



Strategic Programme Framework 2019-2021

January 2019

1. Introduction

This Strategic Programme Framework (SPF) constitutes the roadmap for the Danish Committee for Aid to Afghan Refugees (DACAAR) for the 2019-2021 timeframe.

Relevance for the beneficiaries, access to the local communities and high-quality programming are key in all DACAAR is doing.

The SPF will guide DACAAR's management and staff in prioritization, implementation of activities and enabling the organization to respond to needs among the Afghan people in an effective and efficient way. The SPF is also a public document which inform relevant stakeholders and partners about DACAAR's overall priorities and ways of working.

The SPF 2019-21 is aligned with the priorities and policies set by the different Afghan Government ministries and are easily adaptable to a changing socio-economic, political and security context. Realizing that we operate in a fast changing global and national environment, the SPF will be reviewed annually to maintain its content updated to the situation in Afghanistan and consistent with donor requirements as well as new funding and project opportunities.

2. DACAAR

DACAAR is an international non-political, non-governmental, non-profit organization which started its activities in Pakistan in 1984, assisting Afghan refugees. DACAAR's overall management is the Governing Board made up by representatives from each of the three Danish NGO's behind DACAAR, namely Danish People's Aid, LO/FTF Council and Danish Afghan Committee. A secretariat in Copenhagen is facilitating the work of the Governing Board, supporting the Kabul Main office and liaising with European donors (e.g. DANIDA and ECHO), the Danish public, stake holders and networks. The organization operates in Afghanistan through its main office in Kabul and the six regional offices located in Mazar-e-Sharif (North), Taluqan (Northeast), Jalalabad (East), Herat (West), Maimana (Northwest) and Kabul (Central).

DACAAR's overall objective is to contribute to addressing the acute needs of the most vulnerable and support early recovery and sustainable development for all Afghans.

Our vision is a peaceful Afghanistan where all people have equal access to services and opportunities and are able to actively participate in the country's sustainable development.

As mission, DACAAR responds to emergencies to alleviate suffering, supports and capacitate local communities to build resilience and to decide upon and manage their own development process. Activities are implemented in cooperation with governmental and non-governmental partners with a

particular focus on building their capacity to deliver services and facilitating sustainable and equitable development in Afghanistan.

Since its establishment, DACAAR has assisted over 10 million Afghans in 29 of the 34 Afghan provinces with safe drinking water, latrines, improved agriculture production, increased job opportunities and improvement of women's access to health, education and economic opportunities.

DACAAR is highly nationalized with over 99% of its staff being Afghan. This nationalization utilizes the existing human capacities in country, supports sustainability, the preservation of institutional memory and increases capacity building at country level.

DACAAR is registered as an operating NGO under the Ministry of Economy of Islamic Republic of Afghanistan and in Denmark under the National Danish Register of Companies. DACAAR has signed specific memorandums of understanding with relevant Afghan line ministries such as Ministry of Rural Rehabilitation and Development (MRRD), Ministry of Labour, Social Affairs, Martyred and the Disabled (MoLSAMD), Ministry of Women's Affairs (MoWA), Ministry of Agriculture, Irrigation and Livestock (MAIL), Ministry of Public Health (MPH) and Ministry of Education (MoE) and ensures direct dialogue, coordination, capacity building and reporting lines with relevant directorates at sub-national level.

The work is rooted in the humanitarian and do no harm principles of humanity by protecting life, respecting human beings, pursuing neutrality, impartiality and independent from other political, economic or military actors.

DACAAR applies a strict anti-corruption and fraud policy. We promote efficiency in all our interventions which should be cost-effective and value for money without compromising on the quality.

DACAAR has a HR Policy and Office Procedures Manual. The manual clearly states our "zero tolerance" policy and applies to all staff. The Code of Conduct Specifically mention special measures for protection from sexual exploitation and sexual abuse in general and specifically in humanitarian crises. During the strategy period we will further strengthen and update the HR Policy, Office Procedures Manual and Code of Conduct and ensure we have an efficient implementation method.

3. DACAAR's Strategy 2019-21

DACAARs Strategic Programme Framework (SPF) 2019-21 will guide our work in Afghanistan the coming three years. The priorities are based on the context analysis and by what we assess to be the most likely scenario for the development of the country.

During the 3-year strategy period, we have helped 1.5 million vulnerable people to be in a better position to manage and influence their own life and improve their living conditions.

