



Afghan Red Crescent Society Strategic Plan 2021 – 2025

A Neutral, Impartial and Independent ARCS,
Everywhere for Everyone

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Cover photo: Meer Abdullah | ARCS





Foreword

President's message

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Secretary General's message

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1. Introduction

Guided by our Red Cross and Red Crescent Movement's seven Fundamental Principles of Humanity, Impartiality, Neutrality, Independence, Voluntary Service, Unity and Universality, and following the change in context of the country, the Afghan Red Crescent Society refreshes its humanitarian Vision, Mission and work across the country by approving this revision of the Strategic Plan 2021 – 2025.

Founded in 1934, and known as a strong, local and trusted humanitarian partner contributing to peace and resilience everywhere, we want to do more. We know we can serve more people in hard-to reach and now under-served communities where all people respect our neutral, impartial and independent humanitarian roles. We want to mobilise new youth and volunteers, use new technologies to plan and report on our work better, respond faster to crises, and provide communities with more cross-sectoral support to build their own resilience and preparedness for crises.

With new digitalisation we know we can reach more of the 70% of the population with mobile phone access. We want to bring new youth, who make up 47% of Afghanistan's 41.7 million people, and diverse communities to participate actively in our community work without any discrimination with regard to race, ethnicity, language, socio-economic status, tribal affiliation, gender religious, political, or ideological beliefs.

Our community consultations across cities and districts tell us that humanitarian needs are changing fast. People are experiencing a more complicated set of vulnerabilities, where they face the simultaneous impact of natural disasters, climate change, social conflict, recovery from displacement, and worsening socio-economic opportunities and poverty. These situations are further worsened for many by discrimination and unequal access to resources as a result of gender, disability, or identity due to various types of social or migratory status.

We need new approaches to building resilience, to strengthening inter-generational support within our communities, and for building a culture of peace and social inclusion everywhere. We need innovations which recognise youth with strong humanitarian values as positive forces for change in their communities. We need to rely better on technology to predict trends and respond faster to disaster, and thereby to strengthen local community-led hazard surveillance and early warning systems. Our Branches are ready to expand our community presence, improve coordination by using real time data to reach more people with relevant assistance, and to improve our external communication and reporting.

We will respond to new patterns of displacement, migration and economic hardships with more multi-sectoral support to communities facing a combination of health including mental health, disaster risk reduction, WASH, climate change, livelihoods, youth and education, and resettlement needs. Our programmes and services will continue to strengthen our cross-cutting approaches to protection, gender and inclusion, mental health and psychosocial support, women's empowerment, youth mobilisation, and promoting a culture of peace. Our transformational Vision, Mission, Goals and success indicators need new and collaborative approaches across our programmes and services.

Finally, we will expand and find new partners committed to social innovation, and a new approach to building our longer-term local sustainability.





2. Afghanistan context and needs analysis

A tumultuous period of national events in Afghanistan, accompanied by intensified conflict, led to the change in national authorities and context in Afghanistan.

As a result, the beginning of this Strategic Plan is located in external environment context which sees the country reeling from a complex humanitarian crisis resulting from compounding impacts of conflict, drought, food insecurity, and displacement as well as gaps in health including MHPSS services. Even prior to the August 2021, Afghanistan was going through a crisis due to a drought, that is the worst in 27 years, which had been affecting the country since last winter season (winter 2020) and impacting 80 per cent of the population across two thirds of the country. This was in addition to COVID-19 pandemic that further deteriorated an already fragile healthcare system and introduced new socioeconomic impacts of COVID – 19. In addition to this challenging external context, the Afghan economy has crippled from the impacts of the latest liquidity crisis in the country.

While the hostilities in the country have subsided significantly, the security situation remains precarious – not only due to long-lasting effects of years of a large-scale armed conflict, such as weapon contamination, but also due to the impact of sporadic incidences of violence and conflict. Therefore, laws and principles regarding fighting remain relevant, as do the Fundamental Principles of the Movement. They protect life and dignity.

Therefore the humanitarian context of Afghanistan at the outset of this Strategic Plan is built upon the outcomes of the change in political environment, liquidity, and economic crisis subsequent to donor countries and many international institutions cut off development and humanitarian assistance along with the latest liquidity crisis, although in early 2022 some humanitarian aid flows have resumed. The suspension of international assistance has resulted around 24.4 million people (55 percent of the population) experiencing high levels of acute food insecurity due to the combination of conflict, COVID-19, high food prices, and rampant unemployment. This includes 8.7 million at risk of famine-like conditions, and 4.7 million children, pregnant and lactating women at risk of acute malnutrition.

All 34 provinces are facing crisis or emergency levels of acute food insecurity, with a total of 9 million people on the brink of famine. It is reported that almost 100 percent of female-headed households surveyed are facing insufficient food consumption. These numbers are likely to increase, with particular groups of the population being impacted more than others during the crises. Widows and single mothers are even more vulnerable during this period as the unemployment rate continues to increase.

In the meantime, long-term multiple hazards, risks and vulnerabilities also continue to make Afghanistan the fifth most fragile country in the world, and 5th in the INFORM Global Risk index (2018).

