
STRATEGIC PLAN 2016-2020



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Message from ARCS President



The Afghan Red Crescent Society Strategic Plan 2016-2020 provides the guiding framework for ARCS for the next 5 years in order to achieve its vision. Our vision is “Afghan Red Crescent Society as an increasingly self-sufficient humanitarian organization, guided by the fundamental principles of the Red Cross and Red Crescent Movement, providing humanitarian services to the most vulnerable people across the country”.

Strategic Plan 2016-2020 builds on our previous efforts but has also been informed by our experience in order to improve ARCS’s impact in the community. The plan focuses on increasing the capacity of ARCS, primarily through strengthening ARCS’s branches, and the strategic objectives reflect our efforts to deliver services to the most vulnerable.

We submit this strategic plan in the expectation that it will be an important instrument for rallying human, financial and material resources in order to respond to the needs of the most vulnerable people and advance humanity across Afghanistan.

Fatima Gailani
President, ARCS

Message from Secretary General



Dear Readers and colleagues,

It is a pleasure that with the mercy of Allah Almighty and by the continued efforts and diligence of ARCS relevant authorities the Third Strategic Plan (2016-2020) of ARCS is now completed and ratified by the Governance Board. The present strategic plan in comparison to the first (2008-2011) and second (2012-2015) strategic plans has its specific importance and significance. Firstly the processing of the present plan was carried out in a longer period of time and secondly the development of the plan was mainly carried by the internal sources of ARCS and not by foreign experts, thirdly the plan reflects the requirements of the vulnerable Afghans in need. Obviously ARCS partners namely IFRC and ICRC had a significant moral and material support that is praise worthy, however the initiative was with the ARCS.

This plan is developed in a time where ARCS will witness great changes. The Society Law which is an important document for the life of ARCS and guarantees the independence, neutrality and impartiality of the society is underway. After the ratification of the law by the Afghan parliament there will be gradual but major structural and managerial changes in ARCS. Our aim is to pursue the path towards building an international standard society and because of that it is necessary to lay the foundation very strongly and comprehensively and so some issues in this respect are included in this plan.

Afghanistan is one of the poor and high disaster prone countries of the world where annually witnesses many natural disasters. In addition the man-made disaster and conflicts increases the hazards. Therefore, it is necessary for ARCS to develop and mobilize its systems, staff and volunteers to be prepared for reduction and early response of disasters and hazards. The present strategic plan has also taken into consideration these facts.

During the implementation period of the second strategic plan (2012-2015) ARCS was able to carry on a few studies and assessments in the light of which to determine its position and stand. Among the main assessments done were OCAC and BOCA. OCAC was performed two times and BOCA only once in 2015. Both of these assessments indicated the weak points in the headquarter and in the provinces. They showed to ARCS where to focus and which steps to take to solve the issues. Fortunately ARCS has included these points in this plan too.

Therefore, based on the above reasons we can conclude that the ARCS Strategic Plan (2016-2020) which stems from IFRC 2020 strategic plan and in addition is relevant with the findings and experiences of our partners i.e. IFRC and ICRC, MDG, Afghanistan National Development Strategy and those of ARCS itself is developed with wide participation of the members of ARCS Governance Board; Executive Committee, Central; Zonal and Provincial Directors and managers as well as the staff, volunteers and members, ARCS partners i.e., IFRC and ICRC, relevant governmental organizations such as ANDMA, different representatives of the respective ministries, relevant organizations of UN system. While ARCS is thanking them all for this wide participation it is expected of all to have a good participation in the implementation stage to make this plan successful.

At last while I thank all ARCS colleagues, particularly the OD department, led by Mr. Mohd. Taib Yusufzai, and all headquarters' and provincial staff and volunteers, who actively participated in developing this plan, I express my heartfelt appreciations and wish you greater success and assure you that the office of the Secretary General and the executive part of ARCS is ready to do its best to actively take part in the implementation of this plan with full attention and strength.

Thank you,

Mohammed Naim Dindar

SG ARCS

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1. Introduction

(i) Overall aim

This Strategic Plan 2016-2020 provides a clear direction for the work of Afghan Red Crescent Society (ARCS) over the next five years in making a significant and long lasting impact on lives of the vulnerable people in Afghanistan. By formulating its strategic plan, ARCS will strive to find a relevant humanitarian niche independently, impartially and neutrally within the Fundamental Principles and fulfil its auxiliary role to “reach those whom others cannot reach”.

To do this, the ARCS will improve and expand its current capacity in the defined strategic areas, and inspired by the Fundamental Principles and the vision of the International Red Cross and Red Crescent Movement, will work together with its people, partners, supporters and all organisations to achieve its goals to improve the lives of the most vulnerable people in Afghanistan.

In developing its strategic directions for the next five years, ARCS also ensured aligning its strategic areas with that of International Federation’s Strategy 2020 - saving lives, changing minds, and with the Resolutions of the Asia Pacific National Societies’ Regional Conference Declaration called the “Beijing Call for Innovation” of November 2014.

The purpose of the strategic plan 2016–2020 is to guide actions of the ARCS’s headquarters and branches to better achieve its shared vision. It will also provide a framework to the ARCS to move forward in tackling the major humanitarian challenges in Afghanistan during the period from 2016 to 2020 and to provide a direction on preparing itself organizationally to better address the needs of the most vulnerable people. The purpose is also to adopt better structure and to achieve goals of the strategic plan in order to improve the organization’s ability to do more, do it better and reach further as well as stronger leadership and improve its human resource strength.

Finally, the strategic plan shows the Afghan Red Crescent’s contribution towards the One Billion Coalition for Resilience





which was agreed at the Global Community Resilience Forum in Cali Colombia in November 2014. The One Billion Coalition for Resilience is a new initiative to scale up community and civic action on resilience. Afghan Red Crescent will play its part in ensuring that communities across the whole country have greater opportunities for growth and connectedness than ever before, recognising that people are themselves agents of change and have significant resources, skills, and capacities to support resilience efforts in their own communities and at broader civic level across their cities and districts. Together with all stakeholders in Afghanistan ARCS will be inviting like-minded humanitarian, development, government, research and business organizations to join the Red Cross Red Crescent (RC/RC) in co-creating this initiative, pooling their respective resources and bringing a stronger focus on community and household resilience to the national and global agenda. This will in turn be presented as a commitment on

community resilience toward the Post-2015 Framework for Disaster Risk Reduction adopted in Sendai, Japan in March 2015 and towards the Sustainable Development Goals which were adopted in September 2015.

(ii) The planning process and review of the last plan

In 2007, ARCS developed its first ever (2008-2012) strategic plan and in 2011, developed its second (2012-2015) strategic plan, which were supplemented by the operational plans. The implementation of the strategic plan 2012-2015 was reviewed and lessons learned were compiled and considered during the development of the current strategic plan. The review highlighted some of the following key achievements during the past four years, which can be taken as the baseline for the



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current strategic plan:

- Legal Base revision including the ARCS Constitution revision, Red Crescent Law, and Emblem Law development have been conducted.
- Effective Governing Bodies have been strengthened with ARCS's first and second strategic plans adopted and approved by the Governance Board. A revitalised national Governing Board has managed new membership enrolment, fresh Provincial assemblies electing neutral and impartial local Boards, and launched this third Strategic Plan being specifically driven to be actively involving volunteers, members, youth and staff from branches and the National Headquarters
- ARCS has strengthened its human resource base with a greater diversity of board members, Youth Clubs established in 21 provinces, 20,000 members and approximately 25,000 volunteers, and an upgraded Volunteering Policy and database and a Facebook page on youth and volunteering. Further improvements were made by starting to conduct provincial assemblies, establishment of seven regional offices, involving youth volunteers in decision making processes at different levels, and improving gender equality.
- Annual Operational Plans have focussed the work of Disaster Response Teams, 31 Mobile Health Teams(MHT), 12 new clinics constructed, maternal and new born and child health programmes, psycho-social support and restoring family links programmes.
- Disaster risk analysis has led to revising internal community and access approaches and diversifying locations for pre-positioned logistic capacity up to regional level to facilitate faster access to affected populations in remote areas supplemented by enhanced warehousing, fleet management and procurement system.
- Fundraising development has been supplemented by a newly designed Website.