DACAAR's priorities during the strategy period will not show drastic changes from what we have focused on during the previous strategic period. Thus, our main target groups will be refugees, returnees and IDP's. We continue to have a strong presence and to help people in rural areas but based on the recent internal movement patterns among the displaced people more focus will be on urban and semi urban areas. Water, Sanitation and Hygiene (WASH) will also in future be DACAAR's prime area of intervention. Significant resources will also be put into Natural Resource Management (NRM) and in a further strengthening the integration between NRM, WASH and Small-Scale Enterprise Development (SSED). Based on experiences from the previous strategy period we have decided that to enhance Women Empowerment (WE) activities will be more cross-sectional and integrated into our other interventions.

The SPF aims at improving livelihoods, health and life quality on a sustainable basis for returnees, protracted IDPs and their vulnerable host communities. By end 2021, beneficiaries would have improved livelihoods as measured by reduced time in collecting water and increased time spent on food production, income generation and girls' and boys' education, improved health as measured by a reduction in water borne diseases, and an overall improvement in the quality of life as perceived by the targeted men, women, boys and girls. The integrated nature and the diverse targeting strategy of the interventions will enable addressing of the needs and priorities of the communities from different angles; access to and use of safe drinking water coupled with open defecation free villages and improved hygiene behavior will reduce the incidence of diseases which will in turn enable communities to invest increased time, energy and resources into learning new skills and engaging in various farm and off farm income generating activities offered by the intervention.

In light of deterioration of the security situation and repeatedly natural and man-made disasters DACAAR intends to extend its engagement in emergency response by extending its scope and consequently being more proactive in alleviating suffering and saving lives. To ensure sustainability humanitarian interventions will where ever possible be linked to long term development work. In future emergency responses, DACAAR might decide to include other relief activities such as provision of emergency shelter and distribution of non-food items including winter relief kits.

The specific changes are elaborated under each area of programme interventions below.

3.1. Target Groups

During the SPF 2019-21 DACAAR will continue to specifically target Afghan refugees, returnees and IDPs.

Refugees, returnees and IDP have traditionally been the target of DACAAR's interventions and we still believe that they represent an extremely needy group within the Afghan society during the 2019-21 period. As analyzed, their number is expected to grow including and because of that their vulnerability will increase.

DACAAR supports these groups in the aftermath of a displacement with life-saving activities such as the provision of water and sanitation; hence helps them rebuild their livelihood in case of protracted emergency. DACAAR also involves these groups in more long-term and sustainable development activities, focusing on business skills development and agriculture.

Following the principle of do-no-harm trying to avoid tensions over resources and discrimination on opportunities, we will also support host communities by assisting other marginalized groups such as disabled people, youth at risk of migration, women and elderly. DACAAR provides them livelihood opportunities and skills to be spent in their villages. Women are also targeted by DACAAR due to their marginalized position in the society by providing skills and opportunities to generate income and build capacity.

3.2. Geographical Scope

DACAAR is seeing the entire Afghanistan as the area of intervention. By beginning of 2019 we were active in 23 provinces, but we will not limit our geographical scope and are ready to pro-actively intervene to implement life-saving activities where needed in other regions and districts as long as safe access to communities is ensured and funding available.

The focus of DACAAR work has been put mostly on neglected rural Afghanistan but according to the expected need in the coming years DACAAR is planning to include also semi-urban and urban areas into our programming.

3.3. Areas of Intervention

From 2019 to 2021 DACAAR will continue helping the Afghan people through four overall programme types: Water, Sanitation and Hygiene (WASH), Natural Resource Management (NRM), Small Scale Enterprise Development (SSED) and Women's Empowerment (WE).

During the strategic period all four programme documents and implementation methods have been revisited with the aim to ensure relevance and further improve the quality and scale of our work.

Focus is on deepening the expertise within the existing programme types and not to look for new sectors. But new areas of interventions within the four programme types should be investigated like incorporate new innovative technologies, new partnerships and funding modalities.

3.3.1. Water, Sanitation and Hygiene (WASH)

During the strategy period WASH will continue being DACAAR's most comprehensive programme. From 2019 to 2021 DACAAR will contribute to reduce water-borne diseases, reduce time spend on fetching safe drinking water and increase the agricultural production through irrigation.