Uneven socio-economic development and the impact of climate change across the country results in many families moving to cities due to the lack of rural employment and services, leading to expanding informal settlements and poverty. The 30% of women in the labour force earn 40-50% less than men in spite of a high percentage being breadwinners in women headed households. In spite of improved education trends, 72% of young adults (under 25) who make up 66% of the population lack employment opportunities, 39% lack education opportunities, and 19% suffer from mental health issues (Asia Foundation 2019). The lack of basic rights for women and children (for example, 3.9 million children, including 1.6 million girls, have no access to formal or informal education – UNICEF 2020) leads to negative coping mechanisms such as early/forced marriages, child labour, or begging.

Livelihood and coping mechanisms for many individuals and communities have been weakened by years of repeated displacements due to conflict, climate-induced migration, and economic hardships. Severe disability is more prevalent among females (14.9%) than males (12.6%), with the incidence of severe disability amongst adults and children rising from 2.7% in 2005 to 13.9% in 2019. Civilian life-altering casualties and trauma have left 4 million people with disabilities (REACH 2018). Debt, and lack of access to credit and cash deny many the chance to restart livelihoods in rural, migrant and displaced communities.

Afghanistan is the 10th most vulnerable country to climate change (Notre Dame Global Adaptation Index 2021), with increasing exposure to hazards and extreme events such as floods, droughts, avalanches and landslides. 59% of the population is affected by climate shocks (World Bank 2016). A mean temperature rise of 1.08 C between 1950-2017 has had a direct impact on the availability of food, water, and spread of vector borne diseases. 7.2 million lack access to water and sanitation (43% rural and 57% of displaced households – OCHA). 2 million people are threatened by water shortage, and drought is projected to be the norm by 2030, threatening natural resources and livelihoods. Populations migrating to urban areas face increased health risks including worsened air quality, heat waves affecting the elderly, children and the sick, and longer transmission seasons for infectious diseases. Climate related interventions require multi-sectoral responses through strategic integrated actions in hazard and risk reduction, disease prevention, medical services, water and sanitation, livelihood support, and public health.

The health crisis in Afghanistan was compounded by the economic sanction placed on Afghanistan after the change in Government in August 2021, affecting the largely internationally supported 3,500 Provincial and Regional health centres and hospitals. The largest proportion of deaths (42.6 % - OCHA, 2021) is caused by communicable, maternal, prenatal, and nutrition conditions. Although access to health services had improved, 18.1 million people (OCHA, 2022) are in need of health services, and 10 million in hard-to-reach areas still have no access to health centres or services, with 3.7 million needing emergency health services (WHO 2020). Births attended by a skilled medical professional increased from 11% in 2003 to 59% in 2018, with the proportion of women receiving antenatal care rising from 16 to 65% (World Bank). However, only 51% of the population is fully immunized, infant mortality rate is still 46.5 per 1000 live births (2021), and women still suffer the second highest maternal mortality rate

in the world. (638 per 100,000 – UNFPA 2017). 22 Provinces have emergency levels of acute malnutrition, more present in IDPs, returnees, pregnant and lactating women, and children under 5 (OCHA 2020).

Weak community level preparedness and lack of contingency plans for public health emergencies, natural hazards and conflict-affected displacement leave very few people in high risk areas with life-saving First Aid, or even Psychological First Aid skills. Over 66% of the population has experienced at least one traumatic event while approximately half of the population in Afghanistan were already experiencing depression, anxiety or post-traumatic stress due to violence (National Mental Health Survey 2018), with over 100,000 people killed between 2001 and 2019, and 72% of displaced households being affected by conflict.

Climate-related life-saving interventions around natural hazards will remain critical priorities over the next 5 years. Weak participatory assessments with communities leads to a lack of early warning systems, and increase in the loss of lives and livelihoods. Early snow melt, increasing annual deaths from landslides and avalanches, glacier shrinkage of 13.4% since 1990, increase in heavy rainfall events by 10-25% over 30 years, and more regular drought cycles every 3-4 years affect 250,000 people annually, causing many to flee their homes (OCHA). Ranked as the 12th most earthquake prone country, 5 million children could be affected by earthquakes in unsafe buildings. 1.2 million people are already living in displacement in 2019 as a result of disasters, with 5.3 million in need of shelter and non-food items (OCHA 2020).

Migration and displacement continue to pose enormous challenges. 5.5 million IDPs have remained displaced due to conflict since 2012. By December 2021 690,000 newly displaced joined this total, 80% of whom were women and children (UNHCR). Approximately 79% of IDP households have WASH needs and insufficient water access, 50% have no access to schooling for children, and 60% struggle to obtain food. Since 2014 4.2 million Afghan returnees (voluntary and involuntary) live in 11,400 settlements, leading to pressures on infrastructure, social services, and economic conditions. 95% of returnee families average between 7-10 members, 75% rely on daily wage labour, and 53% failed to complete primary education (World Bank). Repeated displacement, unemployment and debt have eroded people's resilience, leading to population movement and urban migration. Increased social tensions and anti-migrant sentiment over resources, especially in rapidly growing urban areas, create a protection crisis undermining people's safety, security and well-being. In the meantime, from 2022 it is anticipated that the improved security situation could see the return of conflict-displaced populations. Since January 2021 alone, some 1.2 million deportees and undocumented returnees and 1,300 refugees returned to Afghanistan.