- IT infrastructure has improved a centralized electronic finance system, supplemented by a new Finance Manual.
- Planning, monitoring, review and evaluation capacities have strengthened with an evolving PMER capacity assessment and framework to strengthen skills at all levels.

The review also recommended that to become a strong National Society, the ARCS should focus on including and identifying the services which can be sustained by their own funding such as unique services provided by the Marastoons, one of the ARCS’s self-funded and unique humanitarian services in 5 Provinces for the most destitute families. The recommendations also included developing a more systematic administrative structure and organisational standardisation to implement the strategy efficiently; and to ensure that operational plans are developed as a road map to achieve the goals and objectives.

ARCS also conducted its Organizational Capacity Assessment Certification process (OCAC), followed by a Branch Organisational Capacity Assessment (BOCA) in all Provinces. All these processes involved a high number of members, volunteers, youth and staff including three phases of consultation and national meetings to develop the community priorities and focus areas for ARCS to work with communities that no one else can reach.

Lessons learned from the implementation of the previous Strategic Plan and other organisational review processes such as OCAC and mid-term monitoring of progress against baselines and BOCA were deeply considered during the development of the strategic goals and objectives. Since then ARCS has already initiated a change process which has had impact on its operation, development as well as way of thinking. As one of the recommendation of OCAC, a security assessment conducted which also considered for the development of this plan.

As a result, the organization’s structure has started to be reviewed; its first General Assembly was conducted giving focus to the branches to prioritise registering new members, and strengthening volunteer management at all levels. As a result, ARCS has continued to play its auxiliary role with the government while keeping its independence and neutrality, and adopt-



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ing the Principles of the Movement to build good relations with all people and organisations not only within the country, but also within the Red Cross Red Crescent Movement and sister National Societies.

Today, ARCS is the only nationwide humanitarian organization in the country which is delivering humanitarian services to the most vulnerable people of Afghanistan. ARCS took part in the activities related to humanitarian actions, disaster management, IDPs, migrants. The humanitarian operations of the ARCS with the rest of the actors had a significant impact in the field. Throughout all the process an emphasis was placed on sustainability and as such the organization's resource mobilization policies, strategies and mechanisms are to be further strengthened.

This plan was therefore developed in three phases which allowed for the review of the last plan in phase-1; the involvement of ARCS governance, community based branches, members, volunteers and youth in a participatory needs identification process to identify both community as well as organisational strengthening needs in phase-2, this process invited ANDMA, Ministry of Public Health and UNHCR for their reflection; and a final participatory process to draft the goals, strategic directions, objectives and outcomes of the plan involving youth, volunteers, members, branch and national governance, and staff of branches and Headquarters in phase-3. The final draft was proposed to the ARCS's national governing Board for approval. To achieve these, the ARCS established Steering Working Group, Technical Working Group and drafting committee.



(iii) Contribution to the Sustainable Development Goals

ARCS Strategic Goal	SDGs	Contribution of ARCS's work towards targets
<p>Included in ARCS's strategic Goal 1</p> <p>Disaster Response, Recovery, Risk Reduction</p>	<p>GOAL 1: End poverty in all its forms everywhere</p> <p>GOAL 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture</p>	<p>SDG Targets:</p> <p>1.5 By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters</p> <p>2.1 By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round</p> <p>2.4 By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality</p> <p>11.5 By 2030, significantly reduce the number of deaths and the number of people affected and decrease the economic losses relative to gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations</p>



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	<p>GOAL 11 Make cities and human settlements inclusive, safe, resilient and sustainable</p> <p>GOAL 13 Take urgent action to combat climate change and its impacts*</p>	<p>11.6 By 2020, increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, develop and implement, in line with the forthcoming Hyogo Framework, holistic disaster risk management at all levels</p> <p>13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries</p> <p>13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning</p> <p>Sendai Targets:</p> <p>(a) Substantially reduce global disaster mortality by 2030, aiming to lower average per 100,000 global mortality between 2020-2030 compared to 2005-2015.</p> <p>(b) Substantially reduce the number of affected people globally by 2030, aiming to lower the average global figure per 100,000 between 2020-2030 compared to 2005-2015.</p> <p>(c) Reduce direct disaster economic loss in relation to global gross domestic product (GDP) by 2030.</p> <p>(d) Substantially reduce disaster damage to critical infrastructure and disruption of basic services, among them health and educational facilities, including through developing their resilience by 2030.</p> <p>(e) Substantially increase the number of countries with national and local disaster risk reduction strategies by 2020.</p>
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<p>Included in ARCS's Strategic Goal 1</p> <p>Health and Water and Sanitation</p>	<p>GOAL 2 End hunger, achieve food security and improved nutrition and promote sustainable agriculture</p> <p>GOAL 3 Ensure healthy lives and promote well-being for all at all ages</p>	<p>2.2 By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older person</p> <p>3.1 By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births</p> <p>3.2 By 2030, end preventable deaths of new-borns and children under 5 years of age</p> <p>3.3 By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases</p> <p>3.4 By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well being</p> <p>3.6 By 2020, halve the number of global deaths and injuries from road traffic accidents</p> <p>3.7 By 2030, ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes</p> <p>reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes</p>



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	<p>GOAL 6 Ensure availability and sustainable management of water and sanitation for all</p>	<p>3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all</p> <p>3.d Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks</p> <p>5.6 Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences</p> <p>6.1 By 2030, achieve universal and equitable access to safe and affordable drinking water for all</p> <p>6.2 By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations</p> <p>6.b Support and strengthen the participation of local communities in improving water and sanitation management</p>
<p>Included in ARCS's Strategic Goal 4</p>	<p>GOAL 4 Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p>	<p>4.7 By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and nonviolence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development</p> <p>5.2 Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation</p>



<p>Promote social inclusion and a culture of friendship amongst individuals, families and communities</p> <p>Cross-Cutting Issues</p>	<p>GOAL 5 Achieve gender equality and empower all women and girls</p> <p>GOAL 16 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effectively , accountable and inclusive institutions at all levels</p>	<p>16.1 Significantly reduce all forms of violence and related death rates everywhere</p> <p>16.2 End abuse, exploitation, trafficking and all forms of violence against and torture of children</p> <p>16.3 Promote the rule of law at the national and international levels and ensure equal access to justice for all</p>
	<p>GOAL 5 Achieve gender equality and empower all women and girls</p> <p>GOAL 17 Strengthen the means of implementation and revitalize the global partnership for sustainable development</p>	<p>5.1 End all forms of discrimination against all women and girls everywhere</p> <p>17.9 Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the sustainable development goals, including through North-South, South-South and triangular cooperation</p>



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In summary, the current strategic plan is also contributing to the following Sustainable

Development Goals:

GOAL 1: End poverty in all its forms everywhere

GOAL 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture

GOAL 3: Ensure healthy lives and promote well-being for all at all ages

GOAL 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

GOAL 5: Achieve gender equality and empower all women and girls

GOAL 6: Ensure availability and sustainable management of water and sanitation for all

GOAL 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

GOAL 11: Make cities and human settlements inclusive, safe, resilient and sustainable

GOAL 13: Take urgent action to combat climate change and its impacts

GOAL 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

GOAL 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development



2. Analysis of the situation

(a) External environment

(i) Insecurity, internally displaced people, and humanitarian consequences

The unstable security situation in Afghanistan makes the vulnerability of the people and access to them more complex. Ongoing insecurity results in civilian casualties and displacement; creates social, political and economic tensions affecting poor populations living in remote areas with less access to basic services on health and education. From September 2013 to August 2014, 9,604 civilians were killed or injured compared to 8,619 in the same period in 2012/13. Following displacement in North Waziristan Agency, Pakistan, more than 13,000 families (approx. 100,000 people) crossed into Khost and Paktika provinces in south-eastern Afghanistan and need humanitarian assistance. By mid-2014, 683,000 people were internally displaced by the conflict affecting 30 of the 34 Afghan provinces. More than half of Afghanistan's internally displaced people (IDPs) live in urban areas. These IDPs seek assistance and shelters as well as other forms of aid either from the government or from the aid agencies. For women conflict and displacement often exacerbates existing societal limitations of access to services, with lack of female personnel within services adding to psychological stress.