DACAAR's WASH programme contributes to the following Sustainable Development Goals (SDG):

Goal 1	No poverty,
Goal 2	Zero hunger
Goal 3	Good health and well being
Goal 6	Clean Water and Sanitation
Goal 17	Partnerships for the goals

Required funding: USD 27 mio

Needs and opportunities

The majority of Afghans do not have access to safe drinking water or proper sanitation. And refugees, returnees, and IDPs are the ones with the worst access. Contaminated water is a main driver of diarrhea diseases and unsafe disposal of human excreta and poor hygiene opens routes to transmission of related diseases. Diarrhea and other water-borne diseases continue to be highly prevalent, predominately affecting those most vulnerable, including women and children. Water-borne diseases are among the major contributing factors to the high mortality rate of children-under-five.

The combination of safe water, proper sanitation and hygiene education can in the coming strategy period contribute significantly to reduce mortality and morbidity from diarrheal diseases. New areas where WASH can be linked to relevant interventions will be investigated. Malnutrition could be one example, Safe water is therefor also one of the highest priorities among the poor people in Afghanistan Humanitarian needs overview estimates 2 million Afghans to be in need of safe drinking water during 2019. The National Risk and Vulnerability Assessment 2011 estimate that 39 percent of Afghan population are without access to improved drinking water.

Access to safe drinking water close to the homes also free women and children for other activities such as income generating or education.

The Afghan government has limited resources to provide the necessary water and sanitation facilities meaning that people are dependent on DACAAR's and other providers capacity to assist.

DACAAR's approach and planned intervention

From 2019 to 2021 DACAAR will contribute to reduce water-borne diseases, reduce time spend on fetching safe drinking water and increase the agricultural production through irrigation.

DACAAR will promote sustainable water management by ensuring availability of potable water and latrines to decrease the burden of water-borne diseases, both in emergency and in development context. DACAAR builds local and government's capacity and encourage safe disposal of excreta by improving hygiene knowledge and hygiene behavior of the beneficiaries.

DACAAR's WASH programme encourages beneficiaries to identify and meet their own WASH needs by playing an active role in the selection of appropriate services and technologies and locations for water points and sanitation facilities as well as making labour and raw material contributions to the construction work. Therefore, communities in rural and semi-urban areas are closely involved in managing the demand for WASH services including ensuring continued access, use, and sustainability of the water structures.

In development work, DACAAR emphasizes the need for affordable and sustainable approaches and technologies that are suitable for the beneficiaries and creates water-user groups ensuring maintenance and repair. It also invests in creating a spare parts market to facilitate repairing and train users in operation and maintenance of water points. To stop open defecation, DACAAR implements a Community Led Total Sanitation approach to mobilize communities and motivate them to build their own sanitation structures with DACAAR's support and supervision.

DACAAR partners with the provincial government and liaison with the Ministry of Rural Rehabilitation and Development in order to fulfill standards set by the government in terms of WASH. DACAAR works on engagement and participation of the local government which translates into provision of capacity building to the local authorities and stakeholders in terms of enhancing the level of awareness and know-how.

DACAAR's WASH activities are not limited to the implementation of WASH projects in the field but have also an expansive focus towards research and innovation.

Since 2010, DACAAR has established the Water and Expertise Training Center (WET Centre). WET Centre activities include; delivery of high quality formal training workshops, consultancies on a variety of WASH subjects to practitioners and end-users at national and sub-national level. Other activities include; undertaking action research, best practice studies and learning exchanges in support of the WASH sector in Afghanistan including hands-on consulting and technical support to WASH implementers. In addition to this, a well-equipped water quality testing laboratory embedded in the WET Centre provides clients with water quality testing services.

DACAAR continues ground water monitoring by regularly measuring the quality and quantity of the constructed wells. Data from these measurements and tests are stored, analyzed, interpreted, mapped and reported with the help of a specialized Integrated Water Resources Data Management System. This represents the only nation-wide data source of this kind in the country, so it provides crucial current and retrospective information on groundwater quality and helps better planning water supply projects implemented by DACAAR and other WASH actors including the government.

DACAAR is also willing to use its expertise in the WASH-sector in Afghanistan to support implementation of WASH-interventions by acting as a third part monitoring organization. DACAAR can provide on-site supervision and monitoring of the construction work of water systems. As a third-party monitor, DACAAR can work closely with the stakeholders in the program including the Ministry of Rural Rehabilitation and Development at national, district level and the Community Development Councils.