3. Lessons learned from previous Strategic Plan 2016-2020

2020 marked the last year of ARCS's Strategic plan 2016-2020 – ***Working with people that no one else can reach***. By consulting the nation's most vulnerable individuals and communities, as well as our members, volunteers, youth, staff, Branches, Board members, and partners, we have analyzed our successes and ongoing challenges. Our lessons learned against our last Goals guide this next Strategic Plan 2021-2025 in the following ways:

Improving community resilience:

Our health services reached 17,732,134 people between 2016-2020 through our 46 Basic Health Centres, 22 Health Sub-centres, 71 Mobile Health Teams (MHTs), one Hospital, and more than 20,000 trained community health volunteers. We treated over 7000 congenital heart defect patients, and continued working in all 34 Provinces, including in hard-to-reach and conflict-affected areas. Our preventive, primary and secondary health care services, clinics and community health mobilisers reached 718,749 people on World First Aid Day alone, with our innovative immunization teams and 8 grandmothers clubs carrying out local integrated awareness-raising campaigns on hygiene promotion, health education about reproductive health and nutrition, and water and sanitation. Between 2016-2020 our national and Branch Disaster Response Teams reached 1,470,863 people with life-saving assistance including food, non-food and cash assistance, as well as with long-term risk reduction and preparedness operations.

Our lessons learned include bringing our lifesaving work in mine risk awareness, First Aid, mental health and psychosocial support, Restoring Family Links, health and welfare assistance, and early response into a more integrated package for rural and hard-to-reach communities, as well as in urban and displaced settings. Our more

recent climate change analysis requires stronger integrated approaches, using multi-sectoral community baseline assessments in future. This Strategic Plan will combine community needs assessments in protection, gender and inclusion, shelter, food, healthcare including MHPSS, WASH, sanitation, livelihood, and education needs for the most vulnerable communities. We will use the information to help us improve the effectiveness of our specialized, integrated, community-based, short term life-saving services, while at the same time helping communities build their longer-term resilience by reducing the risks they face. Our COVID response generated lessons learned in terms of integrated pandemic preparedness approaches that need contingency plans for mobilising volunteers with appropriate safety equipment within one integrated SOP across our HQ, branches, health and disaster teams in liaison with public authorities.

Promoting a culture of social inclusion and peace:

Our widespread local presence in communities through our volunteers, youth members, and local relevant services based on needs, built the trust, understanding, and support of local communities. Our values showing socially inclusive youth and volunteer engagement, education, women empowerment, and equal access to ARCS's services, promoted tolerance, a culture of non-discrimination, non-violence and peace. Our Gender and Diversity Policy and Strategy helped us monitor gender statistics and make better operational decisions, implementing minimum standards on protection, gender and inclusion across the organisation and in our programmes.

A higher number of women staff and volunteers, and our "Youth as Agents of Behavioural Change (YABC)" using "youth corners", have provided entry points to promoting socially inclusive behaviours. We want to expand our 5 Social Welfare Centres which, between 2016-2020, have provided temporary shelter, education, vocational training, livelihood support, and women's empowerment programmes to 5,826 most vulnerable people including widows and people with disabilities. Our community-based services demonstrated that community participation is a right for all, and is essential for better decision-making. Our work has strengthened protection, reduced feelings of powerlessness, and enabled affected people to contribute their ideas, knowledge, capacities, skills and resources to rebuild self-esteem and self-confidence of themselves and their communities.

Our lessons learned include our need to deepen community engagement and accountability, and ensure gender and diversity perspectives in all our structures and services. We will deepen the role that women and girls play in preparedness, response and recovery from emergencies and conflicts, and in building peace within their respective communities. We will strengthen social cohesion through livelihood support to both displaced and host communities, including in hard-to-reach areas. The initiative



“Youth as Agent of Behavioural Change (YABC) will be our primary youth and community mobilization approach, supplemented by piloting humanitarian values education in the curriculum of selected schools.

Strengthening partnerships for sustainable and relevant humanitarian services:

Although we work independently, we strengthened coordinated approaches with key Ministries and all external groups to address gaps and improve our impact. We are therefore a member of the National Disaster Management Commission (NDMC) at all levels, the Advisory Body of the Afghan Humanitarian Fund, and all Humanitarian Inter-agency Clusters – Health, WASH, Food Security, and Cash Working Group.

Our lessons learned are that we need to continue to strengthen Branch, volunteer and youth development. We also need to strengthen knowledge and skills development in humanitarian diplomacy, partnership development, and innovative resource mobilisation at all levels. Strengthening our internal communication channels will lead to better communicating our impact to strengthen our credibility and mobilise and inspire volunteers, members, public, and external organisations. Our resource mobilisation targets should aim at a progressive pace towards self-sufficiency and independence over specific timeframes at all levels.

Enabling a strong, self-sufficient, and accountable National Society:

We expanded our human resource base resulting in 31,600 women and men volunteers and youth members, and 14,021 local male and female members. Our strong nationwide structure of 34 Provincial Branches, 7 regional offices, and over 2000 staff, supports our local daily humanitarian work. We have strengthened our policies, procedures and systems as a result of Organizational Capacity Assessment and Certification (OCAC), Branch Organizational Capacity Assessment (BOCA), Safer Access Framework (SAF), and Preparedness for Response (PER) assessments. Our transparent and accountable systems, including strengthened Internal Audit Policy, Logistics SoPs, and Planning, Monitoring, Evaluation and Reporting (PMER) standards have improved.

Our lessons learned are to set clearer targets for organizational standards in our legal base; information management and data analysis systems; improved management of HR, volunteer safety and security; finance; community engagement and accountability; internal and external communications; Branch planning; decentralization of decision making with appropriate infrastructure; resource mobilization; and the sustainability of our services.



