of people, SCA's primary targets are women, children (girls and boys), men, persons with disabilities, returnees and the poorest of the poor in rural communities.

Community-based organisations, both formal and informal, represent the target groups. SCA pays attention to these representative bodies as an entry point for reaching out to the target groups, influencing their context and making change possible. Examples of community-based organisations that SCA collaborates with are health shuras, community development councils, school management committees and self-help groups such as village savings and loan associations.

Globally, the economic empowerment of women has resulted in reduced poverty and greater economic success. The Government of Afghanistan recognises that enabling women to participate meaningfully is crucial for the country's development as well as for their own and their children's rights. The potential of women to contribute to Afghanistan's economic, social and political arenas is restricted by structural barriers, cultural norms and insecurity. SCA contributes to the sustainable development of society by making women one of its key priority target groups.

One of the lessons learned from the Millennium Development Goals global review is that investments made early in the life cycle pay off more than investments made later. This, combined with the fact that children are extremely vulnerable in a volatile and poor context such as Afghanistan, leads SCA to put more focus on children – girls and boys. Conflict-related violence and intimidation have resulted in poor availability of healthcare, and limited access to education. Ensuring children's right to quality health and education leads to qualified young adults becoming advocates that can bring about changes that are needed.

Outdoor lesson in Baba-Haidar-Khani-school in Mehtarlam in the province of Laghman.



PHOTO | CHRISTOFFER HJALMARSSON

Progress in terms of access to services and socio-economic development have by and large not reached persons living with disabilities. Therefore, SCA will continue to focus on persons with disabilities. Most persons with disabilities rely on their family and friends for support, provided that this is available to them. Stigmatisation is a widespread cause for exclusion and marginalisation. SCA is committed to raising peoples' awareness of the abilities and potential of persons with disabilities to be self-reliant and productive and live their lives with respect and dignity.

The Afghanistan National Peace and Development Framework (ANPDF) 2017 – 2021 states that: "Afghanistan's large number of refugees, returning migrants and internally displaced people are both a challenge and an opportunity. [...] Our approach to finding solutions for our

displaced and returning citizens is a vital part of the national development strategy."<sup>15</sup> SCA is keen to support the integration of returning refugees into Afghan society and will therefore include this target group in its strategic focus. Furthermore, SCA recognizes the potential of returning refugees, many of whom come back with advanced educational degrees and high levels of commitment and motivation to contribute positively to Afghanistan's development.

SCA will continue to focus its attention on rural areas. There is an overall lack of resources in Afghanistan, and only a small portion is reaching remote, rural areas. Disparities between rural and urban areas, and between the rich and poor, are increasing. This is further compounded by insecurity and violence in rural communities, making it even more difficult for the rural poor to access services and get their basic rights fulfilled. ■

15. ANPDF 2017–2021

# Partners

SCA COLLABORATES in various ways with all kinds of partners such as national and community-based civil society organisations, authorities, donors and international organisations.

A key category of partners for SCA is a broad variety of community-based organisations. These include traditional shuras as well as disabled people's organisations, village savings & loans associations, school management committees, community development councils, disabled people's organisations and several others.

These are crucial for our implementation, for carrying out various activities and are supported with funds and capacity building by SCA. They are also the representative bodies advocating the rights of our target groups.

SCA also works with associations representing professionals such as midwives and teachers. SCA funds their capacity building, organisation and mobilisation so they can engage with ministries and local government authorities to improve policies and implementation of basic services.

SCA engages with national non-governmental organisations for advocacy, networking and joint research.

Overall, cooperation with Afghan civil society organisations is becoming increasingly important for SCA in order to create sustainable change. They represent the Afghan people and engage with the Government, being an intermediary and facilitator of messages from the people

to their government, while also working directly with development and positive change.

SCA also cooperates with international non-governmental organisations, carrying out joint advocacy nationally and internationally, cooperating to acquire funding, networking for information exchange and carrying out joint research.

National Afghan authorities are important for SCA as partners in providing basic services. SCA advocates policy changes aiming at improving services for target groups. SCA also approaches them together with other civil society organisations on advocacy on aid and development effectiveness. Local authorities are key counterparts as the local duty-bearers for target groups. SCA provides capacity building to authorities and we support our target groups in approaching the duty-bearers with their demands and expectations.

Currently, the most important donor partners are Sida, the Ministry of Public Health /World Bank and the EU, along with several smaller private foundations. This cooperation is based on a funding agreement and the cooperation is largely based on the agreement conditions. SCA also relates to Sida as a partner in development and a target for our advocacy.

International organisations are key partners in coordinating, information gathering and to some extent advocacy. Another group of international counterparts are the embassies of various donor countries that SCA may have an interest in establishing contact with. The most prominent of these is of course the Swedish Embassy in Kabul. ■

# SCA's Theory of Change

OUR THEORY OF CHANGE describes how the change SCA aims to contribute to is expected to take place in the specific context of Afghanistan, and in particular in rural communities. It describes how activities are assumed to contribute to the strategic objectives within the timeframe of the strategic plan.

Social and economic change emerges as a result of interaction among multiple political, cultural and social forces involving many individuals and entities. Processes of social change are complex and SCA's actions interact with those of others. In its work, SCA assumes that poverty is multi-dimensional and caused by marginalisation and disempowerment, rather than simply by a lack of resources. In accordance with the rights-based approach, the state bears the main responsibility for ensuring basic human rights for all citizens.

SCA works together with both government actors providing services, and with civil society organisations, representing the interests of local communities. Due to insufficient capacity within the Afghan government, SCA also provides services to fill gaps and respond to the needs of rural communities. The capacity and possibility of the Afghan state to guarantee basic services and, in more general terms, be present in rural areas is a matter of building trust in and acceptance of the state within rural communities, which is a key factor to ensuring long-term peace and stability. Hence, supporting local authorities in improved service provision is an endeavour with aims going beyond the mere services themselves.

From experience, SCA understands that change needs to come from within Afghan society and

that imposition from above or from external actors will not result in any long-term or sustainable change. That is why SCA, in all its actions, takes the rural local communities as its point of departure. Any change, be it in farming practices, school attendance, teacher commitment or respect for women's health, needs to be a process owned and driven by farmers, pupils, teachers, midwives and rural families.

SCA believes that it can be a facilitator working closely with local authorities and civil society organisations, including community-based organisations, in order to identify opportunities and obstacles to change. This requires working through bottom-up development processes, emphasising participation and local ownership. In practice, this entails participatory planning processes, consultations in strategy development and development of monitoring methods such as social audits, where the rights-holders are actively involved.

Working as a facilitator with actors that are weak poses challenges; there is a risk that SCA as a partner may take the lead over, for example, a community-based organisation in order to achieve quicker or apparently more tangible results. Another risk is to choose to collaborate with more established organisations for similar reasons; quicker and more predictable results. However, this jeopardises not only the ownership of rural communities over their own development, but also the sustainability of results. We will work consciously with our role and mandate in order to ensure that we build upon local initiatives and engage in value addition, based on the existing work and organisation,



in terms of for example training in organisational development, funding for minor activities, savings and loan schemes.

Another facilitating role of SCA is to make experiences travel upwards. While we support civil society organisations in their own advocacy endeavours, SCA also uses our experience from partnerships with local authorities and civil society, as well as from our own service delivery, to formulate advocacy claims. These claims could be directed towards, for example, central Afghan government authorities, such as advocating women's reproductive health and rights, or towards the Swedish government in order to influence policy formulation. The key is that the messages are based on experience from working in rural communities in Afghanistan.

As a facilitator and a long-term partner in the communities, SCA also aims to challenge the communities to promote change. SCA believes that this requires a relationship of trust and deep knowledge about local culture, practices and traditions. Islam, male dominance and customary practices are part of the Afghan cultural identity and define the frame of reference for social norms, morals, rights and obligations. The cultural values that often include particular religious beliefs shape the way of living and understanding rights and duties. Unclear delineations between religion and traditions further complicate popular perceptions. We believe that the key to integrating a rights-based approach into our operations is to find a positive relation between Islam and human rights, which will lead to internalisation, ownership and sustainability of the process by communities. The tenets of Islam hold that change is an integral part of life, essential to the progressive development and wellbeing of all humans, leading to a life in dignity for all. In the Holy Quran and the teachings of the Prophet (PBUH), helping the less privileged is underlined. The fundamental precepts of Islam are aimed at reducing social and economic injustice. Therefore, SCA will strive to imple-

ment the rights-based approach by working with and understanding an Islamic and traditional context.

In order to achieve this, SCA will cooperate with religious scholars, influential community leaders, local government authorities and community-based civil society structures, such as community development councils, school management committees and traditional shuras, to strengthen the knowledge and understanding of the rights and the corresponding duties and responsibilities in the target communities. We will engage in dialogue with religious scholars and community elders, discuss rights issues and engage them to facilitate changes in traditional attitudes towards the participation and involvement of women, girls and persons with disabilities. They can play a role as agents for change in helping communities broaden their views and understand the existing differences among the traditions and religious beliefs towards eliminating tradition-based rights violations and injustice.

SCA is aware that local civil society structures and government institutions are weak and partly influenced by local power brokers. Therefore, SCA believes that further investment in capacitating local civil society structures is of paramount importance. Members need to be in the driving seat of organisations and have the capacity to challenge unjust structures, in their own organisations as well as in the community in general.

SCA works with government and civil society actors to enhance mutual trust and collaboration within rural communities and hence in Afghanistan as a country. We wish to contribute to social and economic change that makes a difference in the everyday life of the rural population, that is long-term, and basic values and beliefs rooted in the local context. This implies not always taking the straight or quick path, but being an organisation with a commitment that all partners can rely on. ■



Lesson in Sholgara village school located in the province of Balkh.

PHOTO | CHRISTOFFER HJALMARSSON



Children by the water-pump in the village of Char-e-ab in the province of Takhar.

PHOTO | FAIZ AHMAD SIDAQ

# How SCA Implements Activities

## SCA'S THREE STRATEGIC MEANS

### CAPACITY DEVELOPMENT

SCA'S APPROACH to capacity development focuses on empowerment of target groups and local organisations that represent them and enabling government and other institutions to fulfil their duties and obligations. Specifically, SCA facilitates capacity development of communities and community-based organisations to mobilise support and strengthen local and national advocacy around issues that are important to them. It also enhances the ability of civil society organisations to provide services or carry out self-help activities. Alongside this, it supports local government authorities and district and provincial institutions to raise the availability and quality of development services to communities. It functions as the bridge between duty-bearers and rights-holders, encouraging them to work together.

SCA focuses on developing the technical capacity of partners to implement programmes, carry out advocacy and develop systems for delivering programmes with accountability and transparency. To do this, SCA follows a very systematic process-oriented approach with five main steps – engagement, assessment, planning, implementation, and monitoring & evaluation. Apart from training, it provides coaching/mentoring/on-the-job training, exposure visits and regional and national learning platforms for duty-bearers and rights-holders to share experiences and learn from each other.

### SERVICE DELIVERY

SERVICE DELIVERY IS A PILLAR in SCA's strategic approach. Due to the lack of capacity within the government and organisations in Afghanistan, SCA's interventions need to continue to contain elements of service delivery until domestic capacity is sufficient to take over this responsibility.

SCA's service delivery shall be designed to ensure active local participation. However, SCA will focus on filling the gaps and responding to the development needs of the most marginalised.

SCA will engage in contracted implementation through partnerships with line ministries, or through gap-filling and quality enhancement service delivery aligned to policies and sectoral strategies such as community based education. All SCA service delivery will be aligned with national and provincial development policies, predominately the Afghanistan National Peace and Security Framework, and will be planned, managed and implemented with the fullest participation of the target communities and relevant authorities.

Service delivery is an entry point to the communities. Through service delivery, SCA has built mutual trust with local communities, authorities, and networks which has safeguarded SCA even in the most difficult areas and circumstances. SCA has built institutional strength, experience and knowledge to manage a multi-programme approach across different communities and contexts.