DACAAR can also be involved in the development of guidelines, tools and specifications in line with those set by Ministry of Rural Rehabilitation and Development (MRRD) and provision of related training to all the relevant stakeholders including CDCs. DACAAR will be third part monitoring for an upcoming UNICEF rural water supply program. The organization is planning to conduct site supervision, monitoring and reporting on each water supply project during set intervals and engage small scale enterprise mechanics to support the operation and maintenance of the water supply projects handed over to communities.

During the strategy period DACAAR will further improve the quality of the WET centre to meet the highest international quality standards and use innovative solutions.

DACAAR in collaboration with the Centre for Affordable Water and Sanitation Technology, a Canadian non-profit has established the Water and Expertise Training Center (WET Centre)

DACAAR in 2019-2021 will

- ✓ Reduce water-borne diseases with 60%

- ✓ Make safe drinking water available to 1 million refugees, returnees and IDPs. Contribute to lasting hygiene behavior change among 140,000 families.
- ✓ The WET centre is the no. 1 waters testing centre in Afghanistan and lives up to the highest international standards.

3.3.2. Natural Resource Management (NRM)

Proper management of natural resources, including water management could increase agricultural production significantly.

DACAAR’s agriculture-based Natural Resource Management (NRM) component aims to improve, increase and diversify agricultural productivity for the most vulnerable population. During the strategy period DACAAR will increase the small-scale agricultural production by linking access to water with opportunities to irrigate more cultivable land and kitchen gardens. DACAAR includes also a Disaster Risk Reduction component to the natural resource management activities to minimize likelihood and impact of the natural disasters by raising awareness of vulnerable communities at community and district level.

DACAAR’s NRM programme contributes to the following Sustainable Development Goals (SDG):

- | | |
|---------|----------------------------|
| Goal 1 | No poverty |
| Goal 2 | Zero hunger |
| Goal 3 | Good health and well being |
| Goal 17 | Partnerships for the goals |

Required funding: USD 9 mio

Needs and opportunities

Living conditions for the rural population in Afghanistan are often extremely difficult, with many families forced to survive on meagre resources. With the expectation that more poor people will return from their refugee in neighboring countries in the coming years the pressure on available land will grow and the need for make a living among the returnees will increase.

The agricultural production in country is too low to meet the need of the returnees and IDP and is a major contributor to malnutrition and the high children under five mortality rate.

A number of factors contribute to the low agricultural production, including harsh climate with severe winters, frequent droughts and floods as well as unsustainable land use, due to lack of knowledge. 70-80 percent of annual rainfall occurs over a four-month period and only about 25% of agricultural land is irrigated – much of it inefficiently.

The often devastating consequences of natural disasters, such as floods and drought can be mitigated by natural resource management including disaster risk management.

DACAAR's approach and planned intervention

DACAAR's agricultural activities aim to overcome food insecurity by providing opportunities for increasing production of cash crops such as pistachio and saffron and diversifying small scale agricultural and livestock production for home consumption.

The agricultural activities have the following components:

- increase and diversify crop productivity with provision by DACAAR on up-to-date farming techniques and good practices including crops rotation, field fertilization, and seeds selection
- Teach vulnerable households to maximize the outcome of kitchen gardens
- Increasing the harvest by introducing the concepts of green houses
- Provision of poultry for small scale livestock production and training on livestock management, basic veterinary and livestock products marketing
- Preservation of natural resources by implementing small scale irrigation projects to improve water management and reforesting land.
- Disaster risk management.

The agriculture activities are community-centered and aim at empowering beneficiaries by creating groups and structures such as the Farmer Field Schools, a training methodology to provide an environment where farmers received field-based participatory education, training, access to skilled and knowledgeable specialists with the capacity to make qualified livestock and crop management decisions reflecting upon own resources available in their fields. Farmers have access to Farmers Service Center which provide a complete range of reliable information on; quality seeds, fertilizers, agrochemicals, farm equipment, veterinary and poultry supplies and services.

All activities aim at building capacity of stakeholders, since DACAAR has an extensive experience in agriculture and land preservation in different settings in Afghanistan. DACAAR involves local government in training and provide updates and best practices on more efficient and effective way of farming and breeding techniques.

The coming 3 years, DACAAR will increase people's own food security by reaching out to more people with relevant and sustainable agricultural activities.

DACAAR in 2019-2021 will:

- ✓ Increase small scale food production among our beneficiaries by 20%
- ✓ Increase small scale farmers access to produce and sell cash crops by 20%
- ✓ Integrate natural resource management with increased opportunities for 50,000 small scale farming family members to irrigate agricultural land and kitchen gardens.