Meer Abdullah | ARCS



Meer Abdullah | ARCS



4. Vision, Mission and Values

Our Vision

ARCS as a national humanitarian organization, independent, impartial, neutral, with voluntary services, going towards self-sufficiency, delivering humanitarian services to the people affected by natural disasters and conflicts, providing social protection services, and reaching the communities whom others cannot reach.

With these organizational strengths we aim to contribute to more resilient, healthy and peaceful communities with resources and capacities for saving lives and recovering from the effects of disasters, and health emergencies

Our Mission

Afghan Red Crescent Society as auxiliary to the public authorities, to provide timely humanitarian assistance to the most vulnerable people, especially during natural and human-made disasters and other emergencies in accordance with the Geneva Conventions and other relevant bodies of laws; dissemination of International Humanitarian Law; strengthening culture of peace in communities.

Our Values

Guided at all times by the Fundamental Principles of the Movement, we are always neutral, impartial, and independent. Our role as auxiliary to the public authorities in the humanitarian field gives us a unique humanitarian role with a specific mandate in times of war, as well as in times of peace and during disasters and emergencies.

We recognize the strengths of all men and women, boys and girls in all communities. Our local, ever present members, volunteers and youth provide support, training and skills development to build on these, helping people to take control of their own lives and environments. Our local members and volunteers empower their communities to create their own solutions that improve the lives of vulnerable people.

As an organization, we aim to be agile, use new technologies to improve our performance, celebrate diversity, be socially inclusive in our member, volunteer, staff and governance base, and cultivate trust through practicing professionalism, accountability, transparency and integrity.

We continuously diversify our partnerships and improve collaboration with a wider range of actors to develop innovative business models. Our long-term presence across the country inspires us to work in partnership with individuals, businesses, government counterparts, and other social and voluntary organizations to join us and respond to the needs of the most vulnerable communities.

5. Goals, outcomes and indicators of success

In order to ensure that ARCS play a significant role in the global implementation of IFRC's Strategy 2030, the following "Goals" and "Success indicators" represent a national and contextualized set of priorities that link our local work and partnerships from a local to a global framework for humanitarian impact.

Goal 1

Communities with strengthened life-saving resources and capacities to respond to and recover from natural disasters, health emergencies, and conflict-generated shocks.

Goal 2

Communities with higher long-term resilience through risk reduction, improved health and livelihoods, and adaptation to climate change and migration.

Goal 3

Communities respecting the Fundamental Principles, and promoting diversity, human dignity, tolerance, non-discrimination, social inclusion and peace.

Goal 4

ARCS, a reformed National Society delivering impartial, neutral, effective, sustainable, relevant, and accountable humanitarian services.



Goal 1

Communities with strengthened life-saving resources and capacities to respond to and recover from natural disasters, health emergencies, and conflict-generated shocks.



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OUTCOMES	SUCCESS INDICATORS
<p>1-1</p> <p>People affected by natural and human-made disasters, and health emergencies receive immediate humanitarian assistance</p>	<p>1-1-1 Community resilience projects implemented in 340 high-risk communities (Community Development Councils) in 17 most natural-hazard prone provinces</p> <p>1-1-2 525,000 people in disaster-sensitive provinces receive life- saving assistance from 34 Branch Disaster Response Teams and 7 Disaster Response Units</p> <p>1-1-3 Restoring Family Links services provided in areas affected by displacements and natural disasters and other emergencies in 34 provinces through 850 trained local volunteers and staff</p> <p>1-1-4 Human Remains Transfer Program is efficiently implemented and well managed in all conflict affected areas through trained local volunteers and staff.</p> <p>1-1-5 ARCS readiness for effective response (SoPs, contingency planning, response teams, cash readiness, support services readiness, and data information management) has enhanced at all levels.</p> <p>1-1-6 ARCS health facilities in hard to reach/white areas providing emergency health, maternal and child healthcare and immunization services.</p> <p>1-1-7 A comprehensive and standard surveillance system through a network developed to be functional in unexpected health events of the coverage areas.</p> <p>1-1-8 Quality response improved and sufficient operational technical teams established to analyse the context in the emergency situation.</p> <p>1-1-9 Mental Health and Psychosocial support provided to conflict, emergency and disaster-affected communities, volunteers and staff.</p>
<p>1-2</p> <p>Timely health care, first-aid, WASH, and emergency health capacities and response in most vulnerable communities</p>	<p>1-2-1 Reduced suffering from common, preventable new or re-emerging diseases, and public health emergencies.</p> <p>1-2-2 30 communities and 800 Schools with safe access to water, sanitation and hygiene awareness.</p> <p>1-2-3 Increased attendance at 50 Basic Health Centres, 30 Sub Health Centres, 14 Emergency Sub Health Clinics, 180 Mobile Health Teams, 45 Immunization Mobile Health Teams, 4 CHC (including 3 existing BHCs upgraded to CHC's) Central Polyclinic and 1 Maternity Hospital.</p> <p>1-2-4 3000 new trained volunteers in Epidemic Control Volunteers (ECV), PGI, Household Water Treatment (HHWT) and Psychological First Aid (PFA) in targeted areas for emergency health responses will reach 420,000 people</p> <p>1-2-5 Routine Immunization for increased number of under 2 years of age children in white areas of the country.</p> <p>1-2-6 Increased community demand for routine immunization in hard to reach areas</p> <p>1-2-7 Increased awareness and demand for vaccination of COVID19 throughout RCCE and COVID19 rollout program.</p> <p>1-2-8 10,000 children with congenital heart diseases receive super-speciality surgical treatment inside and outside of the country</p> <p>1-2-9 Fatima Gailani CHD hospital Operationalized in the form of private partnership or / and by ARCS itself.</p>

Goal 1

Communities with strengthened life-saving resources and capacities to respond to and recover from natural disasters, health emergencies, and conflict-generated shocks.