Furthermore, service delivery will contribute to platforms on which capacity building can take place, open grounds for testing innovations, and experiences that enrich and provide evidence for advocacy. We will continue to develop and pilot new models of service delivery. The aim of pilot projects is to integrate successful approaches into government policy and to transfer responsibility for these services to state institutions.

### ADVOCACY

ADVOCACY IS THE THIRD PILLAR of SCA's strategy and is a means to influence agendas,

Chalak Noorullah demonstrates school material at SCA's warehouse at Kabul management office. Here are various tools that students use when studying math.



PHOTO | MALIN HOELSTAD

policies, decision-making, awareness and behaviours at the local, national and international level. To give our target groups a greater opportunity to influence their own development, SCA shall support and strengthen their voices in influencing those in power as well as the design of policies, structures and systems. It shall be evidence-based by means of consultation, research and policy analysis. The basis for SCA advocacy is a close relation with target groups, communities and with civil society. SCA's advocacy shall reflect its core values and be founded on the experiences of development cooperation. Capacity building of the target groups, specifically civil society organisations and community-based organisations, in advocacy capabilities, is a critical component of SCA's work. It enables them to raise their voices with duty-bearers and to influence those in power in a constructive and peaceful way. ■

### SCA CARRIES OUT ADVOCACY AT THREE DIFFERENT LEVELS

- » At the local level, SCA develops the capacity of local non-governmental organisations and community-based organisations to advocate their rights by themselves towards local duty-bearers.
- » At the national level, SCA will carry out policy advocacy primarily in the thematic areas of education, health, rural development, and disability, alone or in collaboration with like-minded organisations and networks, to create an enabling environment and influence legislation and government policies in favour of SCA's target groups.
- » At the international level, SCA alone or with networks of like-minded non-governmental organisations will advocate to ensure that the rights and voices of the target groups receive adequate attention in policymaking, systems for effective development, and continued development aid to Afghanistan.

## SCA'S WORKING APPROACHES

### RIGHTS-BASED APPROACH

IN 2018-2021, SCA will continue mainstreaming rights through programmes, projects and interventions and advance knowledge and conceptual clarity of the rights-based approach through implementation. Implementation will include identification and capacity analysis of rights-holders and duty-bearers and reviewing SCA planning, implementation and Monitoring & Evaluation tools through a rights lens. It will also include establishing advocacy networks at the local, national and international level and facilitation of grassroots and policy advocacy.

The Universal Declaration of Human Rights, the Convention on the Rights of the Child, the Convention on the Elimination of All Forms of Discrimination against Women and the Convention on the Rights of Persons with Disabilities are guiding principles of SCA. SCA will strengthen its partners' understanding of the rights-based approach and build their know-how so this may be integrated into their everyday actions. SCA will also support them in mainstreaming the rights-based approach into their policies, systems and structures.

SCA will support the advocacy of target groups. Considering the important role of religious leaders, Muslim scholars, local politicians, chiefs and maliks, SCA will work with them, engage in dialogue and promote rights-based approaches from an Islamic perspective. SCA will support civil society, non-governmental and community-based organisations to extend advocacy efforts and establish local networks that will promote rights-focused policy advocacy at district and provincial level.

### GENDER MAINSTREAMING

GENDER MAINSTREAMING is an integral part of the rights-based approach and is of central importance to equitable and just development. SCA will make conscious efforts to strengthen the voice and organisational capacities of women, internally among staff as well as throughout our development interventions. We will ensure that all stages of the programme cycle adequately re-

#### SCA'S INTERVENTIONS WILL BE GUIDED THROUGHOUT BY RIGHTS-BASED PRINCIPLES

- » **Empowerment:** SCA will build the social and economic capacity of the target groups to address those with rights obligations (duty-bearers) and voice their rights.
- » **Participation:** SCA will engage the target groups - actively and meaningfully - in the design, implementation, monitoring and evaluation of activities that impact their lives.
- » **Non-discrimination:** All SCA operations will prioritise and support its target groups who are the most marginalised and vulnerable regardless of gender, age, ethnicity, religion, health status, etc.
- » **Transparency and accountability:** SCA will ensure that its operations are inclusive and transparent that promote downward (to the target groups) and upward (to the members and donors) accountability. SCA will also build the capacity of local civil society structures to hold the relevant duty-bearers to account.

cognise gender discrimination and address it. Gender equality cannot be achieved without the involvement of men and boys and therefore, SCA will actively and consciously engage men and boys in our programme interventions. Initiatives to further men's and boys' engagement to foster equality and address violence against women and girls in all spheres of life - within the family, the community, schools, public spaces and work environment - will be undertaken.

Strengthening gender-mainstreaming tools and aligning systems with rights-based approach principles is a priority for SCA in 2018-2021. During the previous Strategic Plans, capacity development and method units were created at all regional management offices aimed at strengthening SCA capacity both in the periphery and close to the target groups as regards rights and gender mainstreaming. In this strategic plan, these units will be further strengthened and SCA will start to transition from knowledge-building to practical implementation. Systematic planning and organisational commitment will be strengthened. Gender audits, gender checklists and other tools will be applied

throughout the programme's design and implementation processes. SCA's interventions will supplement government laws and initiatives for gender equality and rights provision and align with national action plans.

SCA will ensure an enabling and protective environment by supporting and building synergy between partners such as authorities and other legal, social and economic systems. Through cross-cutting units and programmes, SCA will engage both rights-holders and duty-bearers to build an enabling environment which addresses violence and promotes non-discrimination where SCA operates. SCA will empower girls and women, strengthening their voices and their capacity.

In the strategic plan, SCA will further strengthen the shift in efforts towards gender mainstreaming by engaging men and boys. Though it is proven that women and girls are the most disadvantaged group, targeting only them will not be good enough to facilitate their empowerment while men continue to be marginalised from discussion on gender and continue to dominate women's lives. Based on the findings in SCA's recent study, "The Other Side of Gender Inequality: Men and Masculinities in Afghanistan", SCA will plan interventions to target men and boys, aiming to take advantage of including them in programmes to promote gender equality and prevent gender-based violence. Interventions relating to behavioural changes will be undertaken at school level and competence development aimed at challenging stereotypical masculinity notions at the childhood and adolescent stage. Adopting a peer education approach, identified young boys will be involved in dialogue and trained as peer educators to promote a gender-sensitive and non-violent home and school environment. Furthermore, SCA will further strengthen the National Masculinity Alliance, an advocacy forum and platform for SCA, as well as other organisations and stakeholders.

### **STRENGTHENING COMMUNITY GOVERNANCE**

SCA AIMS TO EMPOWER target groups so that they may participate fully in society and influence their own development. This will not happen

unless community members are fully involved in meaningful participation from the beginning, and make their own decisions. To achieve this, SCA aims to further strengthen community governance as its working approaches.

SCA will facilitate an enabling environment in which communities interact with partner organisations and stakeholders, relate to one another and participate in taking decisions that affect their lives. SCA ensures meaningful engagement of the target groups and their representative community-based organisations, including traditional shuras, community development councils and other community bodies, in all phases of the interventions. SCA facilitates the establishment and capacity development of community-based organisations based on democratic principles, ensuring representation and participation of the whole community. There is a focus on women, persons with disabilities, girls and boys and on the facilitation between diverse groups with the long-term community interests at heart.

The aim is to create a sense of ownership and to empower the target groups – they should be accountable for the outcomes of their decisions and promote transparency and mutual accountability to ensure that public decision-making is accessible, open and honest. SCA supports platforms for community dialogue (such as non-governmental organisations) to access information and to raise awareness of rights whilst working with the duty-bearers, supporting them in responding to rights-holders in equitable ways. SCA will encourage community-based organisations to raise their voices, to form – and participate in – provincial or national advocacy networks and will involve them in broader civil society coordination through policy dialogues. SCA will coordinate all interventions with local authorities and relevant government line departments.

### **CIVIL SOCIETY SUPPORT**

WORKING WITH CIVIL SOCIETY organisations is increasingly important for SCA, as they play a vital role in advancing the interests and will of the rights-holders they represent. However, an effective contribution on the part of civil so-

ciety organisations to this mandate depends on their maturity, competence, preparedness, and capacity. In SCA's policy, civil society is defined as "the arena outside of the state and the private sector, where people work together under democratic principles with a common drive to achieve positive change, development, advocacy, and/or action, owned by themselves." The context analysis shows that the presence of formal civil society organisations in Afghanistan is very limited to the capital and to cities, and they are mainly ill equipped to influence national policies and agenda-setting. Stakeholder consultations revealed that civil society partners are looking for SCA's support mainly in capacity building and advocacy.

As described under the 'Partners' section of this document, SCA works in partnership with a broad range of civil society organisations and institutional partners. This section only concerns those civil society organisations to which SCA provides direct organisational development support to strengthen advocacy, and to engage with government line departments to improve policies and effective implementation of basic services. These organisations are mainly community-based organisations, social associations and professional associations. Nevertheless, local and national non-governmental organisations are potential civil society organisations that SCA might identify and support during the period of this strategic plan.

SCA's support is based on agreed objectives, meaningful participation and local ownership. To the extent possible, SCA aligns its systems and routines to accommodate civil society organisations' systems for planning, monitoring and evaluation, and reporting. Many of these organisations are organisationally weak, especially in areas of local governance and financial management; thus, SCA provides the following support:

**1. Strengthening of target civil society organisations without giving grants**

For those who currently lack capacity or due to programmatic priorities, SCA will decide to support them only with capacity development.

**2. Capacity development support with grants provided through SCA financial system**

This targets partners that meet the criteria but is based on their financial assessment, SCA considers them as a high risk as regards fund management.

**3. Capacity development support with transfer of grants**

Targets partners that meet the criteria and formal requirements for receiving grants. SCA provides capacity development for the overall functioning of the civil society organisation and for the activities that the organisation will undertake as part of the project grant.

**GEOGRAPHICAL PRESENCE AND SYNERGIES**

SCA'S LONG-TERM committed presence in many provinces has provided SCA with a unique comparative advantage of reputation and acceptance, particularly among rural communities. SCA will continue to strengthen its multi-programmatic approach and presence across the 14 provinces in which it currently operates. It will focus on cross-programmatic synergies and coordination with local authorities and communities to maximise impact and ensure effectiveness and efficiency of operations.

Over the past two strategic plan periods (2010-13, 2014-17), SCA has decreased the number of coverage provinces from 17 to 14. However, it has also expanded its multi-programmatic presence by moving programme components to districts where the needs were pressing but presence was limited. During the current strategic plan period, SCA will neither decrease nor expand the number of provinces. Rather, it will continue to rationalise and consolidate its presence at the district level to maximise synergies among programmes, coordination with local authorities and communities, enhancing acceptance, security and safety of staff and efficient use of administrative and logistical resources.

However, under certain conditions, SCA may decide to enter new provinces/districts or exit from current provinces/districts. If so, this will be done to ensure stronger programme coordination and synergies, best use of resources, whilst maintaining

effectiveness and quality; maximum impact of operations and sustainability; and improved security coordination. In such instances, further guidance will be provided through relevant internal policy guidelines.

### **CONFLICT SENSITIVITY**

IMPARTIALITY AND COMMUNITY acceptance allow SCA to work in areas where others may not have access. Conflict sensitivity is essential in mitigating the complexities involved in applying the rights-based approach in Afghanistan. For change to be sustainable, it is important to understand the different local contexts in which we operate.

We endeavour to maintain and strengthen our focus on impartiality and the target groups' development needs, which enables us to operate in most insecure areas. The communities are our most important local partners and their participation in planning, implementation and follow-up is essential to avoid contributing to existing or potential future conflicts.

To maintain this, SCA believes that the target groups must be active agents of change and treated as partners rather than recipients. SCA aims to facilitate change rather than impose it, identify issues and seek local solutions together with communities. In this situation, SCA strives to understand the local culture and religion and respect the importance that cultural and religious values have in people's lives.