(ii) Natural hazards, risks and vulnerabilities

The climate is mostly dry in Afghanistan with extremes of cold winters and hot summers; however, it has already felt the impact of climate change. Winter access to communities is severely hampered and sometimes impossible needing people permanently within these communities who as volunteers know what to do and how to respond to disasters as members of their own communities. Nature's destructive patterns routinely affect and wreak havoc in the country. Earthquakes are frequent in northern parts of the country and often trigger devastating landslides. Flooding and mudslides are common, particularly in the spring when snow starts melting. Afghanistan is the 12th most earthquake prone country in the world and 22nd for flooding. Extreme winter conditions and avalanches are also a recurrent feature in the mountainous areas that make up approximately 63% of the country. In the last 10 years Afghanistan has also been suffering a prolonged drought, which affects over 6 million



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Afghans mainly in the southern and eastern regions. Other common hazards include agricultural pests, such as caterpillars and locusts, and dust and sandstorms. More than 7.5 million people have been affected by disasters since the early 1980s. According to ANDMA, approximately 250,000 people are exposed to natural disasters on average per year. 4,000 families are without adequate winter shelter. Wars and civil conflicts have led to adverse effects on the environment thus precipitating greater vulnerability and causing disproportionate levels of loss. The need for school safety and resilience awareness building has been highlighted by many communities across the country.

(iii) Health vulnerabilities

The delivery of basic health care services is curtailed due to insecurity that even worsened the accessibility of health care due to shortage of health workforce especially female health professionals. According to WHO, around 85% of the population live three to four hours from a health care facility and 35% either live too far from health facilities or have no access at all. Acute lifesaving needs are most critical when lifesaving clinics are reduced or suspended due to conflict. Geographic isolation and gender-discriminatory cultural practices pose further obstacles. Most women did not reach secondary level of education and have limited access to information. According to a 2012 UNICEF report, the country has some of the world's highest rates of infectious disease and maternal and child mortality rates in the world with maternal mortality ratios at 327/100,000 live births and under five year mortality rate dangerously at 97/10,000. The burden of malnutrition is alarming across the country with high prevalence of severe acute malnutrition (SAM) attributed to the higher risks of death and sickness of children. Women and lactating mothers also require nutrition intervention attention with moderate acute malnutrition. Approximately 1.2 million children are acutely malnourished and 2.2 million people very severely food insecure. More than 50,000 of the nation's malnourished children are in danger of losing their lives. Further, Afghanistan is one of the last polio-endemic countries in the world. Half a million children are dying of preventable diseases. More than 2.2 million people live below the minimum calorie intake per day. In health services the total number of doctors/midwives/nurses should be more than 22 in every 1000 people but the national average is only 2.7.

(iv) Water and sanitation

About 45 per cent of urban dwellers do not have access to safe sanitation. Personal hygiene practice is generally considered extremely poor. Only 27 per cent of the population has access to improved drinking water (58 per cent urban and 19 per cent rural) and 31 per cent has access to adequate sanitation (60 per cent urban and 25 per cent rural).

(v) Gender and diversity issues in the humanitarian context



Improved access to public services and the public sphere for Afghan women have been increasing since last decade. Approximately 46 percent of girls now attend primary school and there are more women working in schools, hospitals and government offices, including the country's first female Governor and Provincial Council Chair. Clear humanitarian need – many women and girls in Afghanistan are left out of emergency and other services (education, healthcare) creating and exacerbating vulnerabilities to death, disease, and social exclusion. The Fundamental Principles of the Red Cross Red Crescent Movement state that all services and all National Societies should be open to all, on the basis of non-discrimination. Where discrimination exists, or where there is not adequate representation of some people, it is the responsibility of the National Society to address this and to outreach to exclude groups (such as women and girls). The ARCS Constitution and former Strategic Plan of ARCS highlight non-discrimination on the basis of gender, ethnicity as important considerations for ARCS and show that leadership own this. The Government of Afghanistan has also committed to gender equality, through directing NGOs to establish functioning departments or mechanisms for focusing on gender in their NGOs and for directing new programs and projects that focus on Gender Equality, or gender sensitivity.

(b) Internal environment

(i) Existing strengths

ARCS's strengths include strong networks of human resources (experienced and trained volunteers and staff, members) and branches throughout the country, ARCS's own properties and assets in a wide variety of locations, committed governance and management, teamwork, mobile clinics, non-food item stock, existence of yearly and quarterly plans of action, cooperation with communities, the Red Cross and Red Crescent Movement partners and other stakeholders, public authorities and external humanitarian organisations.

With the registered network of 25,000 volunteers and strength of our staff, ARCS headquarters and branches responds to vulnerable people by providing preventive and curative medical assistance to communities, responding to disasters and conflict, distribution of food and non-food items (NFI) to affected people, disseminating humanitarian values and Movement principles, fundraising and good governance at branch level, community involvement, assistance to displaced people, transferring of mortal remains during conflicts, restoring family links, free health services through the health clinics and health mobile teams in various provinces, free treatment of children with heart congenital diseases, facilitating the treatment of osteoporosis and



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severe burning by Peace Village International (FRIEDENSDORF INTERNATIONAL) - Germany, training of volunteers in (HIV) AIDS awareness, blood donation clubs at schools, training of community first aid volunteers (male and female), provision of food and accommodation for children (without guardians) in Marastoons, provision of basic hygiene facilities and protection for intellectually disabled patients (male and female), branch development, leadership development, and volunteer management.

Having such exiting capacity, the ARCS coordinates with the public authorities, engages in humanitarian advocacy with all public authorities at national and local levels, groups in the country, UN agencies and other stakeholders about the Fundamental Principles and why ARCS can go to places that no one else can reach to serve the vulnerable people. ARCS has the opportunity to coordinate its services to the vulnerable people with public authorities and work at community and district levels through its branches. In auxiliary roles it is possible to serve communities in relation to the Ministry of Public Health's own mission of "support health promotion and community empowerment" which is closely aligned to ARCS's positioning as a nationwide network of members, volunteers and youth in the most vulnerable communities that no one else can reach.

These organisational strengths coupled with its auxiliary role, neutrality, independence, impartiality and unprejudiced stand give ARCS a distinct advantage over other humanitarian players in country. The main identified challenges to humanitarian preparedness in communities across the country are exactly where ARCS could play a role in strengthening people's awareness on mitigation, response and early warning in disasters; disseminating community based disaster preparedness and health and well-being messages on media, radio or TV and through its extensive network of members, volunteers and youth in a wide number of communities across the country.