3.3.3. Small Scale Enterprise Development (SSED)

Years of conflict and a poor business climate has hampered development of private enterprises. For Afghanistan as a whole, small and medium scale enterprises represent a move towards a higher level of development with better income and employment prospects.

Through integration with the other DACAAR programmes SSED will play a significant role in assisting vulnerable returnees, displaced and IDP's to get a better life.

DACAAR's SSED programme contributes to the following Sustainable Development Goals (SDG):

- | | |
|---------|---------------------------------|
| Goal 1 | No poverty, |
| Goal 2 | Zero hunger |
| Goal 8 | Decent work and economic growth |
| Goal 17 | Partnerships for the goals |

Required funding: USD 3 mio

Needs and opportunities

In 2019-2021 SSED should enable individuals and groups to attain a higher level of income and in turn contribute to raising local demand for labour, goods and services. SSED is, however, hampered by the risks involved, which are enhanced by insecurity and poverty. In general, certain basic resources are needed, such as skills, land or capital. The most vulnerable are therefore at a disadvantage, although business could be the best way for them to escape from extreme poverty.

DACAAR's approach and planned intervention

DACAAR's experience with SSED has included: business development, business management skills development, product quality development and market linkage.

DACAAR's activities carried out under the Small-Scale Enterprise Development (SSED) will between 2019 – 2021 improve marketing of products and entrepreneurial skills of beneficiaries.

SSED approach is 'beneficiaries centered' Producers' associations are built upon existing grass-root organizations and associations to increase sustainability and ownership and to share resources and skills. Vocational trainings offered by DACAAR look at market demands but also value participants' ambitions and attitudes. Through trainings, DACAAR expects trainees to gain employability prospects and capacity to market products which encourage beneficiaries to become economically sound and drastically improve their livelihood. DACAAR's SSED training approach is accredited by Afghan ministry of Labour, Social Affairs, Martyred and the Disabled (MoLSAMD and the majority of the graduates are able to make an acceptable living after end of participation.

SSED component will be closely linked with the agricultural and Women's empowerment activities which supports vulnerable people to set up small-scale businesses, marketing and transformation of surplus agricultural products like partnerships with local private sector companies will be tested. Main activities related to SSED are:

- Provision of vocational skills and inputs for start-up based on market assessment needs
- Creation of producers' association to increase sustainable market opportunities and expand businesses

DACAAR in 2019-2021 will

- ✓ Support that in 2021 more than 20 producer associations are operational.
- ✓ Support that in 2021 at least 1,000 small-scale individual businesses are operational and generating income for highly vulnerable youth

3.3.4. Women Empowerment (WE)

In combination with other DACAAR activities in Afghanistan the Women Empowerment (WE) will empower vulnerable women from among the returnees, IDPs and help them to get access to social and economic resources.

DACAAR's WE programme contributes to the following Sustainable Development Goals (SDG):

- | | |
|--------|----------------------------|
| Goal 1 | No poverty, |
| Goal 2 | Zero hunger |
| Goal 3 | Good health and well being |

Goal 5 Gender Equality

Required funding: USD 6 mio

Needs and opportunities

Despite a comprehensive legal and institutional framework and some concrete progress, rights of Afghan women are commonly violated, with social and economic exclusion being the norm. Progress has included an impressive increase in girl's enrollment in school, participation in public life, in particular by educated women and some improvement in women's access to health services. Accomplishments have however, mainly been concentrated in urban areas.

Cultural factors and poverty create a strong dependency of women on the family as their lifeline and subject women to societal norms which limit mobility and opportunities for, e.g. education, earning an income, medical treatment, social, economic and political influence and general freedom of choice.

Despite rural women's general lack of resources and influence, they constitute a substantial proportion of the agricultural labour force and make important contributions to rural household economies. With war and displacements many households are women-headed or reliant on a woman's income.

DACAAR's approach and planned intervention

DACAAR intends to improve quality of life and position of women in the Afghan society and believes that this improvement can be achieved by supporting women in building their capacities and raise awareness about women's potential, especially in generating household income. To do so, and based on our previous experiences, DACAAR plans to enhance the Women Empowerment (WE) component and make it more cross-sectional.

For several years, DACAAR has been working on improving the situation for women in rural Afghanistan by creating Women's Resource Centers (WRC) where women from neighboring villages are organized around a resource center only allowed for women. In the centers, there are organized training for women e.g. literacy courses or courses in child health and a number of women would also be involved in income generating activities.