It is important not to be perceived as taking sides in the conflict. This is particularly challenging in contested areas where the conflict is often more violent and the parties might put pressure on SCA to show loyalty to them. Despite these difficulties, access to contested areas is necessary to be able to support those in need in these areas.

In some SCA coverage areas, armed opposition groups are in control, which makes them important local stakeholders; their families and children are amongst the target groups and they have the power to allow or deny SCA access and to implement activities in line with our values and plans. It is important in these situations to

maintain a dialogue through local communities and clearly communicate our vision, mission and values, raising awareness on who we are and who we are not. Communities remain the main channel of dialogue with armed opposition groups in areas under their control. This understanding helps us gain trust so that local communities as well as authorities commit their resources and take responsibility for their development.

SCA will remain transparent and accountable and uphold quality in all we do. To strengthen acceptance, SCA will involve the target groups and stakeholders in planning, implementation and monitoring, and we will deliver what we promise.

### **FLEXIBILITY, ADAPTABILITY AND INTERNAL SYSTEMS**

WORKING IN A COMPLEX and rapidly changing context such as Afghanistan requires that operations and approaches are continuously assessed and adjusted to political, social and security changes. In such a context, progress towards rights realisation is a mixture of achievements and lapses as the conditions for the potential change of our targets groups is constantly changing. It limits the possibilities for SCA to continuously interact with target groups, be present, implement and follow up. Therefore, it requires that we further develop monitoring and follow-up mechanisms to increasingly learn about the changing context and adjust our methods/approaches accordingly.

Finally, robust internal systems and procedures are essential for the effectiveness and efficiency of our operations and for continuous organisational development. Financial and administrative systems will be further developed and staff capacity will be built at all levels of the organisation. Robust financial and administrative systems and procedures are crucial to ensuring effective control and transparency. Initiatives to augment staff motivation, particularly female staff, through competitive remuneration packages, a harassment-free working environment and career development opportunities will be undertaken. ■



Shazia Pashtun has worked as a midwife for more than 30 years. The last 16 years at SCA's provincial hospital in Mehtarlam in the province of Laghman. Over the years, Shazia has assisted over 5,000 births.



# Strategic Objectives

## STRATEGIC OBJECTIVE 1

### THE HEALTH AND NUTRITION CONDITIONS OF SCA TARGET GROUPS ARE IMPROVED

IN LINE WITH SDGS 3 AND 6, SCA will further strengthen its engagement and scale its contribution to improve health and nutrition conditions of the targeted community through the implementation of the Basic Package of Health Services (BPHS) and Essential Package of Health Services (EPHS) along with Learning for Healthy Life, School Health, Mentorship and other projects. This means working towards improved access to good-quality basic and specialised health services, as well as improved understanding of and behaviour towards health promotion and disease prevention. Initiatives to improve the health of mothers and children will get more attention over the strategic plan period as maternal and child mortalities in Afghanistan are still among the highest in the world. SCA will work on generating demand for health care among rights-holders through raising awareness of the opportunities to utilise health care services. We will also work with government institutions to provide good quality services for the target community in response to their needs and rights to health.

In this strategic period, the rights-based approach will focus on the empowerment of communities to demand their health rights, for instance through supporting health shuras. SCA will work with provincial health authorities to build their capacity in rights, disability and gender-sensitive health planning, and the implementation and monitoring of health services. SCA will also further strengthen its presence at the national level by actively participating in technical working groups at the Ministry of Public health to influence policies and strategies on behalf of and in line with the development needs of our target groups.

#### OUTCOME 1.1

Improved access to quality health care and utilisation of health services

SCA WILL CONTINUE TO SUPPORT the Ministry of Public Health in improving access to and utilisation of health care services through execution of the BPHS and the EPHS supplemented

with Learning for Healthy Life, School Health, value-adding interventions related to mother and child health in selected provinces. SCA will ensure an adequate supply of medicine, medical and non-medical equipment to health facilities and the availability of qualified health workers in target communities.

SCA will support the Ministry of Public Health in addressing human resource gaps for health through community midwifery and nursing education programmes to ensure that all pregnant women have access to skilled care at all health facilities. A specific emphasis will be placed on hiring and training more women health workers so that they can provide health care services in rural areas to improve antenatal care, institutional delivery and family planning services. SCA will work with the local community and health professionals in raising awareness on gender-based violence and play a pivotal role in providing medical and psychosocial treatment to survivors of sexual and gender-based violence. SCA will also work with the Ministry of Public Health and international agencies such as the World Food Programme to reduce the prevalence of acute and chronic malnutrition among children and improve the nutritional status of pregnant and lactating women in its target provinces through nutrition education and counselling and other supplementary feeding programmes.

To assist in building a cadre of specialist and appropriately qualified rehabilitation staff, we will continue to provide and facilitate the long-term and short-term training of health professionals for both pre-service and in-service, more specifically of physiotherapists and prosthetic & orthotic technicians. SCA will provide diploma courses in physiotherapy and prosthetics, while increasing the rights and gender sensitivity of all health staff in target communities, making them aware of the needs of persons with disabilities and victims of gender-based violence.

SCA will strengthen its existing referral and transport system in target communities to ensure that clients can reach health facilities and get timely services. SCA will support the Ministry of Public Health in introducing e-health informatics concepts in public health. The MyChild system will be scaled up and introduced in other health facilities after an assessment and cost-benefit analysis has been carried out.

SCA will work towards improving health infrastructure through the building and rehabilitation

of health facilities including maternity wards, waiting areas for women, physiotherapy clinics and orthopaedic workshops for girls and women, boys and men and persons with disabilities. Accessibility features such as ramps, railings, wide doors, signage and symbols and toilets ensuring access, safety and security of persons with disabilities and environmental protection will be considered in all constructions.

SCA will produce and distribute mobility and assistive devices to persons with disabilities through its orthopaedic workshops, while intensifying policy dialogue with the Government to gain acceptance of EPHS responsibility for orthopaedic services. The ultimate aim is for the Ministry of Public Health to take over orthopaedic workshops as part of the public health system.

SCA will provide physiotherapy to persons with or without disabilities through institutional and community-based therapy. However, there will be a shift from centre-based to community-based services to ensure availability of physical rehabilitation services, especially to women and girls with disabilities in remote locations. Treatment of deformities resulting from dysplasia of the hip and of children with clubfoot deformities will be prioritised.

## **OUTCOME 1.2**

Target groups show improved behaviour on how to prevent disease and improve their health

WE WILL WORK CLOSELY with the target communities to ensure that families, especially mothers, children and persons with disabilities, have improved access to age, rights and gender-sensitive health information. Women's awareness about reproductive health and rights-related issues such as pregnancy, childbirth, abortion, menstruation and contraception will be our prime focus areas through Learning for Healthy Life and health information sessions at health facilities. We will collaborate and create links with educational facilities supported by SCA to ensure that girls and boys attending these facilities are provided with adequate and equitable health services, for example through school health projects.

We will also run water, sanitation and hygiene projects (WASH) in target communities in cooperation with community development councils, water management committees and

Saida Wafa is a midwife at the health care clinic Aziz Khan. Here she weighs Tamana, 3 years and gives Tamana's mother Noorzia dietary advice and tips on dietary supplements.



other community groups, to provide safe water supply; ensure basic but proper sanitation; and give guidance and education on hygiene. As initiated during the previous strategic plan, we will continue to enhance the role of communities in the implementation of WASH projects by handing over responsibilities to community development councils while continuing to facilitate and provide the capacity support to them. To reinforce the effect of these projects, we will also run environmental awareness campaigns to stimulate communities to make their villages safer, cleaner places to live in and to assure sustainable use of natural resources such as water and agricultural land.

### OUTCOME 1.3

Community-based organisations in target communities and professional associations are more self-organised, representative and fulfil their responsibilities in the promotion and advocacy of accountable and responsive health services

SCA WILL SUPPORT community-based organisations such as health shuras, disabled people's organisations, community development councils and professional associations such as the Afghan Midwifery Association (AMA), the Afghanistan Association of Physical Therapists (AAPT), the Afghanistan National Society for Orthotics & Prosthetics (ANSOP), women's associations and any other relevant community-based organisations or professional associations in their efforts to be more self-organised and inclusive.

The support will include:

- » Organisational capacity development based on participatory needs assessment.
- » Awareness-raising on rights including the rights of persons with disabilities, environmental sensitisation and gender-based violence.
- » Capacitate them with tools and methods to carry out rights-based advocacy on issues of importance for them towards the duty-bearers at the provincial level as well as linking the input of local advocacy to national level programmatic advocacy undertaken by SCA on behalf of the target groups.

Health shura members and community health workers will be given training in health needs, health rights and challenges for persons with disabilities in accessing health services. They will be sensitised to the specific health needs of men, women and children with disabilities. Coordination between community based rehabilitation workers and community health workers will be strengthened further in terms of mutual referrals of persons with disabilities to health and rehabilitation services.

### OUTCOME 1.4

Health authorities have better capacity to secure sustainable, effective and inclusive health services

SCA WILL CONTINUE to build capacity at national and provincial levels of the Ministry of Public Health to carry out supportive supervision, monitoring and evaluation of health interventions and gender and disability-sensitive health planning.

With the aim of improving knowledge and ownership of Provincial Public Health Department staff, joint monitoring visits will be organised with representatives of the Provincial Public Health Department to monitor physical rehabilitation services of SCA. Furthermore, in order to improve the knowledge of health staff on physical rehabilitation, medical students on internships will be oriented on physical rehabilitation.

At the national level, SCA will join hands with other rights-based non-governmental organisations and disabled people's organisations to carry out advocacy for greater access and responsiveness to the special needs and interests of people with disabilities within health services in the community. Special attention will be paid to encouraging the Government and international donors to prioritise physical rehabilitation and other specific health-related services of persons with disabilities in health-related policies and programmes.

By participating in policy forums and technical working groups, SCA will also work with like-minded organisations to support the Ministry of Public Health in developing rights and gender-sensitive national health policies and strategies. At the same time, SCA will go on to address the issue of violence against patients, health care workers, facilities and vehicles to ensure safe access to and delivery of health care in armed conflicts and other emergencies. ■

## STRATEGIC OBJECTIVE 2

### ALL CHILDREN IN TARGETED COMMUNITIES HAVE IMPROVED LEARNING ACHIEVEMENTS

THE GOVERNMENT OF AFGHANISTAN has its National Education Strategic Plan (NESP-III) in place for 2017-2021. NESP-III has been formulated around the three strategic areas of education interventions, i.e. quality and relevance, equitable access and efficient management. SCA's interventions with community-based education, coaching classes, mobile schools, teacher training, Teachers Education Master Programme (TEMP-2) and inclusive education initiatives contribute to the core areas of the national strategic plan and Sustainable Development Goal (SDG) number 4, which is quality education. SCA's increased emphasis on girls and other marginalised groups aims to back SDGs 5 and 10 respectively, which are gender equality and reduced inequalities.

SCA will prioritise its education intervention aimed at improved learning outcomes in the current strategy period. Stronger focus will be given to improving learning outcomes and teachers' efficiency in this intervention phase. SCA continues working with children of excluded groups such as children with disabilities, girls, nomads, minorities and migrants to ensure their continued mainstreaming, retention and learning. Children with disabilities will be provided with preparatory education support before enrolling in a formal school. With its support to the continuation and resumption of girls' secondary education, SCA continues its efforts through coaching classes and accelerated learning activities in the

field and through TEMP-2 intervention at the systemic level.

SCA aspires to innovate and apply newer learning strategies such as short-term learning camps, increased learning time in the community-based education schools, utilising learning materials provided through resource centres and Innovative Quality Reading Advancement (IQRA). Parental support and enhanced learning time of the students are other critical factors resulting in improved learning levels of the students. SMCs will be a critical link seeking parental backing for improved access, attendance and continued learning on the part of the students, especially girls. Since a substantial number of school age children are still out of school in the remote areas and the enrolment rate for girls is less than 50% in the schools, SCA plans to expand the number of community-based education and other education facilities. Policy level issues such as gender-based discrimination, availability of female teachers and availability of gender-sensitive text books are to be raised at relevant forums through the advocacy efforts.