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OUTCOMES	SUCCESS INDICATORS
1-3 Community-based early warning systems reduce deaths and injuries in high-risk areas	1-3-1 Community early warning systems link to hazard-based scientific forecasts in 17 high-risk provinces. 1-3-2 Expansion to 50 pre-positioned, equipped, and stocked Basic Health centers in 34 Provinces 1-3-3 50 Basic and 30 Sub Health Clinics, 4 Comprehensive Health Centre (CHC), 180 Health in Emergency-Mobile Health Teams (HIE-MHTs), 45 Immunization-MHTs and 1 Maternity Hospital with online tracking systems linked to Ministry of Health reporting 1-3-4 WATSAN Kit 2 prepared and prepositioned in flood prone areas linked to tracking surveillance system. 1-3-5 Trained volunteers deployed to disseminate health messages, case finding and ensure reporting during outbreak of diseases.
1-4 Vulnerable displaced, returnee, and IDP communities receive appropriate humanitarian assistance	1-4-1 1.2 million vulnerable IDPs and returnees receive inclusive humanitarian services through integrated programs. 1-4-2 MHTs deployed to provide PHCs and immunization services within the IDPs and Returnees camps. 1-4-3 The level of awareness of IDPs and returnees raised on preventable and common diseases. 1-4-4 Increased demand for routine immunization among migrant population.
1-5 Strengthened ARCS and community protection, acceptance and access in hard-to-reach districts	1-5-1 Enhanced neutral, impartial and independent cooperation, communication, collaboration and coordination with all parties to the conflict. 1-5-2 Expanded dissemination of RCRC Fundamental Principles and humanitarian values in communities. 1-5-3 Social inclusion, participation and diversity in planning, monitoring and reviewing of community-based services promoted. 1-5-4 Health sector communication plan developed to ensure smooth coordination with the partners and stakeholders.

Goal 2

Communities with higher long-term resilience through risk reduction, improved health and livelihoods, and adaptation to climate change and migration.



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OUTCOMES	SUCCESS INDICATORS
2-1 Community risk management and climate adaptation plans improve livelihoods and reduce impacts of water and food shortages, health issues and displacement, health and displacement	2-1-1 340 communities assured with adapted climate resilient livelihoods and resources as a result of multi-hazard risk management plans in 17 high-risk, natural hazard-prone Provinces 2-1-2 100 grandmothers and 100 community health committees established in targeted areas to promote health awareness linked to climate adaptation knowledge and practices 2-1-3 100 of Grandmothers and health committees oriented with climate adaptation knowledge and practices in targeted communities. 2-1-4 Daily health education and awareness sessions conducted to the targeted communities by health facilities.
2-2 Expanded preventive and primary health care services in communities and among IDPs and migrants' camps are provided.	2-2-1 Reduced health impacts from climate, displacements in rural and urban settlements/areas 2-2-2 11 vulnerable Provinces provided with volunteer and MHT-based community education on epidemic and pandemic preparedness and management. 2-2-3 Improved partnerships with local actors to provide more coordinated support. 2-2-4 2000 new MoPH Community Health Workers trained at First Aid, PFA, PGI and safe referral providing services as part of their communities. 2-2-5 Awareness through Risk Communication and Community Engagement RCCE and COVID19 vaccination rollout in targeted areas 2-2-6 10% increase in Penta-3, Measles 1, OPV3, PCV1-3, IPV vaccinations, with reduced drop-out rates and increased demand from mothers/parents. 2-2-7 Increase to 80% the percentage of population protected at birth from neonatal tetanus, and to 80% for Rota vaccine coverage, 80%TT coverage for CBA women
2-3 Improved psychosocial and mental health support strengthen physical health and well-being of people	2-3-1 1000 trained volunteers in Psychosocial Support, safe referral and PGI reached 1.2 million people. 2-3-2 100 PSS consular are recruited for 100 Health Facilitators (BCH and Health-sub centre) 2-3-3 1000 trained volunteers in Non-Communicable Disease prevention achieved behavioural change in 140,000 people. 2-3-4 Expansion of Mobile Health Teams (MHTs) and Emergency Sub-Health Centres (ESHCs) trained staff in PFA, PGI and safe referral as well as personal well-being following attacks on health care facilities.
2-4 Communities experience stronger protection, gender and social inclusion components across all services	2-4-1 Branch and national programme planning guidelines with integrated strong community engagement and accountability, protection, gender and social inclusion guidelines, checklists and monitoring indicators ensured. 2-4-2 Annual reports to include breakdown of data in terms of people reached with different services, and consolidated community feedback indicators on protection, gender and social inclusion in services disaggregated by age, gender and disability.

Goal 3

Communities respecting the Fundamental Principles, and promoting diversity, human dignity, tolerance, non-discrimination, social inclusion and peace.