(j) Organisational capacity self-assessments

ARCS used an international Federation tool to conduct an objective Organizational Capacity Assessment Certification (OCAC) in May, 2013 and further reviewed its progress against these baselines in May, 2015. These National Society level assessments identified the need for improvement and monitoring on areas of safety and security, communication (internal & external), development of institutional policies, legal base (a strengthened emblem law, review and revision of the current Red Crescent Law/statutes), insurance, volunteer management, financial systems and planning, monitoring, review and evaluation (PMER) systems.

The ARCS conducted a further Branch Organisational Capacity Assessment (BOCA) for all 34 branches in 2015, which suggested key areas for ARCS HQ to support to its branches on improving dissemination, volunteer (youth) management / development, branch leadership, resource mobilization / Sustainability, and branch planning, budgeting and PMER. The BOCA report suggests that regional offices of ARCS should prioritise providing capacity enhancement support to Branches, and ARCS committed to reviewing progress against BOCA baselines every two to three



years.

3.Strategic framework

As a result of the strategic planning process ARCS has framed the following Vision, Mission, Strategic Goals, Strategic Directions, Objectives and Outcomes for the next five years to build a strong, principled and impact focussed National Society in all communities of the country.

(i)Vision

Afghan Red Crescent Society as an increasingly self-sufficient humanitarian organization, guided by the fundamental principles of the Red Cross and Red Crescent Movement, providing humanitarian services to the most vulnerable people across the country.

(ii)Mission

To contribute to humanitarian efforts for protecting life, health and human dignity, especially during disasters, armed conflicts, and other emergency situations; to contribute to building resilient communities, delivering services efficiently by mobilizing diverse and well developed volunteers and members and staff guided by the principles of the RCRC Movement especially neutrality, impartiality and independence.

(iii)Our Fundamental Principles and Our Values

Our Fundamental Principles

- Humanity
- Impartiality
- Neutrality
- Independence
- Voluntary service
- Unity
- Universality

We are always guided at all times by the Fundamental Principles of the Red Cross and Red Crescent Movement and our organizational values.

Our Values

People: We build the capacities of the people and communities to work in solidarity to find sustainable solutions for their most pressing needs and vulnerabilities.



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Integrity: We work in accordance with the Fundamental Principles of our Red Cross and Red Crescent Movement in a transparent and accountable manner.

Partnership: As a member of the International Red Cross and Red Crescent Movement and, guided by its statutes, working with our Red Cross and Red Crescent Movement partners, we cooperate with the government, and with other organizations in line with the Fundamental Principles, without compromising our emblems and the independence, impartiality and neutrality that they represent.

Diversity: We respect the diversity of the communities; we work with and of our volunteers, members and staff, based on non-discrimination and our principles of impartiality, unity and universality.

Leadership: We show leadership and strive for excellence in our work, drawing attention to the rights, needs and vulnerabilities of communities and the factors that underlie them.

Innovation: We draw inspiration from our history and tradition, but are equally committed to finding innovative, sustainable solutions to problems that threaten human well-being and dignity in a changing world.



(iv) Strategic goals, strategic directions, outcomes and objectives

Informed by the local needs and vulnerabilities of the diverse communities where we work, and guided by our mandate, our Fundamental Principles and our values, we have designed this Strategic Plan 2016 – 2020 and we have set four strategic goals to ultimately benefit all who look to us for help to build a more humanitarian, dignified and resilience country.

<p>Strategic Goal 1</p> <p>Improving community resilience through delivery of humanitarian services to the most vulnerable affected by the natural disasters, conflicts and health trends</p>	<p>Strategic Goal 2</p> <p>Strong, self-sufficient and accountable National Society at all levels</p>	<p>Strategic Goal 3</p> <p>Strengthened partnerships in alignment with the Fundamental Principles with communities, movement and external stakeholders to provide sustainable and relevant humanitarian services</p>	<p>Strategic Goal 4</p> <p>Promote social inclusion and a culture of sincerity amongst volunteers, staffs and targeted communities</p>
<p>Strategic Direction</p> <p>1.1 Improve the impact of preventive and curative integrated health program to increase and sustain</p>	<p>Strategic Direction</p> <p>2.1 Ensure independent assurance that an organisation’s risk management, governance and internal control processes are operating effectively.</p>	<p>Strategic Direction</p> <p>3.1 Expand/improve the culture of volunteerism, strengthen membership system, improve</p>	<p>Strategic Direction</p> <p>4.1 Improve wellbeing of communities by providing opportunities to families and individuals to become self-sufficient</p>



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<p>community resilience.</p> <p>1.2 Reduce the impact of disasters by enhancing the disaster risk reduction and disaster management capacity of ARCS and through building more resilient communities</p>	<p>Ensure that the National Society law has been approved and adopted , the articles of the constitution have been modified by the members of the ARCS General Assembly, and procedures are developed and implemented for standardised systems throughout the society at all levels.</p> <p>2.2 Ensure that the National Society law has been approved and adopted , the articles of the constitution have been modified by the members of the ARCS General Assembly, and procedures are developed and implemented for standardised systems throughout the society at all levels.</p> <p>2.3 Enhancing the capacity of staff by adopting new knowledge and having transparent recruitment process in place which is based on talent, experience the annual evaluation</p>	<p>recognition of strong National Society by enhancing youth and volunteer activities in consideration of the movement’s fundamental principles.</p> <p>3.2 Develop effective, efficient and strategic communication, dissemination and national and international collaboration and resource mobilization</p> <p>3.3 Diversified income generation mechanisms based on integrity, credibility and delivering sustainable humanitarian services</p>	<p>4.2 Ensure Gender, diversity and social inclusion by ensuring safety and equal access to the ARCS’s services, and the involvement of all diverse parts of communities in the consultation and decision making processes of ARCS in alignment with the Red Cross and Red Crescent Movement’s Fundamental Principles</p>
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2.4 ARCS have an institutionalized and well-functioning PMER system in place that fulfils PMER requirements of the National Society as well as of the key stakeholders

2.5 Capacity building of NS personnel and their effective presence in the community

2.6 Strengthen legal base and Humanitarian Diplomacy in relation to the National Society law its alignment to the Red Cross Red Crescent Movement standards.

2.7 Strengthen property management affairs and its expansion based on legal base for its proper use and contribution to income generation for sustainable humanitarian services

2.8 Strengthen effective, transparent and centralized finance management system based on financial standards.

2.9 Strengthen and improve the logistics system of the ARCS in order to deliver effective, transparent, on time and cost-effective logistical support to the programme and non-programme departments to achieve the goals of the NS.



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(v) Cross-cutting issues

(a) Gender & Diversity:

The ARCS was established in 1934 with the aim to reduce human sufferings and provide support to vulnerable people all over the country affected by conflict and natural disaster. ARCS has 7 Regional offices and 34 Provincial Branches, and is the only countrywide and volunteer based humanitarian organization in Afghanistan. Through its grassroots network, the Fundamental Principles drive the delivery of health, disaster management and other programs that reduce human vulnerability and build social inclusion. In order to understand and analyse who is most vulnerable in the context of a diverse and rich country such as Afghanistan, it is necessary to determine criteria and analyse these vulnerabilities. Gender and diversity analysis – that is, the analysis of roles, responsibilities and vulnerabilities of different men, boys, women and girls according to their age, abilities and backgrounds – assists ARCS to do this. Gender and diversity sensitive humanitarian action is integral to ARCS operations. For instance, Article 18 of the Constitution of the Afghan Red Crescent Society (2008) shows that membership of the organization is open to all, without discrimination “based on race, gender, social or economic status, language, religion or political opinion”, and the core mission of ARCS. This shows that some active consideration to the diversity of workforce constitutes part of ARCS mission in line with the Principle of Unity, which is achieved through a National Society reflecting all of its community within its work. Secondly, the Objectives and functions of ARCS (Chapter II of the Constitution) show that the objectives of ARCS are provide key services which alleviate human suffering without any discrimination, and to bring assistance to victims of armed conflicts and disasters, especially health care and relief as well as community training for preparedness. Without implementing a system of gender and diversity analysis and operations, it is hard to measure whether those operations met the needs of the most vulnerable and additional gender and diversity sensitive approaches helps to ensure that community members can access services (such as health clinics or nursing and first aid courses) without undue hindrance. To achieve this, ARCS has prioritized the establishment of a Gender Unit within its National Society team and has striven to analyse gender and diversity and build cross-departmental attention to this area of work. There have been many excellent and positive initiatives to strengthen gender and diversity sensitivity led by the Gender Unit in the recent past. This includes a “Gender Mainstreaming” workshop in