#### OUTCOME 2.1

Improved access and inclusive learning environment for all children

SCA WILL PROVIDE community-based education, including mobile schools for nomad

Lesson at one of SCA's schools in the province of Takhar.



children and coaching classes for girls/women who have dropped out earlier. SCA will focus on children that are the hardest to reach in rural communities, children with disabilities, internally displaced and returnee children. Concentrated efforts will be made to reach out to girls and nomad children. Components such as toilets, ramps and boundary walls will be added to school buildings to improve accessibility. Teachers will be oriented on inclusive education, gender sensitivity and ensuring equal access to education resources and opportunities for all children. SCA aspires to increase ongoing support for establishing preparatory classes for children with special educational needs in order to cover more children.

SCA's existing support to community-based education schools has provided access to education for a large number of marginalised children, but access to school is still a significant focus area for the Government (NESP-3) as well as SCA. SCA will increase the number of community-based education schools and add more classrooms to the existing ones.

Preparatory education of children with disabilities will be important in preparing them for inclusion in mainstream schools. SCA plans to pilot home-based support for children with special educational needs. Special packages of learning aid and supplementary materials will be made available to the students with special needs. Co-curricular activities will be organised to enhance the self-esteem of children with disabilities and prepare them for an inclusive educational environment. Institutional links will be created between preparatory education and rehabilitation centres and public /community-based education schools to pave the way for inclusion of children with disabilities in mainstream schools. SCA will continue to support training of teachers on inclusive education (sign language, braille etc.) and use available materials to facilitate retention and learning for children with special needs.

SCA will also ensure that students in its community-based education schools lead healthy lives through implementing school health projects, including hygiene information to students, teachers and parents; medical check-ups; and linking schools with health facilities for referral of students with severe diseases. The school hygiene project of SCA will continue to work with adolescent girl students to improve awareness on menstrual hygiene, providing menstrual kits

and construction of special washrooms inside the girls' school buildings.

## **OUTCOME 2.2**

### Enhanced effective teaching and quality education

SCA WILL CONTINUE TO WORK in partnership with the government education system to increase its efficiency. Teachers, teacher educators and administrators will continue to benefit from SCA's sustained support through the Teacher Education Master Programme and other forms of training, special courses, exchange visits and orientation courses, with priority to women teachers and teacher educators.

Working teachers will be supported through a range of provisions also to enhance their competence, subject knowledge and qualification. SCA provides mentorship and academic support to new teachers through the existing resource pool of senior teachers, master trainers and education field supervisors. SCA is in discussion with the Ministry of Education to include working teachers in community-based education schools in in-service teacher training courses organised by the Ministry.

Training on the teaching of children with special educational needs and on inclusive education will be integrated into all activities and resources and be shared with the district and provincial teacher training centres.

SCA believes that the quality of learning depends largely on the availability of competent teachers and other personnel in the educational system. SCA will focus on enhancing the capacity of the existing workforce and will recruit qualified teachers, especially women, in its targeted educational facilities. This will include enhancing the academic knowledge and capacity of teacher training colleges and teacher development centres, as well as enhancing organisational capacity and advocacy skills of the teacher elected councils at national and subnational (provincial and district) levels.

SCA will continue providing teaching aids/materials to schools and constructing standard and accessible school buildings in an attempt to reach out to large numbers of out-of-school children, especially children with disabilities and girls. Resource centres will be constructed and furnished with scientific equipment and reading materials



to promote science experiments and reading habits of the students which will result in improved quality of education. School level assessment practices in the country are not standardised. SCA is willing to change the existing exam culture by means of demonstration of standardised texts in the intervention schools and influencing government policy during this strategy period.

### **OUTCOME 2.3**

Community-based organisations in target communities and professional associations are more self-organised, representative and fulfil their responsibilities in the promotion and advocacy of accountable and responsive education services

SCA WILL BUILD CAPACITY and encourage school management committees and teachers elected councils to include more women, persons with disabilities and young people to be decision-making members. These members will influence decisions in schooling affairs related to girls, boys and those with special educational needs.

Along with school management committees, teachers elected councils will be trained to provide support and conduct rights-based advocacy to improve the quality of services and learning in schools. Teachers' elected councils will be supported in establishing mechanisms for self-reliance such as members' contributions. School management committees will be encouraged to ensure representation of community development councils in their structure. SCA will engage local communities in advocacy towards provincial education departments/district education departments for the delivery of rights and gender-sensitive education and inclusive education. Members of school management committees and teachers elected councils will be trained to mobilise local community members and parents in improving the quality of learning and decreasing absenteeism.

To build better understanding of education rights and needs of children with disabilities and to increase the demand for their education, sessions will be organised for parents, teachers and students in public schools and the for community as a whole. SCA will work closely with the Afghan National Hearing Impaired Association to prepare and improve the Afghan sign language dictionary with focus on school textbooks. Advocacy towards the Ministry of Education for the reno-

vation of the national braille press will be a key focus of the disability programme.

SCA will promote preparatory education resource centres and village preparatory education centres, involving authorities of local schools, members of disabled people's organisations, parents and other influential members and networks in the community.

Links with the institutions (school management committees, District-Provincial-National) will be established to carry out advocacy to ensure timely delivery of textbooks to students, upgradation of community-based education schools, the recruitment of new groups of women and men teachers, capacitating and ensuring participation of women in the school management committees.

### **OUTCOME 2.4**

Education authorities have better capacity to secure sustainable, inclusive and effective education services

SCA IS PART OF a number of significant working groups and committees established by the Ministry of Education, such as the Human Resource Development Board, the Education Coordination Committee, the Education in Emergency Group, the Community-based Education Working Group, the Teacher Education Working Group, the Curriculum and Textbook Revision Working Group, and the Learning Assessment Working Group.

SCA aspires to capitalise on the rapport with the Ministry of Education and other government officials along with building the capacity of the decision-makers. Data management, changing the existing exam culture, improving joint monitoring visits and providing on-site academic support to teachers are the potential areas where SCA aspires to support government authorities. Using capacity-building guidelines and needs assessments, required inputs would be provided to build the capacity of the relevant government officials. TEMP-2 has been rolled out by SCA to support the teacher education programme in all of the 34 provinces.

SCA will continue to raise issues for the larger policy and systemic changes through advocacy efforts using partners, civil society networks, TECs and masculinity alliances around gender sensitivity in policy, curriculum, textbooks and changes to the existing examination culture to make the school environment more inclusive and child-friendly. ■

## STRATEGIC OBJECTIVE 3

SCA TARGET GROUPS ARE MORE ENGAGED IN COMMUNITY-DRIVEN DEVELOPMENT AND ARE ABLE TO SECURE THEIR MEANS OF LIVING, PROVIDING THEM WITH RESILIENCE AGAINST SHOCKS AND EMERGENCIES

THE FIRST OBJECTIVE of the Afghanistan National Peace and Development Framework 2017 to 2021 under development priorities is to “promote sustainable job creation to improve public welfare and support Afghanistan’s progress towards achieving the Sustainable Development Goals (SDGs)”. SDG 8 is to “promote inclusive and sustainable economic growth, employment and decent work for all”. Targets 10.1 and 10.2 under SDG 10 are specifically about income growth of the bottom 40% of the population and empowering and promoting the social, economic and political inclusion of all. The Citizens’ Charter Afghanistan Project initiated by the Government of Afghanistan in 2016 aims for community-driven development through community development councils and cluster community development councils together with all sectorial ministries and local government departments. The aim is to support the target communities

in strengthening the right to representation and participation of all groups in the community in decisions that affect their lives.

SCA will continue its support to target groups to help them increase their income. Saving groups, village saving and loan associations and producer groups will be supported to scale up existing livelihoods and to diversify or initiate new business. Furthermore, SCA will facilitate the establishment, meaningful participation, and capacity development of democratically elected community development councils, cluster community development councils and civil society organisations to lead community-driven development and advocate the rights of their respective communities. At the same time, technical support and capacity building will be provided to local authorities, especially district governor offices and line departments to strengthen their



A female shura in the province of Samangan. From the left: Zaituna Haidari – head of the shura, Sabra Sadat – shura assistant, Shekiba Amini – SCA field officer, Zarifa Azizi and Khala Gul Andan – both members of the shura.

ability to respond to community rights in an accountable manner.

### **OUTCOME 3.1**

SCA target groups have enhanced existing livelihoods and/or diversified livelihood options

SCA WILL SUPPORT households to enhance existing means of livelihood and diversify the source of income to strengthen their resilience. To provide access to credit and financial resources, SCA will promote savings groups of adult members from economically and socially vulnerable households. The savings groups are expected to promote the self-saving habits of households, and members can receive micro-loans internally that can be crucial input for the establishment of small enterprises. When mature, the savings groups form a village saving and loan association at community development council level. In addition to the contribution of savings groups, SCA will provide revolving loans to form capital in the village savings and loan associations that could be distributed among households that present attractive business plans to village savings and loan associations.

Furthermore, SCA will enhance and promote demand-driven vocational skills, with particular focus on women and persons with disabilities. SCA will work closely with livelihood community-based organisations to assist them in gaining greater access to markets. Producers engaged in similar activities will be encouraged to establish producer groups to perform collective sourcing of raw material, production and selling. SCA will also facilitate livelihood community-based organisations to form partnerships and networks. This might include joint business ventures, mechanisms for the marketing of products, goods and services, advocacy structures, and public/private forums for public budgeting, planning, monitoring and evaluation of sub-national government projects.

SCA will continue its employment support in-

tervention of disability programmes in the areas where community governance and livelihood projects have not been rolled out. In this intervention, SCA uses a wide range of participatory methods to facilitate acceptance of people with disabilities as contributing members of society. SCA will work with local businesses and employers to promote employment of men and women with disabilities. At the same time, vocational training courses will be provided to persons with disabilities with the objective of equipping them with market-oriented skills and enhancing their access to employment/self-employment. SCA will also continue to provide interest-free loans to men and women with disabilities to enable them to start, scale up or diversify their livelihood options. At the same time, saving credit activities will be promoted through self-help groups of men and women with disabilities.

### **OUTCOME 3.2**

Community-based organisations in target communities are more self-organised, representative and fulfil their responsibilities in the promotion and advocacy of accountable and responsive community-driven development

SCA WORKS WITH COMMUNITY-BASED organisations under different strategic objectives. However, this particular outcome is concerned with community-driven development at an overall level, rather than being limited to any particular sector. SCA's facilitating partnership with the Ministry of Rural Rehabilitation and Development for the Citizens' Charter as well as the community governance component of the Community Governance and Livelihoods Programme contribute to this aim. SCA will continue to support disabled people's organisations as one of the key community-based organisations to promote and actively advocate the rights of persons with disabilities.

SCA will phase into target communities starting with participatory community resource and poverty analyses and identifying decision-making structures. SCA will facilitate the establishment

of representative community development councils and cluster community development councils through democratic secret ballot election and support the enhancement of their capacity development under Citizen Charter Afghanistan Project and Community Governance and Livelihoods Programme in order to deliver core infrastructure and social service, such as drinking water, irrigation, rural accessibility, energy, primary education and a basic package of health services. The newly established cluster community development councils will be strengthened for managing bigger development projects covering several communities. Community development councils will be supported to enhance their capacity for being accountable to their constituent communities and advocating the legitimate rights of their communities with local authorities. SCA will facilitate linking community development councils to local authorities at district, province and national level.