DACAAR intends to maintain the WRC model. But as security issues have made it difficult and are expected to continue being difficult for women to access the WRCs our strategy will change so activities should concentrate more on providing 'backyard' livelihood opportunities such as poultry or greenhouses to allow women to conduct their activities closer to home and occasionally access the WRC without wasting the opportunity to generate income for their families.

In urban and semi-urban settings, DACAAR plans to involve young women with an IDP or returnee's status in entrepreneurship skills training, since those women are expected to have more freedom of movement and higher education. The surrounding context will also dictate the job market they might have access to which is more competitive in urban areas and which has higher standard compared to rural areas.

The WE strategy paper will be revised during 2019 with the aim that DACAAR's work within the area is guided by ambitious outcome but also realistic indicators,

DACAAR in 2019-2021 will:

- ✓ Ensure 15,000 vulnerable women from among returnees, IDPs and their host communities access to social, and economic resources, and capacity to be empowered.
- ✓ Mobilize CDCs for WE and enable them to carry out WE projects.
- ✓ Share knowledge on DACAAR's WE interventions to and build up WE capacities among government authorities, NGOs, private sector and other stakeholders through training and other initiatives.

3.3.5. Citizen Charter Programme

DACAAR will play an active role in the national Citizen Charter programme which is a transformation of the previous National Solidary Programme (NSP). The Citizen Charter aims to provide Afghan villages with basic services through interventions managed by the local CDCs but conducted by implementing partners. During the strategy period DACAAR will be involved as implementing partner for the provision of potable water by developing water structures and might play a role in the agricultural component too by constructing irrigation schemes.

DACAAR contributes to the National Citizen Charter Programme with:

- ✓ 760 CDCs actively participate in the CCAP community development projects implemented by line ministries and exercise their rights in terms of holding local government accountable for basic service delivery
- ✓ 120 Cluster CDCs actively participate in community development projects implemented by the line ministries

Vulnerable families are accessing grain from operational grain banks in at least 70% of the CDCs.

4. Cross-cutting Issues

DACAAR addresses Partnerships, Gender equality, Environment, Accountability and Learning as cross cutting issues and integrates them in its programming.

Partnerships:

DACAAR will cooperate with the national government, its local representatives, local communities and beneficiaries to ensure relevance, timely and effective response to needs as well as ownership by affected communities. DACAAR will coordinate its interventions with the relevant cluster mechanism and in cooperation with other humanitarian actors involved in the same geographical areas.

DACAAR works closely with a variety of local partners including Community Development Councils(CDCs), Women's Resource Centers (WRCs), District Development Assemblies, district administrative authorities, provincial authorities including the Governor's office, line directorates, provincial council, local NGOs and the relevant private sector companies. A first key aim of this engagement is ensuring a good understanding of these actors and stakeholders regarding the program objectives and intentions and DACAAR's mission, vision and values. This gives legitimacy to the project and opens communications channels that would allow DACAAR to later discuss issues such as beneficiary selection, community contributions, and beneficiary accountability mechanism as well as to find solutions to operational challenges including access and security issues that may arise during the course of the program. A key element in all interventions planned to be undertaken for this program is capacity building. DACAAR will use all opportunities during implementation to build the capacity of local partners for improved delivery of humanitarian and development interventions and for ensuring sustainability of the interventions after DACAAR has exited the area. Local government staff will be invited to take part in various project activities such as to monitor the project progress against plan as well as they will be involved in the handover of final projects to the beneficiaries.

Community Mobilization and Engagement in development work is key to improve project ownership and long-term sustainability. DACAAR strictly collaborates with CDCs and supports their bottom-up participatory approach which helps building democracy and reconciliation in Afghanistan. The organization facilitates liaising, linkage between CDCs, the local governments and authorities and assists CDCs in the implementation of community development projects according to participatory modalities.

Working in **consortia** will become more prominent. Considering future donors' approach in Afghanistan which might focus on integrated interventions led by different actors with relevant expertise in the sector, DACAAR considers participating into projects implemented by consortia as an opportunity to integrate its programmes with other complementary activities where DACAAR experiences expertise shortfall.

Working within consortia is a trend we expect to be further widespread during the strategy period. DACAAR will take more leadership in consortiums. To get the experiences 2-3 leaderships of smaller

consortiums will be offered. The experiences and learnings will be review during the strategic period an used to adjust our strategy.