Muhammad ARCS

OUTCOMES	SUCCESS INDICATORS
3-1 Branches build more social inclusiveness, equity, and peace in communities, especially those hosting returnees, IDPs and migrant populations	3-1-1 Branches and all community-based health facilities provide equitable services through active engagement of communities, IDPs, and migrant populations in design and monitoring of services. 3-1-2 Disaster risk reduction, response, and health services reach 650 communities with socially inclusive services contributing to tolerance, non-discrimination and peace 3-1-3 30 ARCS Sub Health Centres, 45 Immunization MHTs, 50 BHCs and 180 Mobile Health Teams ensured social inclusion by serving people in hard-to-reach areas
3-2 Branches' services implement minimum standards in gender, diversity, empowerment of women, and humanitarian values	3-2-1 Increased inclusion, participation, diversity in opportunities, representation and decision-making across all services 3-2-2 "Youth as Agents for Behavioral Change" expanded across all 34 Provincial Branches as an integrated concept to promote social inclusion, non-violence, human dignity, tolerance, mediation, and non-judgmental communication as a cross cutting volunteering activity
3-3 Economic empowerment and integration of women and people with disabilities leads to stronger well-being and livelihoods	3-3-1 ARCS's 5 "Marastoons" or Social Welfare Centers strengthen collaboration with Ministries of Social Work & Social Affairs, and Public Health to strengthen health, education, vocational training, and employment opportunities for women and people with disabilities. 3-3-2 "Women empowerment" programmes result in sustainable livelihoods for widowed and women-headed households.

Goal 4

ARCS, a reformed National Society delivering impartial, neutral, effective, sustainable, relevant, and accountable humanitarian services.



Meer Abdulilah | ARCS

OUTCOMES	SUCCESS INDICATORS
4-1 Processes, systems and procedures are efficient, coordinated, enhance service delivery and support innovation.	4-1-1 Digitalization and administration system integrates HQ and Branch databases and communications for documenting, mobilizing, and reporting on human, financial and capital assets 4-1-2 Branch annual target and data-driven planning, implementation and reporting systems 4-1-3 Improved Branch and HQ operational planning, budgeting, and reporting templates with capacity strengthening and service delivery targets at all levels 4-1-4 Innovative, diversity-sensitive youth and volunteer mobilization leads to well-trained and retained inter-generational humanitarian action, with Youth Clubs in 34 Branches 4-1-5 Expanded digital communication, reach and reporting strengthens humanitarian diplomacy impact, and mobilization of new communities of support 4-1-6 40% of staff and volunteers of ARCS at all levels with the skills and knowledge of planning, monitoring, assessment and reporting, and act in accordance with the PMER guidelines and tools. 4-1-7 Revised PMER tools and formats address the needs of community, gender and diversity, and strengthen transparency and accountability. 4-1-8 Usage of digital devices ensures standard reporting.
4-2 ARCS is better structured, organized and accountable at all levels	4-2-1 Standard structure of the NS PMER with clear definition, understood and practiced at all level. 4-2-2 PMER tools and templates, manuals, guidelines and frameworks are standardized, user-friendly and they are used at all levels 4-2-3 Digitalized integration of financial, logistics, procurement, internal audit, planning, monitoring, evaluation and reporting, systems lead to transparent management of resources and external reporting at all levels 4-2-4 Updated Navision software used effectively in the HQ, Regional and provincial offices 4-2-5 More transparency and accountability through regular, standardized HR performance monitoring 4-2-6 Financial management training, and implementation of external and internal audit recommendations 4-2-7 Development of divers and local membership ensures more effective governance through local election and General Assembly. 4-2-8 Amended statute of ARCS includes the new responsibilities at all levels of governance and management. 4-2-9 Service delivery is relevant with partnership of community and feedback mechanisms.
4-3 ARCS has reformed, efficient, organized, relevant and accountable structure and HR at all levels.	4-3-1 Improved standard information system covering the employment, personal files, timetable and evaluation at all levels. 4-3-2 100% of employment is in accordance with the relevant laws and HR procedures based on the HR needs of the NS with full consideration of applicants' qualifications and free competition at all levels. 4-3-3 The National Society HR policy, procedures and other documents meet the HR needs in normal and emergency situation and they support the programs of the National Society. 4-3-4 Improved capacity of the National Society HR through the implementation of a well-developed HR capacity building plan.

Goal 4

ARCS, a reformed National Society delivering impartial, neutral, effective, sustainable, relevant, and accountable humanitarian services.