SCA will continue its support to disabled people's organisations to carry out awareness-raising and advocacy activities on the rights of persons with disabilities. SCA will promote and strengthen women's disabled people's organisations, which will help create a platform for women with disabilities to come together, share their experiences and advocate their rights. Self-help groups of men and women with disabilities will be promoted and strengthened to function as grass roots disabled people's organisations at community level. The self-help groups will work towards the mutual interests of their members. Using a wide range of participatory methods, SCA will continue to engage in dialogue with community members to enable and promote full inclusion of persons with disabilities in the community and in society as a whole. Disability organisations in SCA-targeted areas will be technically and financially supported to promote livelihood activities for persons with disabilities.

### **OUTCOME 3.3**

Local government authorities have enhanced capacity to better respond to the demands of the target groups

CONCENTRATING ON DISTRICT LEVEL structures of local governance, SCA will assist both representative and executive bodies in clarifying their roles and defining their responsibilities to one another and publicly to the communities which they serve.

SCA will facilitate participatory needs assessments with executive bodies, which will define a programme of capacity development assistance to the local authorities for their organisational development and smooth functionality. Closer communication of the executive bodies will be established with community-based organisations and civil society organisations.

SCA will stimulate the responsiveness of local governments by facilitating the application of new knowledge and skills to joint planning, budgeting and monitoring with non-governmental organisations. In addition, executive bodies at district level will be assisted in developing feasible action plans based on development strategies.

To strengthen development cooperation at the local level, SCA will conduct exchange visits to champion civil society organisations and community-based organisations at district, provincial and national level, and encourage local authorities to enter into cross-sector coalitions with community-based organisations, non-governmental organisations and other development actors. Local authorities will be assisted in engaging in debate and policy dialogue with local communities, their community-based organisations and civil society organisations on the full range of issues identified as priorities by communities. SCA will assist district authorities in developing responsive and practicable development strategies based on participation in forums such as round tables, conferences and social audits – as well as more informal, regular communication with civil society organisations and non-governmental organisations. This will help promote corruption-free systems at district level. ■

## STRATEGIC OBJECTIVE 4

### STRENGTHENED PUBLIC AND POLITICAL COMMITMENT FOR THE RIGHTS OF THE PEOPLE IN AFGHANISTAN

THIS OBJECTIVE WILL CONTRIBUTE towards SDG 17, in strengthening partnerships for development goals, as well as the overall achievement of SDG 16, to enhance peace and justice. To achieve this objective, SCA will further strengthen its communication and policy advocacy efforts. This strategic objective addresses external communication in Sweden and to a lesser extent in other European countries, in support of policy advocacy focusing on high-level policy-making aimed at securing support for the rights of the people in Afghanistan.

In Sweden, strategic communications increase public knowledge about Afghanistan and SCA, leading to greater willingness among the public to support SCA with increased private donations and to become members. A knowledgeable public will put pressure on policy-makers to support a development agenda that benefits the rights of SCA target groups in particular and the Afghan people in general.

Advocacy at the policy level aims to directly inform and influence policy-makers to take decisions that are supportive of the rights of the people in Afghanistan. SCA and the networks SCA are involved in will carry out research and policy analysis that will be presented through various channels such as events, seminars, op-eds and face-to-face meetings. We will strengthen the voices of target groups in SCA policy advocacy in creative and meaningful ways. SCA will also look for synergies connecting advocacy in health, education and rural development, informing about SCA advocacy on international policy change under this strategic objective.

SCA advocacy is evidence-based and shaped by the experiences of SCA's target groups which will strengthen the view of SCA as a rights-based expert organisation.

#### OUTCOME 4.1

Stakeholders in Sweden and Europe are more knowledgeable and act in support of the rights of the people in Afghanistan

SCA IS IN A UNIQUE POSITION to inform about Afghanistan and why we need to support its people. Through the in-depth knowledge coming from more than thirty years of presence in Afghanistan, SCA can tell stories that move and give deeper insights about a country that is portrayed in the media as war-thorn and suffering. From this platform, SCA will promote knowledge of how rights-based approaches change the lives of people in Afghanistan. Through channels such as Afghanistan-Nytt, web, social media and local committee activities, SCA can reach a wider audience. To sustain the support from SCA members and the Swedish public in general, it is important to show that we make a change by using rights-based approaches and SCA can tell why it is at the core of SCA activities in Afghanistan.

SCA will provide the public with opportunities to engage with SCA, either by becoming members, by donating or by disseminating information about SCA's work in Afghanistan. It is important to increase private donations, to secure relative independence from institutional donors, but having many donors is also an indicator for solidarity. A strong membership base makes SCA unique as one of few professional aid organisations with a dedicated people's movement active for the support of one single country. This gives SCA a unique voice in terms of credibility and the opportunity to provide the public, including members, with an opportunity to learn about Afghanistan and contribute to its development.

SCA will communicate through the mass media in Sweden and Europe with the aim to present relevant, critical and solution-oriented op-eds



SCA seminar at the Gothenburg Bookfair 2017. The topic was that no girls should feel unsure of going to school during menstruation. From the left Madeleine Fogde, Senior Project Manager, Stockholm Environment Institute, Andreas Stefansson Secretary General SCA and discussion leader Ami Hallberg Pauli.

and articles. SCA will also assist media in reporting about Afghanistan and SCA in a way that supports the right of the people in Afghanistan, by linking media representatives with relevant individuals and groups that can provide a deeper picture of Afghanistan.

#### **OUTCOME 4.2**

SCA positions, supported by target group voices, increasingly contribute to donors' and policy-makers' decisions to respond more effectively to the demands of SCA's targets

SCA WILL CONDUCT regular policy research and analysis to support evidence-based advocacy. The research will, when relevant, be based on SCA target group voices. Key areas of attention for SCA policy advocacy is safeguarding donor commitments made to Afghanistan during the transitional decade up to 2024 and described in the Sustainable Mutual Accountability Framework Agreement. Development policies formed under this agreement should aim at reducing poverty and support the rights of people in Afghanistan. Another key issue for advocacy is the deteriorating respect for aid workers in conflict zones. SCA will also prepare needs-based policy papers in cooperation with other actors on upcoming issues, mainly through various civil society networks, focusing on various development and aid effectiveness issues that may affect support to Afghanistan.

Policy advocacy requires extensive networking and cause-oriented coalition-building to achieve sustainable results. The recently revived ENNA network of European civil society organisations working in and with Afghanistan already has well-established connections with the European Commission and focuses on following up the Sustainable Mutual Accountability Framework. To capture the voices from Afghanistan and bring them to Sweden and Europe to support advocacy, SCA will engage with Afghan civil society networks and partners to formulate position and policy papers, either independently or under the name of the coalition. SCA has extensive networks in Sweden working with umbrella organisations like CONCORD and with SIDA framework organisations on issues such as development and aid effectiveness and operational conditions for SCA work supported by SIDA/ the Swedish government.

SCA and SCA networks' advocacy also relies on strategically approaching the most relevant policy-makers, primarily in Sweden and the EU, influencing them to be supportive to the rights of the people in Afghanistan by presenting evidence-based arguments and promoting the voices of SCA target groups. Within Afghanistan, SCA, and the networks SCA is part of, contribute to national policy decision-making by highlighting measures that are supportive to SCA target groups. SCA will work to find means for target groups to be represented in direct meetings with policy-makers. ■

## STRATEGIC OBJECTIVE 5

### SCA IS A MORE CREDIBLE AND SUSTAINABLE ORGANISATION, WORKING TOGETHER TOWARDS ACHIEVING ITS MISSION

THIS IS THE FIRST TIME that SCA has included a specific strategic objective relating to organisational development in its strategic plan. SCA's operations aim for long term results. By introducing organisational development as a strategic objective, SCA will emphasise its continued investment in long-term internal development, accountability, credibility and sustainability.

Recognising that SCA's members of staff are the organisation's greatest resource, we will continue to invest in our staff, their tools, better understanding and implementation of the systems. With increased attention, we will internally integrate the aspects of gender, transparency and sustainability. According to staff responses in surveys, the management and supervisors are the most important source of information when it comes to related information and decisions made at the organisational level.

SCA has a large workforce and offices in remote locations. It is a challenge to make all staff pull together in the same direction to achieve results; this strategic objective aims to address this. SCA aims to improve collaboration between offices and units to increase transparency, improve planning and reporting processes and strengthen sustainability.

The decentralisation process that started during the previous strategic plan period now needs to be further embedded in decision-making structures, providing the whole organisation with skills, tools and resources. Awareness of this objective is a unifying factor and driver of transformation.

#### OUTCOME 5.1

Improved coordination and collaboration to support good results for the organisation

BY FURTHER CLARIFYING the roles of units and individuals and increasing understanding of the

responsibilities of their colleagues, staff will be able to perform their duties more efficiently. This aims to strengthen collaboration and accountability of all staff and units.

SCA planning is a challenge. It is difficult to adapt the planning process to meet the needs and specific circumstances of each unit or office. Standardising and communicating the current planning tools and the information that goes with them and setting deadlines in a participatory process will improve inclusiveness, efficiency and coordination of our planning processes.

SCA is a large organisation with a widespread workforce. The communication platform for all communication, both internal and external, builds on the core values of SCA. This platform guides all communication, meeting structures and decision schemes. Aiming for decisions that have broad support within the whole organisation and in line with the strategic plan will continue to improve and further develop our internal communication tools and their access to the entire organisation.

#### OUTCOME 5.2

SCA staff are more motivated and better capacitated to contribute towards the long-term objectives of SCA

UNEVEN WORKLOADS lead to frustration, dissatisfaction, conflicts and delays. SCA aims to prevent this by bringing awareness and developing supporting tools to this at times forgotten factor behind unmotivated and dissatisfied staff. SCA will systematically follow up on working hours and perceptions on workload to identify positions, functions and processes that may need strengthening in terms of human resources or changes in work processes.

Managers will receive greater support to develop leadership capacities and be provided with tools to further enhance their coaching and



SCA has a large workforce and offices in remote locations. It is a challenge to make all staff pull together in the same direction to achieve results. Strategic objective 5 aims to address this.



PHOTO | MALIN HOELSTAD

management skills. We will elaborate our tools for follow-up on compliance of timelines in key processes to analyse whether we meet our own work requirements.

SCA's system for managing recruitments needs to gain further broad support in the organisation. Transparent recruitment processes are crucial for the reputation of the organisation, as this is an area in which the risk of nepotism is critical. The recruitment process needs more capacity in its supporting tools to ensure all requirements are met. Improving the procedures and their control functions will ensure increased transparency and accountability in recruitment processes. Supporting staff who stand and act against nepotism is important when promoting meritocracy.

We will gradually improve and elaborate the current appraisal system for sustainable competence development. Based on the appraisal findings, annual competence building plans will be prepared to build a clear link between performance appraisal to identify competence development needs. The purpose is to ensure that the right competency development opportunity is provided to the right staff and to avoid injustice between staff members.

SCA will develop a standard internal training package for all staff to participate in, including topics such as planning, budgeting, a logical framework approach, results based management and security. These training courses will be facilitated by our own staff at regular pre-planned intervals, investing and maintaining further growth and development of our staff within the organisation.

### OUTCOME 5.3

#### Improved transparency and accountability

A STURDY AND CONFIDENTIAL complaints management system is crucial for building trust and transparency and demonstrates that the organisation takes grievances seriously. This is particularly important when counteracting corruption, harassment or prejudice. Managing complaints is also about managing the public image and reputation both internally and externally. By visualising and communicating the complaints system, SCA assumes responsibility for follow-up and increases transparency internally by disclosing the amount, type and potential actions taken.

Audits and risk management are key tools for managing deficiencies in internal controls and planning. Following up on external and internal audit recommendations can however be a challenge in a large and complex organisation. SCA will bring the audit findings and risk analysis tools into the major planning process. It will support the design of appropriate mitigation measures and improve and strengthen the acceptance of internal control for rules and regulations.

SCA is a large organisation with associated complexities in technology, content, material, data and usage. Implementing an organisation-wide system platform will require constant development and a step-by-step approach, while keeping the structure and strategic needs of the organisation in mind.