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March 2015. This strategic plan aims to deepen ARCS’s commitments to this area of work in line with Strategy 2020. The ARCS commits itself in all programmes, services and institutional structures to implement the IFRC’s global “Minimum Standard Commitments to Gender and Diversity in Emergency Programming”, the “Violence Prevention, Mitigation and Response Framework 2010-2020”; the IFRC “Gender policy”; and the IFRC “Strategic Framework on Gender and Diversity Issues”. In short, gender and diversity mainstreaming or gender and diversity sensitive action is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. ARCS mainstreaming activities during this strategic plan will involve ensuring that gender perspectives and equitable access to humanitarian services for men and women are central to all activities – programs, services, policy development, research, advocacy/ dialogue, resource allocation, and planning and evaluation.

(b)Humanitarian Diplomacy:

Afghan Red Crescent Society, whilst striving to draw attention to the rights of vulnerable people and the causes of vulnerability, seeks to prevent and reduce vulnerability by using appropriately the auxiliary role of National Societies in order to achieve greater access to people in need.

(c)Environmental Protection:

Environmental protection is essential in building and maintaining the resilience of communities. Afghan Red Crescent Society advocates for environmental protection and strives to ensure that its staff and volunteers promote environmental protection during their humanitarian operations and working with communities.

4.Implementation of the strategic plan

The ARCS learned from the review of the previous strategic plans of the importance of delivering the five-year plan through a series of 12-18 months’ operational plans. This strategic plan document therefore only contains the high level Vision, Mission, Goals, Strategic Directions, Objectives and Outcomes. The operational plan will contain the next level of details by adding activities to achieve the objectives and indicators to measure specific performance and impact at community level as well as at organisational level.

In addition to the annually updated ARCS operational plans, specific ARCS departments will be supplementing the strategic and operational plan with their sectoral strategies in areas such as disaster Management, Health etc. These sectoral strategies will summarise all the aspects of the strategic and operational plans, which show the sectoral inputs in a consolidated sectoral strategy. These will be useful to external stakeholders



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who may wish to see a total picture of ARCS's overall Health or DM strategies for example, as the strategic and operational plans will break down Health and DM contributions to wider multi-sectoral Goals and Strategic Directions. The ARCS leadership will strive for the monitoring and evaluation of the strategy plan.

5. Communicating the strategic plan

The ARCS strategic plan will be translated into Dari and Pashto and disseminated to all internal and external stakeholders in a systematic and coordinated way and based on a well prepared plan. Internal dissemination will include orientation meetings held in all Provincial Branches for Branch leadership, volunteers, youth, members and staff where all stakeholders will be asked what roles they would like to play in implementing the operational plan in their communities and areas.

Efforts will also be made to strengthen public dissemination of the strategic plan using appropriate electronic and print media, prioritising media channels which will not compromise the perceptions of all parties across the country about ARCS's independence, neutrality and impartiality.

6. Resourcing the strategic plan

As highlighted in ARCS's third strategic goal on building partnerships and resource development, ARCS will focus efforts to become a stronger domestically positioned and resourced institution. To achieve this goal domestic partnership forums will be hosted regularly to disseminate ARCS's unique positioning as a neutral, impartial and independent organisation "working with people that others cannot reach".

7. Risk Analysis

Analysis of risk (internal & external) will affect the outcomes of the strategy and what possible steps can be taken when it appear to minimize or avoid the risks.



Risk	Impact on strategy	Probability of event	Possible steps to minimize / avoid
Volatile security situation impact on the outcomes	High	Medium	<ul style="list-style-type: none"> •Coordinates with the ICRC on a daily basis in monitoring of security factors across the country. •Programme contingency plan in place in case of cancellation/ postponement of planned activities.
Security of staff and volunteers	High	Medium	<ul style="list-style-type: none"> • Coordination with local authorities, communities and other stakeholders about implementation and protection of staff & volunteers • Safe access and security awareness sessions to staff and volunteers
Natural disasters impact on the outcomes	High	Medium	<ul style="list-style-type: none"> •May temporarily interrupt the development but can be used as opportunities to apply current capacity in responses and enhance experiences •Reasonable re-prioritization of objectives / outcomes may also take place.



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Change in political situation in country impact on the outcomes	Medium	Low	<ul style="list-style-type: none"> •Analyse country situation and plan accordingly •Advocate on NS constitution and NS law with the Government and other stakeholder
Reduction of funding support impact on implementation	High	Medium	<ul style="list-style-type: none"> •Develop proposals to expand donor pool to advocate for funding to support programmes. •Conduct partnership meetings focusing on strategic humanitarian priorities in the context of Afghanistan to secure funding. •Devise joint sustainability mechanism and community for ownership of programmes to fill in funding gap •Strengthen accountability and reporting to key stakeholders.

8. Monitoring and evaluation framework

ARCS has adopted a Planning, Monitoring, evaluation and Reporting Framework to provide knowledge and skills of PMER to staff in ARCS headquarters, Regional Offices and Branches, and to strengthen the overall beneficiary communication and community engagement activities during this strategic plan period.

ARCS's implementation of its updated Planning, Monitoring, Evaluation and Review Framework will assist each programme sector and each Branch to show measurable impact of all programmes undertaken each year against the operational plan. Clear baselines will be set at the beginning of the ARCS's strategic and operational plan in all programme and organisational capacity areas so that clear progress towards the targets set will be demonstrated and reported on each year.



Each branch will also have a branch development plan which includes numbers of vulnerable people to be reached through local services, the numbers of members and volunteers to be mobilised and trained in appropriate services, and key areas of organisational strengthening to be achieved over time bound targets. These targets will be merged with the key areas of the operational plan so that ARCS volunteers, members and staff are delivering standardised services in key priority programme areas to prioritised communities in prioritised locations to achieve the plan's goals.

The overall ARCS Strategy 2016-2020 will undergo an internal participatory mid-term review in 2018 to ensure effective and efficient delivery of the strategic Goals, Strategic Directions, and Objectives and to modify them if appropriate to changed circumstances in the country.



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Vision

Afghanistan
Red Crescent Society as an increasingly self-sufficient humanitarian organization, guided by the Fundamental Principles of the Red Cross and Red Crescent Movement, providing humanitarian services to the most vulnerable people across the country

Mission

To contribute to humanitarian efforts for protecting life, health and human dignity, especially during disasters, armed conflicts, and other emergency situations; to contribute to building resilient communities, delivering services efficiently by mobilizing diverse and well developed volunteers and members and staff guided by the principles of the RCRC Movement especially neutrality, impartiality and independence.