Gender equality:

DACAAR has a **gender equality perspective** on its programming which takes into account different aspirations and requirements of men and women and tries to tailor projects to their needs. We collect and analyze disaggregated data to better target projects and conducts regular gender mainstreaming campaign among staff.

Environment:

DACAAR's interventions are environment-friendly and we strive to protect the environment in all our activities. All inputs, implementation methodologies and technologies used in the interventions are assessed for environmental friendliness before application. Natural Resources Management interventions directly support environmental improvements through soil stabilization, and prevention of the loss of irrigation water. The component uses locally adaptable and environmentally friendly methods for protection against agricultural and livestock diseases and pests. The WASH component will ensure awareness on the value, proper use and preservation of safe drinking water source by families as part of hygiene education sessions. Disaster Risk reduction will be an integrated aspect of all our interventions. All infrastructure developed as part of interventions use safe design principles and ensure protection against natural disasters.

5. Advocacy

DACAAR will revisit our advocacy strategy in 2019. The aim is to update where we see realistic opportunities for advocacy to the benefit of the beneficiaries, At least 3 areas of advocacy should be further investigated:

- ✓ Continue the dialogue and partnership with the Afghan government as an integrated part of our cooperation with the relevant ministries.
- ✓ Advocacy vis-à-vis the donors to put pressure on them to continue to provide long term support to humanitarian interventions and long-term development work in the fragile country.
- ✓ DACAAR lives up to a special obligation to advocate for better WASH facilities.

6. Communication and branding

DACAAR is a focal point for sharing expertise within our 4 programme priorities. The www.daccar.org is frequently update with news, achievements and challenges from our daily programme work. The web-site is also an important tool for transparency.

From 2019 the www.dacaar.org has minimum 2 new stories from the programmes published per month.

7. Monitoring, Evaluation Accountability and Learning

DACAAR commits to providing credible evidence of programmatic results and impacts through continuous monitoring of progress on interventions against key performance indicators, including documented lessons learned for continuous improvement. DACAAR has dedicated trained M&E staff and all program implementation staff will have M&E responsibilities integrated into their core functions.

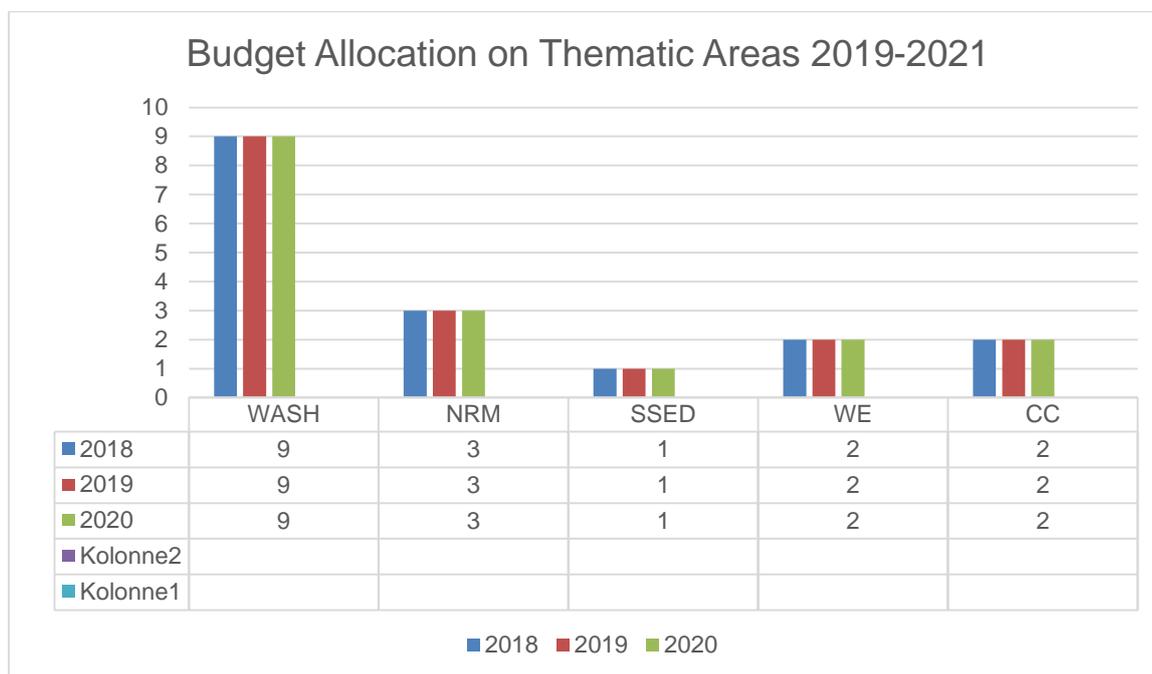
DACAAR plans to further strengthen its monitoring and evaluation system by making its data collection and reporting more effective in capturing results, trends and showing sound impact produced on the ground. We want to be more systematic in how we learn and document from our programmes and how we use the learnings to improve our ways of working. The organization intends to hire more female staff, so female beneficiaries are also reached and hereby collect their feedback on programmes and activities by building body of evidence on impact which hence considers all beneficiaries.