IT security is increasingly crucial in a modern work environment. SCA works in an environ-

ment of conflict and insecurity. Loss of data in case computers are stolen or destroyed in the conflict is a real threat. Viruses can also destroy data. Personal and organisational security can be compromised if information ends up in the wrong hands. SCA will continue its responsibility in security developments in the information and communication technology sector and select feasible solutions to enhance its security.

Quality reporting is an essential requirement for donors, authorities, SCA members, the public and the board. Reporting can be viewed as a chain where weaknesses early in the chain reduce quality significantly at the end. Harmonising SCA's reporting system and its individual legal requirements towards essential parties will significantly improve the quality and compliances of the reports, also leading to timely submissions.

#### **OUTCOME 5.4**

SCA is a more sustainable and value-based organisation

SCA HAS A FUNDING STRATEGY in place and mechanism for developing annual plans with clear responsibilities. By forecasting proposals and building relations with donors, SCA expects the funding volume for core programmes and functions to increase moderately, while government contracts may vary. The resource mobilisation plan will be further institutionalised, and developed into a comprehensive approach.

SCA needs to improve the gender balance and equal access in the organisation. By finding structured modes of support, we will develop a plan for retaining and developing female staff to rise into management positions. Increased and more systematic follow-ups will help us understand the reasons for and patterns of continued female staff turnover and enable us to find appropriate solutions.

Staff safety and security is closely connected to how SCA lives its mission, vision and values. SCA aims to bring the human security dimension into the security analysis. Staff safety and security is not only about security manuals, armed conflict and national security, but also about understanding threats and their implications on staff with a focus on full acceptance of SCA staff in the community. SCA will further develop its understanding of this through awareness and

coordination with different parts of the organisation while upholding the duty of being inclusive and non-discriminatory in its approach. Ensuring that all members of staff understand and share our vision, mission and values, we will improve their overall safety and security.

Target group consultations are the key tools to enable the organisation to understand its context. Additionally, SCA aims to develop evidence-based tools and methodologies for continual context monitoring. SCA will commission research in collaboration with suitable partners on a regular basis to contribute to our planning, reporting, programme development and advocacy.

#### **OUTCOME 5.5**

Stakeholders in Afghanistan are increasingly knowledgeable and supportive to SCA's vision, mission, values and model for development

SCA will conduct activities aimed at influencing decision-makers in Afghanistan, especially those who make decisions that directly affect SCA implementation. The expected result is an increase in their knowledge about what SCA stands for to support them in taking decisions that facilitate the implementation of SCA's development programmes.

SCA will make SCA model for development well-known in the regions and among the local communities in which we work. This is especially important in a situation of increased insecurity. If the local population and local leaders understand who we are and why we are present in their area, it will increase our ability to gain acceptance for the development work we do. A proactive stance towards regional media is a critical factor in reaching out. Furthermore, there is a need for printed information materials intended for people unable to read.

SCA will conduct communication activities targeting key groups within the Afghan general public to increase public support for SCA's vision and mission and increase knowledge about our interventions. Important target groups are members of the public with a special interest in society and development issues, individuals that SCA may in the future recruit as employees, as well as family members and friends of employees and media representatives. ■

# Funding and Donor Relations

ONE OF SCA'S STRENGTHS is its donor relations with long-term donor commitment and a reasonably stable and long-term funding situation. However, political and economic changes in donor countries can make SCA vulnerable.

SCA's main contributors are the Swedish Agency for International Development (Sida), the World Bank, the European Commission and private donors.

Sweden's economy is expected to further improve 2017-2018, although growth rates are expected to slow down<sup>16</sup>. Sweden has made a commitment to support Afghanistan with development cooperation until 2024. International donors continue to reach out to SCA, since the organisation has a strong presence in rural Afghanistan and delivers strong results.

The economic situation in Sweden will be affected by the overall economic and political uncertainty in Europe and may impact people's ability to donate in the coming strategic plan period. Increasing islamophobia fuelled by ignorance, fear and political agendas, may impact the willingness of individuals and donors to donate. Donor fatigue

for Afghanistan, government cut-backs on development aid in favour of national security and growing humanitarian needs may also affect the funding situation during 2017-2021.

SCA funding volumes have increased gradually from SEK 80 million in 1999 to SEK 300 million in 2016, mainly during 2002-2010 after the fall of the Taliban government and the resulting focus on Afghanistan by the international community. The expansion trend in SCA funding has stabilised since 2010 and annual growth remains at a steady 7%.

During 2018-2021, SCA will increase funding growth to 10% annually across all programme areas. SCA will focus on less restricted funding sources to make long-term intervention planning possible and enhance sustainability. This will translate into an annual budget of SEK 390 million by 2021. SCA will diversify its funding sources to reduce dependency on single donors. Fundraising from private donors will be increased as an important source of income for SCA to cover strategic gaps in programme activities, provide for staff capacity building or organisational development, and for building contingency funds and unrestricted reserves over time. ■

16. OECD Outlook Sweden - Economic forecast summary (November 2016)

# Monitoring and Evaluation

MONITORING AND EVALUATION enables SCA to see if it is reaching its planned results. It supports evidence-based decision-making at the organisation's development programming and budgeting, and allows SCA to take corrective and adaptive measures within the strategy period to achieve the intended results.

With the security developments of recent years in mind, and the associated difficulties in both support and follow-up, continuous efforts and innovative methods for monitoring are necessary. SCA has a monitoring and evaluation system at several levels of the organisation to follow up annual work plans. Follow-up is conducted in many forms, both internally and by external actors.

Internal forms of follow-up include the day-to-day monitoring by SCA programme staff and programme quality monitoring, which is a measure designed to help gather and assess basic field information. SCA staff also complete internal studies of activities. Internal auditing is a vital procedure in which both project activities and management and support units are audited.

Third party monitoring is performed by independent external consultants, reporting directly to senior level management. External consultants also produce evaluations of SCA interventions.

Communities themselves will be increasingly

equipped to engage in participatory monitoring. This includes providing feedback to SCA and verifying results, in planning, review and evaluation processes as well as through public hearings, known as "social audits".

Baselines will be developed for outcomes, which will be followed up with a frequency defined in the results framework (see attachment).

## **The strategic plan will be evaluated twice during the strategy period:**

### **A | Mid-term evaluation**

SCA will bring in an external evaluator to assess its progress towards achieving the intended results of the strategic plan. The evaluation will take place at the end of 2019, covering the first two years of the SP. The key lessons learned from the mid-term evaluation will serve as key inputs for the next strategic period.

### **B | Final evaluation**

The final evaluation will focus on the organisation's achievements of the outcomes and strategic objectives. Just as is the case with the mid-term evaluation, it will be conducted by an external evaluator. The findings and recommendations will be fed into any changes or fine-tuning of the Strategic Plan 2022-25. ■

# Risk and Mitigation

RISKS ARE INHERENTLY embedded in everything we do, and clearly more so in a complex context such as Afghanistan. SCA faces risks that are multi-dimensional, constantly changing and interdependent. A rumour that SCA is not impartial may quickly turn into a security risk and several other risk scenarios may be triggered in a short time, putting the organisation under great stress if risks are not mitigated early on.

The risk context in Afghanistan is to a high degree centred around the protracted conflict, but with the conflict also follow risks of working in a fragile state with a weak administration and corruption; the conservation of cultural and social norms; practical hindrance to implementation of activities and donor fatigue when the development aid seemingly does not lead to the promised changes.

To address this, SCA needs to use risk manage-

ment and capacity to identify and understand risks and their consequences as well as to prepare and mitigate risks. SCA has gained valuable insight and knowledge over the 30 years that it has been present in Afghanistan and managed to build up resilience and capability to navigate, cope and expand its scope of work despite the changing political environment. A more systematic and holistic approach to risk management has started to evolve, and this development needs to continue.

In relation to the Strategic Plan 2017, risk areas have been identified and mitigation strategies described (see annex B) through collecting information from field staff as well as external sources. This constitutes the basis for annual risk and mitigation plans, connected to the work plans. It is imperative to identify risks and mitigation strategies every year, considering the highly changing environment. ■



Shamila has just got her wheelchair adjusted at SCA's Orthopedic Workshop in Mazar-e-Sharif.

# Results Framework

## ANNEX A

### STRATEGIC OBJECTIVE 1

#### THE HEALTH AND NUTRITION CONDITIONS OF SCA TARGET GROUPS ARE IMPROVED

#### OUTCOME 1.1

Improved access to quality health care and utilisation of health services

	Indicator	Definition	Computation of Indicator
1.1.1	% improvement in Balance Score Card (BSC) mean score.	The indicator measures the performance in delivery of the BPHS and EPHS.	<i>Calculation:</i> % increase in mean BSC score from last year.
1.1.2	% improvement in Balance Score Card (BSC) mean score.	% of births attended by skilled health personnel in a given period of time.	Skilled birth attendants are doctors, nurses and midwives. Numerator: # of births attended by an SBA. Denominator: Total births in catchment area in a given time period. Calculation: Numerator divided by denominator *100.
1.1.3	Health facility utilisation rate.	OPD visits per person per year.	Numerator: # of OPD clients/ patients seen at all HFs. Denominator: Total population in the targeted area. Calculation: Numerator divided by denominator.
1.1.4	Increased immunisation coverage of children aged between 0-11 months who are vaccinated with Penta3 vaccine.	% of children aged between 0-11 months who received three doses of the Pentavalent vaccine.	Numerator: # of children aged 0-11 months who received three doses of Pentavalent vaccine before their first birthday. Denominator: Total # of children aged 0-11 months. Calculation: Numerator divided by denominator *100.
1.1.5	% of children under one year of age with clubfeet successfully corrected in physiotherapy centres through specialised health care services.	Proportion of children under one year of age with club feet successfully corrected expressed as a % of all children diagnosed with club feet.	Numerator: # of children with club feet corrected. Denominator: Total # of children diagnosed with club feet. Calculation: Divide the numerator by denominator and multiply by 100.

Indicator	Definition	Computation of Indicator
1.1.6	% of children under one year of age with developmental dysplasia of the hip successfully corrected in physiotherapy centres through specialised health care services.	Proportion of children with DDH corrected as a % of all children diagnosed with DDH.
		Numerator: # of children with DDH corrected. Denominator: Total # of children assessed and diagnosed with DDH. Calculation: Divide the # of children with DDH corrected by the total # of children diagnosed with DDH and multiply by 100.
1.1.7	% of people with disabilities satisfied up to excellent levels with the quality of services provided at SCA-supported physical rehabilitation centres based on SCA satisfaction checklist.	Proportion of people with disabilities receiving services in SCA-supported physical rehabilitation centres reporting satisfaction levels expressed as a % of all people with disabilities receiving services in SCA-supported centres surveyed.
		Numerator: # of people with disabilities interviewed who report being satisfied up to excellent levels. Denominator: Total # of people with disabilities interviewed. Calculation: Divide the numerator by denominator and multiply by 100.

## OUTCOME 1.2

Target groups show improved behaviour on how to prevent disease and improve their health

Indicator	Definition	Computation of Indicator
1.2.1	% of people citing at least three critical times of washing hands with soap for maintaining good personal hygiene and preventing water-borne diseases.	Proportion of people surveyed who know at least three critical times when they must wash their hands.
		Numerator: # of respondents who report that they should wash their hands with soap before eating or feeding a child, before cooking or preparing food, and after defecation or cleaning a child that has defecated. Denominator: Total # of study participants. Calculation: Numerator divided by denominator *100.
1.2.2	% of people in SCA WASH coverage areas with awareness of personal hygiene and access to safe drinking water and proper sanitation services.	This indicator measures the extent to which people in SCA WASH coverage areas are aware of their personal hygiene practices and have access to safe drinking water and sanitation services through implementation of WASH projects.
		Numerator: # of target population who have access to safe drinking water, hygiene education and sanitary latrines. Denominator: Total Population of the coverage area. Calculation: Numerator divided by denominator multiplied by 100.
1.2.3	% of mothers who know the three rules (fluid, feeding, care seeking) of home-based diarrhoea case management.	This indicator measures mothers' knowledge of home therapy of diarrhoea.
		Numerator: # of mothers (with children under one year of age) who know the three rules of home based diarrhoea management. Denominator: Total # of mothers (who have children under one year of age) participating in the study. Calculation: Numerator divided by denominator multiplied by 100.
1.2.4	% of children aged 0– 6 months (0–181 days) who are exclusively breastfed.	Proportion of children under six months who are exclusively breastfed without introduction of any other fluids or food.
		Numerator: # of children under six months exclusively breastfed. Denominator: Total # of children under six months of age. Calculation: Numerator divided by denominator *100.