Strategic Goal 1

Improving community resilience through delivery of humanitarian services to the most vulnerable affected by natural disasters, conflicts and health trends

Strategic Goal 2

Strong, self-sufficient and accountable National Society at all levels

Strategic Goal 3

Strengthened partnerships in alignment with the fundamental principles with communities, movement and external stakeholders to provide sustainable and relevant humanitarian services

Strategic Goal 4

Promote social inclusion and a culture of sincerity amongst volunteers, staffs and targeted communities friendship amongst individuals, families and communities

Cross Cutting Areas

Gender & Diversity, Humanitarian Diplomacy, Environmental Protection

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Strategy 2016-2020	Strategic Goals	Strategic Directions	Monitoring and evaluation framework (how we will measure progress)	
			Strategic Objectives	Outcomes
Vision Afghan Red Crescent Society as an increasingly self-sufficient humanitarian organization, guided by the fundamental principles of the Red Cross and Red Crescent Movement, providing humanitarian services to the most vulnerable people across the country	1. Improving community resilience through awareness and delivery of humanitarian services to the most vulnerable affected by the natural disasters, conflicts and health trends.	1.1 Improve the impact of preventive and curative integrated health program to increase and sustain community resilience.	1.1.1 To strengthen operational capacity on integrated and community based health program in ensuring quality, effectiveness and sustainability.	1.1.1.1 Targeted communities have access to efficient, qualitative and sustained health services with adequate operational system. 1.1.1.2 Improved access of most vulnerable people to quality health care and engaged communities with improved health and well-being
			1.1.2 To improve access to quality health care, water and sanitation and wellbeing for the most vulnerable people during disasters, conflict and normal times	1.1.2.1 Affected communities have access to health services in natural and complex health emergencies.



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Strategy 2016-2020	Strategic Goals	Strategic Directions	Monitoring and evaluation framework (how we will measure progress)	
			Strategic Objectives	Outcomes
Mission To contribute to humanitarian efforts for protecting life, health and human dignity, especially during disasters, armed conflicts, and other emergency situations; to contribute to building resilient communities, delivering services efficiently by mobilizing diverse and well developed volunteers and members and staff guided by the principles of the RCRC Movement especially neutrality, impartiality and independence.			1.1.3 To strengthen cooperation, coordination, collaboration and communication with relevant stakeholders to contribute to achieve national health coverage	1.1.3.1 Well supported coordination, collaboration and communication with the Red Cross and Red Crescent Movement and external health service providers, partners and stakeholders are in place.
		1.2 Reduce the impact of disasters by enhancing the disaster risk reduction and disaster management capacity of ARCS and through building more resilient communities	1.2.1 To improve preparedness capacities for effective, appropriate and timely response to disasters and crises	1.2.1.1 DM has all foundational documents, emergency / response tools, trained human resource and prepositioned stocks for timely and effective response.



Strategy 2016-2020	Strategic Goals	Strategic Directions	Monitoring and evaluation framework (how we will measure progress)	
			Strategic Objectives	Outcomes
			1.2.2 To build resilience of communities exposed to natural and human-made hazards	1.2.2. 1 Community has strengthened resilience through DRR, school safety and climate change adaptation programming at community level with trained human resource.
			1.2.3. To deliver immediate relief and early recovery from disaster and crises	1.2.3.1 Disasters / crises affected population is assisted through timely and appropriate relief and early recovery interventions/ operation led by RCRC principles, rules and policies.
			1.2.4. To have stronger cooperation, coordination and support arrangements to deliver effective humanitarian services	1.2.4.1 Effective coordination mechanism is in place with RCRC partners, ANDMA and in country Humanitarian actors at all levels to deliver mandated humanitarian services.



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Strategy 2016-2020	Strategic Goals	Strategic Directions	Monitoring and evaluation framework (how we will measure progress)	
			Strategic Objectives	Outcomes
	2. Strong, increasingly self-sufficient and accountable National Society at all levels.	2.1 Ensure independent assurance that an organisation's risk management, governance and internal control processes are operating effectively.	2.1.1 To build capacity of the staff on internal audit	2.1.1.1 A strong, transparent and accountable National Society
		2.2 Ensure that the National Society law has been approved and adopted , the articles of the constitution have been modified by the members of the ARCS General Assembly, and procedures are developed and implemented for standardised systems throughout the society at all levels.	2.2.2 To strengthen monitoring supervision and reporting system 2.2.3 To strengthen transparency and accountability to prevent corruption	



Strategy 2016-2020	Strategic Goals	Strategic Directions	Monitoring and evaluation framework (how we will measure progress)	
			Strategic Objectives	Outcomes
		2.3 Enhancing the capacity of staff by adopting new knowledge and having transparent recruitment process in place which is based on talent, experience the annual evaluation	2.3.1 Strengthening HR systems and procedures, aligning with the country law as well as considering gender and diversity element at all levels	2.3.1.1 Revised and adopted HR policies and procedures ensure alignment with the country labour law and HR procedures considering insurance, gender and diversity elements 2.3.1.2 Awareness and adherence to HR policies & procedures implemented at all levels 2.3.1.3 Performance appraisal system improved and implemented at all levels
			2.3.2 To improve the utilization of central training centre	2.3.2.1 HR staff capacity is enhanced with new standardised management skills and approaches
			2.3.3 To strengthen financial resources for core areas of the ARCS	2.3.3.1 ARCS structure is aligned to implement strategic plan



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Strategy 2016-2020	Strategic Goals	Strategic Directions	Monitoring and evaluation framework (how we will measure progress)	
			Strategic Objectives	Outcomes
			2.3.4 To strengthen communication and transparency through proper documentations, and strengthen HR database system	2.3.4.1 Recruitment process at NHQ, regions and branches result in improved gender and diversity through an updated HR database
			2.3.5 To enhance effective IT supports services and its integration with programmes and branches for efficient functioning.	2.3.5.1 Electronic staff registration system improved and maintained 2.3.5.2 Technical support provided for smooth utilization of IT equipment and Internet facilities at all level 2.3.5.3 Introduced system to retain IT professional staff 2.3.5.4 Regular IT trainings for staff and volunteers implemented
			2.3.6 Improvement of job security and livelihood of ARCS staff through providing health insurance, life insurance and regular salary scale rationalization.	2.3.6.1 Professional staff retained and motivated with reduced turnover and higher programme and service impact



Strategy 2016-2020	Strategic Goals	Strategic Directions	Monitoring and evaluation framework (how we will measure progress)	
			Strategic Objectives	Outcomes
		2.4 ARCS have an institutionalized and well-functioning PMER system in place that fulfils PMER requirements of the National Society as well as of the key stakeholders	2.4.1 To strengthen PMER capacity of staff and volunteers at all levels.	<p>2.4.1.1 Good quality, timely reports are produced with accurate data to contribute in the decision making process of the ARCS programs at all the levels</p> <p>2.4.1.2 Branches implement their annual operational plans aligned to the ARCS's overall annual operational plan.</p>
			2.4.2 To ensure planning, monitoring, evaluation and reporting at all levels of the ARCS.	<p>2.4.2.1 Annually operational plan developed, implemented and monitored at all levels to achieve objectives and goals of the strategic plan</p> <p>2.4.2.2 Standard PMER tools, templates, framework and guidelines are developed and implemented at all levels to ensure transparency and accountability.</p>



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Strategy 2016-2020	Strategic Goals	Strategic Directions	Monitoring and evaluation framework (how we will measure progress)	
			Strategic Objectives	Outcomes
			2.4.3 To improve PMER coordination and communication at all levels	2.4.3.1 Joint monitoring and evaluation visits are conducted in coordination with the ARCS PMER unit 2.4.3.2 Monthly coordination meetings conducted for PMER working group
		2.5 Capacity building of NS personnel and their effective presence in the community	2.5.1 To assess all capacities recognizing weaknesses and challenges of achieving strengthened professional human resource base of ARCS at all levels	2.5.1.1 Improved trained and retained capacity of the ARCS HQ and branches to deliver humanitarian services.