Meer Abdullah | ARCS

OUTCOMES	SUCCESS INDICATORS
	<p>4-3-5 A well-developed information sharing mechanism ensures a regular access to information for members, volunteers and staff of the NS.</p> <p>4-3-6 Reformed NS structure and HR through implementation of a well-developed plan for reform</p> <p>4-3-7 Strengthened capacity of the National Society HR with implementation of the plan for reform</p> <p>4-3-8 The reformed structure is relevant to the needs and requirement of the National Society operations.</p> <p>4-3-9 Adequate support to the personnel who are being discharged due to reform, through using effective approaches.</p>
<p>4-4</p> <p>ARCS is a trusted and transparent organization, having enough resources for sustainable humanitarian services.</p>	<p>4-4-1 Improved legal base of ARCS with the cooperation of all concerned authorities and organizations</p> <p>4-4-2 Proper and relevant procedures for more effective management of financial resources and income</p> <p>4-4-3 Strengthened resource mobilization capacity and diverse income generation through expanded volunteer and youth recruitment in Districts and villages across all 34 provinces of the country</p> <p>4-4-4 Enhanced ARCS capacity in management of diversified partnerships, innovative assets management, financing models, and sustainable income generation activities</p> <p>4-4-5 A well-developed master plan for the properties of NS in coordination with the city development plans and including self-sufficiency projects, financed by ARCS and business community.</p> <p>4-4-6 More income through development and implementation of relevant strategy, regulations, policy, procedures and guidelines</p> <p>4-4-7 A comprehensive and coordinated income generation plan (developed and implemented)</p> <p>4-4-8 More public awareness regarding the ARCS humanitarian services and activities through a well-developed beneficiary information system (call center)</p> <p>4-4-9 More coordination of the branches related works at all levels</p> <p>4-4-10 More improvement in branches through implementation of BOCA, branch development procedures and branch development framework</p>
<p>4-5</p> <p>The ARCS Marastoons (social welfare centres) have more capacity to empower the admitted families (headed by women) and to admit the most needy people; and the number of Marastoons have increased in Afghanistan.</p>	<p>4-5-1 A development plan for Marastoons prepared based on an assessment of the existing capacities and gaps in the ARCS Marastoons</p> <p>4-5-2 Strengthened coordination and cooperation with the relevant authorities, Movement partners and organizations regarding the humanitarian service of Marastoons</p> <p>4-5-3 3 new Marastoons established in selected locations of the country.</p> <p>4-5-4 Women Empowerment programs for needy women having children, leading to sustainable livelihoods for women in the society</p> <p>4-5-5 Assistance to over 3% of the needy women in the community outside the Marastoons</p>

Goal 4

ARCS, a reformed National Society delivering impartial, neutral, effective, sustainable, relevant, and accountable humanitarian services.



OUTCOMES	SUCCESS INDICATORS
<p>4-6</p> <p>Safety and security of staff, volunteers, properties and humanitarian operations of the Afghan Red Crescent Society is ensured in accordance with the Seven Principles of the Movement, Safer Access Framework, Health Care in Danger (HCID) guidelines, and safety and security guidelines and procedures.</p>	<p>4-6-1 100% of the operational staff and volunteers of the Afghan Red Crescent Society have received the guidelines regarding the safety, security, HCID and they have been trained on them.</p> <p>4-6-2 Communication and coordination of the national society with the groups involved in conflict in the country is ensured</p> <p>4-6-3s To ensure security standards and promotion the culture of good security measures, 100% of the safety assessments of all offices of the National Society have been carried out and all offices have been equipped with the security equipment and other protective items.</p>
<p>4-7</p> <p>A defined branch development module, appropriate and relevant to the context and objectives of the Afghan Red Crescent Society, has been established and implemented.</p>	<p>4-7-1 The affairs of National Society branches in different levels are coordinated and there is more coherence.</p> <p>4-7-2 The two times assessment of organizational capacity assessment (BOCA) in 34 branches and the implementation of procedures for development of branches make the grading of the 34 provincial branches possible.</p> <p>4-7-3 Implementation of the Branch Development Framework and monitoring of its implementation in all 34 provinces is done continuously.</p>
<p>4-8</p> <p>The Afghan Red Crescent Society has integrated protection, gender and inclusion (PGI) into all policies, strategies, decisions, programs, activities and services.</p>	<p>4-8-1 More women benefited from capacity building programs and play active role in the strategic decisions of the national society.</p> <p>4-8-2 More active female volunteers in the head office, 7 regional offices and 34 branches participate in the humanitarian activities of the national society.</p> <p>4-8-3 Gender sensitivity and inclusion is considered in all national society programs.</p> <p>4-8- The National Society ensures a secure environment and equality for all employees, volunteers and beneficiaries.</p>
<p>4-9</p> <p>Financial management has accountable, transparent and standard systems and experienced human resources to provide timely services, based on the needs of operations at all levels.</p>	<p>4-9-1 The capacity assessment of the Finance Department staff has been done at the HQ, Regional and provincial levels, and a plan of action for enhancing the professional and financial capacity of staff has been prepared and implemented.</p> <p>4-9-2 Improved capacity of the National Society to provide financial reports and statements to the relevant authorities and public.</p> <p>4-9-3 The recommendations and suggestions of the external auditors and other evaluations of finance activities considered and implemented.</p> <p>4-9-4 Improved knowledge of the relevant staff about the guidelines and procedures related to finance in order to provide services and to receive support in a timely manner</p> <p>4-9-5 The Afghan Red Crescent Society has up-to-date financial systems and procedures which are responsive to urgent and normal needs, and coordinated with the programs.</p>

Goal 4

ARCS, a reformed National Society delivering impartial, neutral, effective, sustainable, relevant, and accountable humanitarian services