Indicator	Definition	Computation of Indicator
1.2.5	% of women of reproductive age who are using (or whose partner is using) a contraceptive method at a particular period of time.	This indicator measures women/ couples receiving family planning services by health facilities and who are protected from unwanted pregnancy for a period of time.
		Numerator: # of women of reproductive age who are using (or whose partner is using) a contraceptive method in a specified period. Denominator: # of women of reproductive age in the specified period. Calculation: Numerator divided by denominator *100.

### OUTCOME 1.3

Community-based organisations in target communities and professional associations are more self-organised, representative and fulfil their responsibilities in the promotion and advocacy of accountable and responsive health services

Indicator	Definition	Computation of Indicator
1.3.1	% of health facilities with a functional health shura.	The # of health facilities with a functional health shura as per the functionality criteria expressed as a % of all health facilities supported by SCA and having a health shura.
		Numerator: # of health facilities with a functional health shura based on the functionality criteria. Denominator: # of all health facilities supported by SCA. Calculation: Numerator divided by denominator *100.
1.3.2	% of health shuras supported by SCA with women and/or people with disabilities as members and with active participation.	This indicator measures representation of marginalised groups.
		Numerator: # of health shuras that have at least two women and one person with disabilities as members. Denominator: Total # of health shuras in SCA BPHS coverage area. Calculation: Numerator divided by denominator *100.
1.3.3	% of issues/plans identified and prioritised by health shuras and professional associations which are recognised by central/provincial authorities.	This indicator measures health shuras and the capacity of professional associations to provide effective advocacy.
		Numerator: # of issues/plans recognised by central and provincial authorities. Denominator: total # of issues identified and prioritised by health shuras and professional associations. Calculation: Numerator divided by denominator *100.
1.3.4	Professional associations AMA, AAPT and ANSOP meeting maturity index.	Maturity index for professional association to be developed jointly by programme units and CCU.
		Total # of associations meeting maturity index.

### OUTCOME 1.4

Health authorities have better capacity to secure sustainable, effective and inclusive health services

Indicator	Definition	Computation of Indicator
1.4.1	Provincial health authorities actively involved in provincial health planning, monitoring and implementation	This indicator will measure the capacity of provincial health authorities to give input during provincial planning, review and implementation.
		Criteria will be developed to define active involvement in and input into planning and monitoring feedback during implementation.
1.4.2	# of investigations undertaken by the government at SCA-supported health facility-related incidents.	This indicator will measure the # of intrusions by Afghan government forces in health facilities supported by SCA as a result of SCA advocacy at the national level.
		Numerator: # of incidents investigated. Denominator: Total # of incidents happening at SCA-supported health facilities.

## STRATEGIC OBJECTIVE 2

### ALL CHILDREN IN TARGETED COMMUNITIES HAVE IMPROVED LEARNING ACHIEVEMENTS

#### OUTCOME 2.1

Improved access and inclusive learning environment for all children

	Indicator	Definition	Computation of Indicator
2.1.1	Gross enrolment rate.	Total enrolment at a specific level of education, regardless of age, expressed as a % of the eligible official school-age population corresponding to the same level of education in a given school year in SCA-supported learning institutions.	Divide the # of pupils (or students) enrolled at a given level of education regardless of age by the population of the age group which officially corresponds to the given level of education, and multiply the result by 100.
2.1.2	Proportion of SCA-supported educational facilities made accessible to children with disabilities, girls, nomad children and language minorities.	Total # of educational facilities supported by SCA classified as accessible as per the accessibility criteria expressed as a % of all educational facilities supported by SCA.	Divide the # of SCA-supported facilities that are accessible by the # of all SCA-supported educational facilities, and multiply the results by 100.
2.1.3	Retention rate.	The # of pupils (or students) admitted to the first grade of school, expressed as a % of the # of pupils (or students) completing grade 3.	Divide the # of students who have completed grade 3 and transited to grade 4 by the # of students in grade 1.
2.1.4	Transition rate for children with disabilities from preparatory to mainstream education.	The # of children with disabilities completing preparatory education and mainstream public schools.	Divide # of students with disabilities mainstreamed into public schools by the total # of students enrolled at the final level of preparatory education.
2.1.5	Policy regarding inclusive education and child-friendly schools and nomad education policy implemented.	Advocacy for inclusion of IE&CFS and nomad education policy into NESP annual operation plans.	Quality indicator.

**OUTCOME 2.2**

## Enhanced effective teaching and quality education

	<b>Indicator</b>	<b>Definition</b>	<b>Computation of Indicator</b>
2.2.1	% of learners (or students) achieving grade level competences in literacy and numeracy.	The # of pupils (or students) (boys and girls) able to read and write and correctly complete numeracy tests in grade 3 at the level of competence expected for their grade expressed as a % of all children tested.	Divide the # of learners (or students) who pass the grade 3 literacy and numeracy test by the total # of learners (or students) who were tested, and multiply by 100.
2.2.2	% of teachers applying improved teaching practices effectively and demonstrating subject knowledge.	The # of teachers applying improved teaching practices effectively and demonstrating subject knowledge, expressed as a % of all teachers who were trained on improved teaching practices and subject knowledge in SCA.	Divide the # of teachers trained in applying improved teaching practices effectively and demonstrating subject knowledge, and divide by the total # of teachers trained by SCA in applying improved teaching practices effectively and demonstrating subject knowledge.
2.2.3	Grade passing rate.	The # of pupils (or students) admitted to a specific grade in a given year, expressed as a % of the # of pupils (or students) in the same grade by the end of the year and promoted to the next grade.	Divide the # of pupils (or students) in a grade of the specified academic cycle or level of education at the beginning of the year by the # of pupils who still enrolled in that grade by the end of the year, and multiply by 100.

**OUTCOME 2.3**

Community-based organisations in target communities and professional associations are more self-organised, representative and fulfil their responsibilities in the promotion and advocacy of accountable and responsive education services

	<b>Indicator</b>	<b>Definition</b>	<b>Computation of Indicator</b>
2.3.1	Proportion of SCA-supported educational facilities with functional school management committees (SMCs).	The # of SCA-supported educational facilities with a functional SMC based on the functionality criteria expressed as a % of all SCA-supported educational facilities.	Divide the # of SCA educational facilities with a functional SMC by the # of all SCA-supported educational facilities and multiply by 100.
2.3.2	% of SMCs supported by SCA with women, people with disabilities and young people as members and with active participation.	This indicator measures the inclusiveness of SMCs and the extent of participation of people with disabilities, women and young people in leadership roles at community level. Quantitative criteria for active participation to be developed and used such as the # of SMCs in which women, young people and people with disabilities are represented. # of meetings attended by women/people with disabilities as active members.	Divide # of SMCs with the # of women, young people and people with disabilities represented by the # of all SMCs supported by SCA. Divide the # of meetings actively attended by women, young people and people with disabilities by the # of all meetings held by SMCs.
2.3.3	Increased visibility and representation of TECs at the national level.	The coverage and recognition of TECs at the national level along with presence in remaining provinces.	Qualitative data, minutes of the meeting, and presence in # of targeted provinces.
2.3.4	Evidence-based advocacy for capacity development, rational deployment of all teachers and hardship allowances for female teachers.	Raising the issues with evidence at relevant forums at the national and regional level.	Qualitative data, minutes of the meetings, reports and fact sheets.

**OUTCOME 2.4**

Education authorities have better capacity to secure sustainable, inclusive and effective education services

	<b>Indicator</b>	<b>Definition</b>	<b>Computation of Indicator</b>
2.4.1	% increase in teacher educators with master degrees.	Providing master degrees in teacher education through TEMP-II intervention.	The # of teacher educators with master degrees is to be counted as a numerator while the total # of teacher educators as denominator.
2.4.2	% increase in effective educational service delivery. (Upgrading of CBE schools, recruitment of trained teachers.)	Local and provincial education officials provide effective and efficient education services.	# of upgraded CBE schools this year. Total # of CBE schools minus already upgraded schools from the previous year. # of trained teachers recruited this year.
2.4.3	Regular monitoring and supervision of schools.	Motivation of DED/PED authorities to pay regular monthly visits to schools.	Numerator is the # of schools visited once per month by DED/PED authorities while the denominator is the total # of schools in target areas.
2.4.4	Gender-sensitive textbooks and improved learning assessment in place.	Advocacy for consideration of gender sensitivity in textbooks and improved learning assessment practices in schools.	

**STRATEGIC OBJECTIVE 3**

SCA TARGET GROUPS ARE MORE ENGAGED IN COMMUNITY-DRIVEN DEVELOPMENT AND ARE ABLE TO SECURE THEIR MEANS OF LIVING, PROVIDING THEM WITH RESILIENCE AGAINST SHOCKS AND EMERGENCIES

**OUTCOME 3.1**

SCA target groups have enhanced existing livelihoods and/or diversified livelihood options

	<b>Indicator</b>	<b>Definition</b>	<b>Computation of Indicator</b>
3.1.1	% of vulnerable women and men, including people with disabilities completing vocational training supported by SCA, who are employed or self-employed.	This measures the result of the vocational training courses given to the target groups.	Divide those who are employed, self-employed or otherwise by the total # of those trained and multiply by 100.
3.1.2	# of targeted vulnerable people including women, men and people with disabilities who have scaled up their existing livelihood, diversified or initiated new business.	All three areas of livelihoods (scaling up existing livelihoods, diversification/addition of new additional livelihoods and starting new business for jobless target individuals) are covered.	# of people who have scaled up their existing livelihoods, diversified or initiated new business.
3.1.3	# of producer groups of both women and men who in a coordinated manner produce and have created links with the market for selling their products collectively.	Producers of the same product establish a producer group. For instance, if five different products are produced in a district, we will most probably have the same # of producer groups. The advantage of this is to collectively do marketing and sell their products efficiently. This grouping is also helpful in the purchase of raw materials for production.	# of producer groups established.

**OUTCOME 3.2**

Community-based organisations in target communities are more self-organised, representative and fulfil their responsibilities in the promotion and advocacy of accountable and responsive community-driven development

	<b>Indicator</b>	<b>Definition</b>	<b>Computation of Indicator</b>
3.2.1	% of CDCs that have expressed satisfaction of their respective communities through social audit at least once a year under SCA coverage area.	Social audits are conducted once a year in every rural community. CDCs provide financial reports to all community members and answer the queries and concerns of the people in a community wide gathering.	Divide the CDCs that conducted social audits by the total # of CDCs under SCA coverage and multiply by 100.
3.2.2	% of CDCs and DPOs that have at least passed the institutional maturity index and performance score card assessment in SCA coverage area.	Institutional maturity index is filed for every CDC at the beginning as a baseline, mid-term after one and half years and at the end of its three-year term. It is intended to assess the maturity level of the CDCs in various aspects. A score card is used to assess CDC performance, FP performance and development project quality every six months.	# of CDCs with equal representation in all processes divided by all CDCs covered by SCA Citizens' Charter multiplied by 100.
3.2.3	% of CDCs with equal representation of women and men in all related processes in SCA Citizens' Charter coverage area, established through democratic secret ballot election.	Under the Citizens' Charter, communities conduct an election every three years with equal representation of both women and men. In principle, the elected representatives have equal involvement in processes related to community development, social services, and other issues affecting their lives.	# of CDCs with equal representation in all processes divided by all CDCs covered by SCA Citizens' Charter multiplied by 100.
3.2.4	# of CDCs attracting funds from other donors and government for their community development as a result of SCA facilitation and support to their linkages and advocacy efforts.	SCA facilitates the linkages of CDCs at various levels. It also supports CDCs as regards awareness of their rights and holding the duty-bearers to account. As a result, the CDCs advocate attracting funds for their development projects and priorities.	# of CDCs attracting funds to their communities.