Strategy 2016-2020	Strategic Goals	Strategic Directions	Monitoring and evaluation framework (how we will measure progress)	
			Strategic Objectives	Outcomes
			2.5.2 To improve and maintain organizational standard in order to have effective services and well-functioning of ARCS at all level	2.5.2.1 Improved coordination and cooperation of ARCS HQ and branches resulting in improved coordination and impact with the Movement partners and other stakeholders
			2.5.3 To build capacity of the board, volunteers, members and staff on organizational awareness, policies and procedures	2.5.3.1 Improved and more effective involvement of Governing Board, Branch governance, and staff and volunteers in ARCS development activities.



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Strategy 2016-2020	Strategic Goals	Strategic Directions	Monitoring and evaluation framework (how we will measure progress)	
			Strategic Objectives	Outcomes
		2.6 Strengthen legal base and affairs considering the National Society law and aligned with the Movement's Fundamental Principles and standards.	2.6.1 To strengthen coordination with stakeholders and NS partners on new humanitarian mandates incorporated in the new ARCS Law	2.6.1.1 Legal committee of ARCS is formed.
			2.6.2 To Improve awareness of NS law and legal base at all level	2.6.2.1 National Society Law has been disseminated at all levels of National Society and used to negotiate new sustainable access to communities and services for them.



Strategy 2016-2020	Strategic Goals	Strategic Directions	Monitoring and evaluation framework (how we will measure progress)	
			Strategic Objectives	Outcomes
		2.7 Strengthen property management affairs and its expansion based on legal base for its proper use and contribute to income generation for the humanitarian services	2.7.1 To improve organizational and professional capacity for efficient property management and maintenance for better investments and long term income generation	2.7.1.1 Staff restructuring and Job Descriptions are revised 2.7.1.2 Capacity building of property management staff improved to manage their tasks efficiently 2.7.1.3 Policies, guidelines and templates related to property management developed, implemented and and revised.



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Strategy 2016-2020	Strategic Goals	Strategic Directions	Monitoring and evaluation framework (how we will measure progress)	
			Strategic Objectives	Outcomes
			<p>2.7.2 To conduct and review the assessment on properties in order to produce reasonable income generating projects aiming partnering with existing and new stakeholders</p>	<p>2.7.2.1 Assessment conducted on all ARCS properties at all levels for its effective utilization, management and income generation lead to increased sustainable revenues</p> <p>2.7.2.2 Income from ARCS properties at HQ, regions and branches has increased by 30%</p> <p>2.7.2.3 Strengthening coordination and communication at all levels including finance, branches and community elders result in new resource mobilisation activities to benefit ARCS's local humanitarian services</p>



Strategy 2016-2020	Strategic Goals	Strategic Directions	Monitoring and evaluation framework (how we will measure progress)	
			Strategic Objectives	Outcomes
		2.8 Strengthen effective, transparent and centralized finance management system based on financial standards.	2.8.1 To improve finance system and management capacity at HQ, regions and branches level	2.8.1.1 Navision system is established in 34 branches in order to practice monthly financial reporting 2.8.1.2 Cash management at 7 regions and all branches is improved
			2.8.2 To improve coordination between finance, logistics and other departments	2.8.2.1 Timely financial process and reports for programmes and management
			2.8.3 To improve management of resource and income generation	2.8.3.1 Organize, maintain and increase financial income of the NS
		2.9 Strengthen and improve the logistics system of the ARCS in order to deliver effective, transparent, on time and cost-effective logistical support to the programme and non-programme departments to achieve the goals of the NS.	2.9.1 To strengthen the capacity and coordination of the logistics department at all levels	2.9.1.1 Logistics support to all the programmes and management is on time, effective and in standard quality



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Strategy 2016-2020	Strategic Goals	Strategic Directions	Monitoring and evaluation framework (how we will measure progress)	
			Strategic Objectives	Outcomes
			2.9.2 To review procurement procedures of the ARCS and revise or develop logistics standards in accordance with the NS law and constitution.	2.9.2.1 Standard transparent procurement procedure is established, implemented and monitored regularly
			2.9.3 To improve and strengthen the fleet management system	2.9.3.1 Fleet services are regularly delivered and monitored
			2.9.4 To establish standard warehouse procedure for effective and efficient warehousing system	2.9.4.1 Transparent and on time storage and distribution of relief items established, implemented and monitored 2.9.4.2 Provide regular accurate data of stock in warehouse



Strategy 2016-2020	Strategic Goals	Strategic Directions	Monitoring and evaluation framework (how we will measure progress)	
			Strategic Objectives	Outcomes
			2.9.5 To link and improve the Navision system for logistics and assets management at all the levels	2.9.5.1 Facilitate electronic registration of relief items, on time documentation and transparent reporting system established 2.9.5.2 Assets management system established on Navision that delivers more timely humanitarian supplies and impact
			2.9.6 To strengthen the database system capacity to improve the procurement, contracts, registration and reporting affairs of the NS.	2.9.6.1 Supplier database is established and maintained



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Strategy 2016-2020	Strategic Goals	Strategic Directions	Monitoring and evaluation framework (how we will measure progress)	
			Strategic Objectives	Outcomes
	3 Strengthened partnerships in alignment with the Fundamental Principles with communities, movement and external stakeholders to provide sustainable and relevant humanitarian services	3.1 Expand/improve the culture of volunteerism, strengthen membership system, and improve recognition of strong National Society by enhancing youth and volunteer activities in consideration of the movement's fundamental principles.	3.1.1 To strengthen unique volunteer management system in accordance with the NS constitution	3.1.1.1 National Society has a strong and sustainable network of diverse and motivated volunteers.
			3.1.2 To strengthen communication between HQ, regions and branches at different level of volunteers	3.1.2.1 Participation of diverse volunteers in the implementation of the ARCS programs is enhanced.
			3.1.3 To expand membership programme	3.1.3.1 National Society has a sustainable membership system that results in diverse community members influencing internal policies in favour of the most vulnerable.



Strategy 2016-2020	Strategic Goals	Strategic Directions	Monitoring and evaluation framework (how we will measure progress)	
			Strategic Objectives	Outcomes
			3.1.4 To strengthen integration of youth & volunteers programme with other operational programmes of the NS	<p>3.1.4.1 NS have pool of (Y)ABC trained youth & volunteers that contribute measurably to their communities humanitarian services</p> <p>3.1.4.2 NS has its youth engagement strategy enabling youth-led activities to show impact on vulnerable communities</p>



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Strategy 2016-2020	Strategic Goals	Strategic Directions	Monitoring and evaluation framework (how we will measure progress)	
			Strategic Objectives	Outcomes
			<p>3.2.1 To develop capacity of provincial board and heads of branches for efficiency of the NS</p>	<p>3.2.1.1 Participation of the heads and provincial board in the strategic decision making increased</p> <p>3.2.1.2 Provincial assembly at 34 branches and general assembly at HQ level conducted</p> <p>3.2.1.3 All the financial, accounting and income generation systems of the NS are developed.</p> <p>3.2.1.4 Improved management of income utilization contributing in self-sufficiency</p>



Strategy 2016-2020	Strategic Goals	Strategic Directions	Monitoring and evaluation framework (how we will measure progress)	
			Strategic Objectives	Outcomes
			<p>3.2.2 To strengthen communication and cooperation among members, volunteers and staff in order to implement activities at branch level</p>	<p>3.2.2.1 Increased involvement of the communities in ARCS activities and decision making processes.</p> <p>3.2.2.2 To develop policies for provincial and general assembly</p> <p>3.2.2.3 General Assembly and election for branches according to the constitution conducted</p>
			<p>3.2.3 To strengthen capacity of the provincial assembly department staff through sharing experience with sister NS</p>	<p>3.2.3.1 Structures are regularly reviewed and revised to support the implementation of strategic plan</p> <p>3.2.3.2 Analysis/mapping in connection of institutional documents is conducted; relevant and necessary institutional documents are developed accordingly</p> <p>3.2.3.3 The required safer access policies, guidelines and procedures which have been recognized on the base of assessments proposed, prepared and necessary trainings provided.</p>