DACAAR would like to strengthen its accountability towards the beneficiaries. New methods to collect, systematize and document results like using smart phone apps will be tested and included in the ME routines. Currently, DACAAR collects feedback from beneficiaries in an informal manner and for its emergency interventions it verifies transparent implementation of activities with suggestion boxes and a phone call system which reaches beneficiaries, remotely. DACAAR is interested in piloting a more structured and developed beneficiary feedback mechanism in some of the current and future interventions enabling beneficiaries to address concerns and make suggestions on project activities and implementation and hereby voice complaints and request information on timing and delivery of activities. This mechanism will also enhance beneficiary protection and allow the organization to timely re-steer programmes.

8. Funding perspectives

Long term funding should be the financial foundation for DACAAR. During the strategic period the optimal funding level is up to USD 20 mio. Per year.

The diversified funding base will be continued and new funding opportunities will be investigated like private sector foundations, Thus, is the strategy to establish 1-2 partnerships with Danish foundations in 2019 and to start a cooperation with Danida's special pool of funding for cooperation between NGO, Private sector and academia.



9. Risks and assumptions

The pattern for **donor funding** for Afghanistan has been changing over the past years. Funding has overall gone down and therefore there is more competition among NGOs on ground to capture the funding available. Furthermore, there is a rise in demand for consortia's. In general, there has also been raised a critique of donors mainly focusing on financing emergencies and ignoring the great need of development funding.

DACAAR tries very hard to bridge the need of immediate emergency assistance and turn the assistance into long-term sustainable solutions for the beneficiaries. In all relevant forums, DACAAR tries to voice the need for long-term funding for long term solutions.

In order to avoid dependency on few bigger donors DACAAR will continue working to diversify our donor base and ensures the organizations funding comes from a large number of donors.

Although DACAAR is renowned for its WASH-programming, we would like to draw donors' attention and funding on its integrated programming which include more emphasis on livelihood and efforts to improve nutrition and income generating activities. DACAAR will then try to present the programming in a more structured and integrated manner. DACAAR is also willing to join consortia as previously illustrated to maximize its impact and profit from other organizations' expertise.

During the 2019-21 strategy period DACAAR will also search the market for the opportunities for getting into closer partnerships with Danish, Global and national Afghan private sector companies to increase funding opportunities but even more focus should be on achieve shared value. Private sector is interested in new markets, but they have the knowhow to contribute to social development in country and interest to be involved in the development processes. We expect that our expertise within WASH should be attractive for companies working in water and sanitation and our Small-Scale Enterprise Development programmes could be further strengthened by linking it close to the job and training opportunities in the private sector.

List of Acronyms

CC	Citizen Charter
CDCs	Community Development Councils
CLTS	Community-Led Total Sanitation
DACAAR	Danish Committee for Aid to Afghan Refugees
DPA	Danish People's Aid
DRC	Danish Refugee Council
DRR	Disaster Risk Reduction
ERM	Emergency Response Mechanism
FFS	Farmers Field School
FSC	Farmers Services Center
IDPs	Internally Displaced People
MAIL	Ministry of Agriculture, Irrigation and Livestock
MoE	Ministry of Education
MoLSAM	Ministry of Labour, Social Affairs, Martyred and the Disabled
MoWA	Ministry of Women's Affairs
MPH	Ministry of Public Health
MRRD	Ministry of Rural Rehabilitation and Development
NPPs	National Priority Programs
NSP	National Solidary Program
PDMP	Post Distribution Monitoring
SPF	Strategic Programme Framework
SSED	Small Scale Enterprise Development
WE	Women's Empowerment
WET	Centre Water and Expertise Training Center
WRCs	Women's Resource Centers