**OUTCOME 3.3**

Local government authorities have enhanced capacity to better respond to the demands of the target groups

	<b>Indicator</b>	<b>Definition</b>	<b>Computation of Indicator</b>
3.3.1	# of well-organised DGOs as a result of SCA capacity needs assessment and response in the light of the explored gaps	SCA has conducted various aspects of capacity needs assessment of the target DGOs such as organisational development, communication, ICT, databases, planning, reporting, monitoring, proper accountability toward the right holder and other required areas. Following this, SCA will provide technical support and trainings to target DGO staff.	Count the # of DGO staff trained with support from SCA. The indicator allows for people to be counted twice provided they attend different training courses.
3.3.2	# of issues recognised/addressed by local government authorities (LGAs), and identified and prioritised by CDCs/CSOs.	Community-based organisations identifying and prioritising community development issues. They advocate these with local authorities. As a result, the local authorities recognise and endorse these demands and add these to their planned budget in the light of the available resources and capacity in hand and potentials expected.	Count the actual # of issues identified, prioritised and planned by community-based organisations that have been endorsed by LGAs and incorporated into LGA plans and budgets.

Indicator	Definition	Computation of Indicator	
3.3.3	# of district government offices (DGOs) developing their annual action plan together with cluster/community development councils (C/CDCs) and making them public and reporting back on progress.	In order to prove the accountability and responsiveness of the DGOs to the right holders, they develop their annual action plan jointly with the participation of cluster/community development councils (C/CDCs) and make those plans public and report back on their progress.	Count the # of DGOs that have developed their annual action plan jointly with the participation of cluster/community development councils (C/CDCs) and have made those plans public and reported back on their progress.

## STRATEGIC OBJECTIVE 4

### STRENGTHENED PUBLIC AND POLITICAL COMMITMENT FOR THE RIGHTS OF THE PEOPLE IN AFGHANISTAN

#### OUTCOME 4.1

Stakeholders in Sweden and Europe are more knowledgeable and act in support of the rights of the people in Afghanistan

Indicator	Definition	Computation of Indicator	
4.1.1	Quality of debate based on the # of debates and # of times Afghanistan, SCA and selected related terms are mentioned in the Swedish Parliament (disaggregated per term).	This is a compounded qualitative indicator based on the # of debates and the # of times Afghanistan, SCA and selected key terms are mentioned in the Swedish Parliament. The #s can be seen as an effect of SCA communication and advocacy emanating from the # of interactions we have with parliamentarians and political advisors showing the efficiency of our lobbying and communication. However, how much of the debate that clearly can be attributed/contributed to SCA will be analysed based on who is qualitatively most active in debate.	# of times they are mentioned in consultant reports. # of debates from consultant reports. Attribution measured as qualitative analysis of activities of direct targets for communication and advocacy. Contribution measured as a qualitative analysis of attribution together with an overall analysis of debate in society on the topic of Afghanistan, development cooperation and SCA.
4.1.2	Fundraising level has been reached (funding disaggregated according to donor type, (individual/corporate).	Private donor ships are an indicator of how well SCA manages to mobilise action among its members, the public, business and other private donors. At the end of 2021, private fundraising should be doubled compared to January 2018.	Divide the total amount of funding from personal and business donors at the end of the year under review by the level of this funding at the beginning of 2018 and multiply the result by 100.

**OUTCOME 4.2**

SCA positions, supported by target group voices, increasingly contribute to donors' and policy-makers' decisions to respond more effectively to the demands of SCA's target groups

Indicator	Definition	Computation of Indicator
4.2.1	# of key decisions in Sweden, Afghanistan and the EU, influenced by SCA and our networks, assessed as positive for the rights of people in Afghanistan and the development effectiveness.	Key decisions are a qualitative indicator where an estimation is needed as to what a key decision entails and how it is positive for the people in Afghanistan. The # indicates the level of debate, but a decision that does not directly target the situation of Afghanistan may also have effects on the situation in Afghanistan.
4.2.2	% increase of references to SCA policy briefs in selected key forums focusing on Afghanistan, development and security and development effectiveness.	The indicator indirectly measures the quality and spread of SCA policy briefs among decision-makers. The key forums may be conferences, key reports and media (selected expert media).

**STRATEGIC OBJECTIVE 5**

SCA IS A MORE CREDIBLE AND SUSTAINABLE ORGANISATION,  
WORKING TOGETHER TOWARDS ACHIEVING ITS MISSION

**OUTCOME 5.1**

Improved coordination and collaboration to support good results for the organisation

Indicator	Definition	Computation of Indicator
5.1.1	Increased decentralisation of systems, procedures and decision-making to enhance efficiency and effectiveness in the organisation.	SCA has decentralised its systems, procedures and decision-making to regional offices, allowing regional offices more semi-autonomy.
5.1.2	Improved planning process that promotes synergy within SCA.	Assess the extent to which SCA has decentralised its systems, procedures and decision-making to regional offices with regional offices having more semi-autonomy in their decision-making.
5.1.3	Improved planning process that promotes synergy within SCA.	The planning process in SCA is being developed to enable forecasting of activities.
5.1.3	Improved internal communication through ease of access to information and established systems.	Assess the extent to which SCA planning processes and systems enable the organisation to forecast activities and be more effective.
5.1.4	Improved and inclusive organisational culture that promotes recognition of different team effort's contribution to SCA.	There is an improvement in internal communication within SCA, driven by ease of access to information through well-established systems.
5.1.4	Improved and inclusive organisational culture that promotes recognition of different team effort's contribution to SCA.	Assess the extent to which SCA has set up systems that enable easy access to information which has resulted in improved internal communication.
5.1.4	Improved and inclusive organisational culture that promotes recognition of different team effort's contribution to SCA.	There exists within SCA a practice where there is appreciation and recognition of the contribution of different units within the organisation.
5.1.4	Improved and inclusive organisational culture that promotes recognition of different team effort's contribution to SCA.	Assess the extent to which the appreciation of the contribution of different units is recognised within SCA.

**OUTCOME 5.2**

SCA staff are more motivated and better capacitated to contribute towards the long-term objectives of SCA

Indicator	Definition	Computation of Indicator	
5.2.1	Improved balance of workload of staff within units to ensure balance between work and social life.	The # of SCA staff surveyed reporting an improved balance between their work and social life expressed as a % of all SCA staff surveyed. Assessment of the core indicators of staff units divided workload.	Divide the # of SCA staff surveyed who report having a balance between their work and social life by the total # of staff surveyed and multiply the result by 100.
5.2.2	Improved and standardised management systems and procedures across SCA offices.	There is an improvement in the application of SCA systems and procedures across all SCA offices.	Divide the # of SCA staff surveyed who report a standardised application of systems and procedures and social life by the total # of staff surveyed and multiply the result by 100.
5.2.3	Improved staff performance management and appraisal systems.	The # of SCA staff who have had their performance appraised expressed as a % of all SCA staff.	Divide the # of SCA staff with a performance appraisal on file by the total # of all SCA staff and multiply the result by 100.
5.2.4	Improved transparency in the recruitment process at SCA.	The # of staff recruited through a transparent system expressed as a % of all staff recruited in SCA in a given year.	Divide the # of staff recruited through a transparent process by the total # of all staff recruited within SCA in a given year and multiply the result by 100.
5.2.5	Improved staff capacity development linked to the outcome of the appraisal system.	The # of SCA staff who have undergone capacity-building linked to the outcome of their performance appraisal expressed as a % of all SCA staff whose performance was appraised.	Divide the # of staff who have undergone training linked to the recommendation of their performance appraisal by the # of all SCA staff whose performance was appraised and multiply the result by 100.

**OUTCOME 5.3**

Improved transparency and accountability

Indicator	Definition	Computation of Indicator	
5.3.1	Improved complaint and feedback mechanism within SCA.	The # of complaints submitted and receiving timely feedback expressed as a % of all complaints received.	Divide the # of complaints received and having been given feedback by the # of all complaints received and multiply the result by 100.
5.3.2	Increased compliance with SCA's internal control systems, rules and regulations.	The # of audit findings in a given year expressed as a % of audit findings in the previous year.	Divide the # of audit findings in the current calendar year by the # of audit findings in the previous calendar year and multiply the result by 100.
5.3.3	Increased integration of information technology tools and systems into SCA operations to enhance effectiveness and efficiency.	Identify the # of different data collection systems used in the whole organisation and which can integrate for better access to trusted information.	Deduct the integrated systems with current calendar-year findings.
5.3.4	Improved Information technology network security to enhance safety of SCA documents.	The # of potential gaps in data back-ups followed up and continued updating with the latest versions of virus systems and firewalls.	Centralized corporate antivirus system is in place and will be updated frequently with latest versions. Advanced and corporate network firewall is in place protecting all business-critical data from both internal and external threats.
5.3.5	Increased compliance with government and donors reporting requirements.	The # of donor reports submitted and approved on time expressed as a % of all donor reports submitted by SCA.	Divide the # of donor reports submitted and approved on time by the # of donor reports submitted and multiply the result by 100.



**OUTCOME 5.4**

SCA is a more sustainable and value-based organisation

Indicator	Definition	Computation of Indicator	
5.4.1	SCA is moving towards more sustainable funding.	SCA has a cross-organisational functional organisational structure that strategically and well in time identifies funding opportunities and prepares proposals.	Qualitative compounded indicator that analyses the following: the stability of the organisational structure (frequency of meetings, substance of meetings, lead times for proposals, rate of successful proposals).
5.4.2	Improved gender balance in staffing at SCA especially in management positions.	The # of female staff at SCA in management positions expressed as a % of all staff in management positions.	Divide the # of female staff in management positions by the # of all staff in management positions and multiply the result by 100.
5.4.3	Improved safety and security for SCA staff.	# of reports of incidents regarding SCA staff.	Qualitative indicator as the # of incidents must be seen in context and analysed from that perspective.
5.4.4	Improved learning culture at SCA.	The # of lessons learnt produced in evaluations and the recommendations implemented within SCA in a given year compared to the previous year.	Qualitative indicator as lessons learned can vary in # and in quality. Recommendations are divided into four categories: not planned, planned but not implemented, ongoing implementation and fully implemented.
5.4.5	Improved relations with various government agencies.	This is measured internally through semi-structured interviews with SCA staff that are in regular contact with government at all levels.	Qualitative indicator. Analysis of responses.

**OUTCOME 5.5**

Stakeholders in Afghanistan are increasingly knowledgeable and supportive to SCA's vision, mission, values and model for development

Indicator	Definition	Computation of Indicator	
5.5.1	% increase of references to SCA in selected media (positive/negative).	Key media outlets are selected and the # of references is calculated for a full month, twice a year. The exercise is repeated each year, for the same months.	The # of references calculated as a % increase from baseline.
5.5.2	% of stakeholders increasing the knowledge and acceptance of SCA as an organisation.	A representative # of stakeholders are selected to take part in a stakeholder survey.	The # of stakeholders responding with better results from one survey to another, Calculated as a % increase from baseline.
5.5.3	Decision-makers act in support of SCA activities.	Assessed by asking our field staff about the attitudes of decision-makers. The focus is on the regional level, close to implementation.	Qualitative indicator. Analysis of responses.

# Risk Context and Risk Sector

ANNEX B

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*Separate annex*





Swedish Committee  
for Afghanistan

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