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Strategy 2016-2020	Strategic Goals	Strategic Directions	Monitoring and evaluation framework (how we will measure progress)	
			Strategic Objectives	Outcomes
		3.3 Develop effective, efficient and strategic communication, dissemination and national and international collaboration and resource mobilization.	3.3.1 To enhance institutional capacities through regular restructuring, developing policies and procedures and guidelines for ARCS communication, international relations/ collaboration and resource mobilization at all levels to facilitate humanitarian efforts.	<p>3.3.1.1 Structure of the IR, Dissemination, Communication, Safer Access & RM departments revised to support the implementation of strategic plan</p> <p>3.3.1.2 Relevant and necessary institutional documents are developed based on mapping and analysis of existing documents</p> <p>3.3.1.3 Policy, procedures and training guidelines on safer access developed based on assessments findings.</p>



Strategy 2016-2020	Strategic Goals	Strategic Directions	Monitoring and evaluation framework (how we will measure progress)	
			Strategic Objectives	Outcomes
			<p>3.3.2 To increase ARCS's communication and dissemination capacity at all level to disseminate fundamental principles and movement messages for better access, visibility, image, the rules protecting the provision of health care and ensure that all departments in ARCS are represented to target communities through public awareness, website, national and international mass, social and printed media.</p>	<p>3.3.2.1 Dissemination and promotional materials are improved and updated reaching the most remote communities and all parties to the conflict in conflict sensitive parts of the country</p> <p>3.3.2.2 Target communities familiarized with all ARCS programs and activities through dissemination sessions and materials</p> <p>3.3.2.3 ARCS humanitarian activities have been broadcasted through the national and international mass media resulting in greater access and acceptance of ARCS's humanitarian presence and services in all areas of the country</p> <p>3.3.2.4 ARCS staff and volunteers as well as stakeholders are aware of the importance of Health Care in Danger (HCiD) dissemination</p>



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Strategy 2016-2020	Strategic Goals	Strategic Directions	Monitoring and evaluation framework (how we will measure progress)	
			Strategic Objectives	Outcomes
			<p>3.3.3 To build up community feedback mechanisms with regard to the effectiveness of operational communication and dissemination programs and monitor the feedback in order to improve these programs.</p>	<p>3.3.3.1 Feedback mechanism for beneficiary communication and community engagement is developed and practiced in order to communities' consensus on the ARCS humanitarian services are scaled up.</p> <p>3.3.3.2 Dissemination tools and promotional materials are prepared for further improvement of ARCS operations</p> <p>3.3.3.3 Media relations regarding ARCS activities and services are strengthened to receive community feedback, positioning ARCS as a neutral, impartial and independent humanitarian actor.</p>



Strategy 2016-2020	Strategic Goals	Strategic Directions	Monitoring and evaluation framework (how we will measure progress)	
			Strategic Objectives	Outcomes
			<p>3.3.4 To develop and promote ARCS legal base, image, safety management capacities/safer access frameworks and systems to implement safe activities in unsecure and sensitive targeted areas.</p>	<p>3.3.4.1 The safer access comprehensive framework assessment is done in all ARCS levels and the planning will be proposed and implemented accordingly, resulting in greater access and acceptance in all parts of the country.</p> <p>3.3.4.2 The capacities and staff & volunteers' awareness for effective security measures to enhance organizational principles acceptance promoted and the ARCS abilities to manage recognized risks developed.</p>



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			Strategic Objectives	Outcomes
		3.4 Diversified income generation mechanisms based on integrity, credibility and better humanitarian services.	3.4.1 Promote strategic collaboration & cooperation among the Movement components, relevant state and non-state departments and donors for quality and scaled up services, to increase resource mobilization opportunities, income general, humanitarian diplomacy and to enhance physical safety of health care personnel and infrastructure.	<p>3.4.1.1 Effective, transparent and trustable relationship between ARCS and the Red Cross Red Crescent Movement components, state, non-state and concerned stakeholder are enhanced leading to greater humanitarian resources and services at community level.</p> <p>3.4.1.2 All signed pledges, national, regional and international commitments by ARCS and related resolutions have been reviewed and actions have been taken and regularly monitored accordingly.</p> <p>3.4.1.3 Resource mobilization is improved and increased through partnership mechanism and interactions leading to more sustainable domestic as well as international resources for humanitarian activities.</p> <p>3.4.1.4 Fundraising opportunities and donations to support humanitarian services increased and consequently ARCS neutral, impartial and independent humanitarian services are scaled up</p> <p>3.4.1.5 The ARCS resource mobilization capacity in terms of transparency, accountability and organization in relation with existing resources is improved and new opportunities sought, recognized and mobilized.</p> <p>3.4.1.6 Coordination & collaboration with state, non-state and relevant parties are promoted for improved and efficient humanitarian services and safe access to health facilities</p>



Strategy 2016-2020	Strategic Goals	Strategic Directions	Monitoring and evaluation framework (how we will measure progress)	
			Strategic Objectives	Outcomes
	4 Promote social inclusion and a culture of sincerity amongst volunteers, staffs and targeted communities	4.1 Improve wellbeing of communities by providing opportunities to families and individuals to become self-sufficient	4.1.1 To support the most vulnerable individuals and families by changing behaviour and life style	4.1.1.1 Improved justice in terms of delivering humanitarian services.
			4.1.2 To improve self-sufficiency and capabilities of families living in Marston for their future and changing behaviour and life style.	4.1.2.1 Disadvantaged people mobilized in the Marastoon and resettled in their communities after acquiring professional skills.
			4.1.3 To strengthen coordination with PNS, communities and NS for Marastoon service improvements.	4.1.3.1 Marastoon services provided to the targeted communities of all ARCS humanitarian services



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Strategy 2016-2020	Strategic Goals	Strategic Directions	Monitoring and evaluation framework (how we will measure progress)	
			Strategic Objectives	Outcomes
		4.2 Ensure Gender, diversity and social inclusion by ensuring safety and equal access to the ARCS's services , and the involvement of all diverse parts of communities in the consultation and decision making processes of ARCS in alignment with the Red Cross and Red Crescent Movement's Fundamental Principles	4.2.1 To strengthen capacity of ARCS departments to ensure involvement of gender perspective in to their programs.	4.2.1.1 Gender and diversity perspectives are integrated in ARCS department programming (designs, implementation, M&E)
			4.2.2 To raise awareness and improve skills on gender and diversity issues and gender mainstreaming strategy in ARCS departments.	4.2.2.1 ARCS staff knowledge and capacity on gender mainstreaming strategy is enhanced.



Strategy 2016-2020	Strategic Goals	Strategic Directions	Monitoring and evaluation framework (how we will measure progress)	
			Strategic Objectives	Outcomes
			4.2.3 To strengthen cooperation with all program departments of the NS including Marastoon in order to be sensitive to gender issues and decrease discriminations on Gender issues.	4.2.3.1 Technical assistance and cooperation on gender and diversity is providing to ARCS program departments.
			4.2.4 To expand the Youth as Agents of Behavioural Change (YABC) with consideration of gender	4.2.4.1 ARCS has gender balanced pool of YABC peer educators in all branches 4.2.4.2 ARCS has at least one experts YABC trainers from each region 4.2.4.3 YABC approach is integrated in the existing programmes of the ARCS



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