Meer Abdullah | ARCS

OUTCOMES	SUCCESS INDICATORS
<p>4-10</p> <p>ARCS has enhanced readiness and effectiveness in responding to emergencies</p>	<p>4-10-1 The volunteer management department has the necessary leadership and management capacities in accordance with the policies, standards and guidelines of the Movement to strengthen the spirit of volunteerism, implement the policies of the volunteer management and support the volunteers at all levels.</p> <p>4-10-2 The volunteer management department has developed an information and management package (database, map, tutorials, etc.) through launching an overall assessment.</p> <p>4-10-3 60% of trained volunteers are involved in emergency, routine and development services through coordination and participation with programs, taking into account their gender and skills, in accordance with the policy of the volunteers' department.</p> <p>4-10-4 Movement and National Society messages are provided by the volunteer teachers and with standard curriculum and resources, to the youth and adolescents with consideration of gender proportion through clubs, corners and active committees of volunteers in 34 provincial branches to strengthen the spirit of volunteerism, mutual acceptance and peaceful living</p> <p>4-10-5 Recruiting and supporting youth by considering gender proportion and arranging them in different sports teams in order to develop and implement the concept of youth as agents of behaviour change, publishing and promoting the messages of the Movement and the National Society in accordance with the developed guidelines.</p> <p>4-10-6 Evaluation of existing members of the national society and development of management capacity in terms of quantity and quality of the relevant department and the recruitment of new members</p> <p>4-10-7 Digitalization of activities in provincial branches using timely and appropriate technology and information to support operational decision-making and to provide health services and disasters response</p> <p>4-10-8 Enhanced preparedness for epidemics and pandemics with the cooperation of local actors, networks, volunteers and young members who have been trained as agents of changes in their communities.</p>
<p>4-11</p> <p>The acceptance, access and support of the Afghan Red Crescent Society as a leading organization with credibility in the field of humanitarian services among the people, national and international organizations has increased.</p>	<p>4-11-1 100 training and awareness sessions held to increase the capacity of staff, members and volunteers to ensure that they are properly and regularly present and introduce the humanitarian identity of the National Society and the Movement to the community.</p> <p>4-11-2 9900 awareness events held about the ARCS activities, Fundamental Principles of the Movement, use of the emblem, International Humanitarian Law and introduction of the Movement, to raise the awareness of various target groups (tribal elders, scholars, beneficiaries, parties to the conflict, media, and schoolteachers and students)</p> <p>4-11-3 Public awareness about the Afghan Red Crescent society increased through various publications programs (face-to-face meetings, publishing and distributing printed publications, conveying key messages through social media, and radio and television interviews).</p>

Goal 4

ARCS, a reformed National Society delivering impartial, neutral, effective, sustainable, relevant, and accountable humanitarian services.



OUTCOMES	SUCCESS INDICATORS
<p>4-12</p> <p>The legal base of the National Society has been strengthened in accordance with the Fundamental Principles of the RCRC Movement, Afghan Red Crescent Society Law, other related laws, the National Society Statute, and the relevant standards of the Movement.</p>	<p>4-12-1 The principles and guidelines for the function of the Provincial Assemblies Department have been revised.</p> <p>4-12-2 It is assured that all the team leaders, and the provincial assemblies truly represent the members.</p> <p>4-12-3 In accordance with the ARCS law, the General Assembly has been held, the amended Statute of the National Society approved, and it is assured that of the Governing Board members truly represent the members, volunteers and the people of Afghanistan to the extent possible. Amendment of the ARCS Law and Statute, as well as the Emblem Law, processed in accordance with the applicable laws and the minimum standards of the RCRC Movement Guidance for NS Statutes, and IHL for the Emblem Law.</p> <p>4-12-4 All procedures, regulations and other legal documents revised or developed and implemented, in accordance with the relevant laws and the Statute of the National society.</p> <p>4-12-5 The awareness level of public authorities at various levels raised about the law, the Statute and the principles of the Afghan Red Crescent Society, and they support and respect the Afghan Red Crescent Society.</p> <p>4-12-6 All resolutions adopted by the General Assemblies and Statutory bodies of the Movement, to which the Afghan Red Crescent Society has pledged, are implemented</p>
<p>4-13</p> <p>Humanitarian diplomacy, cooperation and partnership with the components of the movement, national and international partners to provide effective and continuous humanitarian services, has been strengthened and developed in accordance with the Fundamental Principles of the Movement.</p>	<p>4-13-1 More active participation in national and international processes to advocate in favour of the vulnerable people ensured.</p> <p>4-13-2 Strengthening the existing cooperation and establishing more cooperation through participation and membership in regional and global networks and direct contacts with the Movement components and other partners, and access to available resources ensured.</p> <p>4-13-3 The structural and human resources capacity of the international relations department has enhanced, and implementation of strategic objectives, effective communication with Movement components and other partners, and the effective presence in the national and international forums and events ensured.</p>
<p>4-14</p> <p>Violence against health care, health staff, health facilities and vehicles has been decreased.</p>	<p>4-14-1 All occurrences of security incidents on establishments, personnel and medical vehicles has been documented and shared with the relevant authorities to prevent future incidents.</p> <p>4-14-2 Continuous contacts and better understanding with the authorities is maintained in accordance to the Movement principles and a safe health care in danger (HCiD) is ensured.</p> <p>4-14-3 Public awareness has been raised through implementation of HCiD guidelines and publication and dissemination of key messages through the media and other publishing facilities.</p> <p>4-14-4 The capacity of health and dissemination staff, and volunteers has been enhanced through conducting the HCiD workshops and dissemination sessions.</p>

Goal 4

ARCS, a reformed National Society delivering impartial, neutral, effective, sustainable, relevant, and accountable humanitarian services.

OUTCOMES	SUCCESS INDICATORS
<p>4-15</p> <p>The Afghan Red Crescent Society has an effective logistics structure (warehouses, procurement and fleet management) with defined criteria at all levels; and the capacity to deliver logistics services in normal and urgent situations at all levels has been strengthened.</p>	<p>4-15-1 The professional and specialized capacities of the logistics staff of the national society have been evaluated and upgraded.</p> <p>4-15-2 Financial, logistics and procurement systems and processes have been digitalized.</p> <p>4-15-3 Equipment, vehicles and warehouses are standardized at all levels.</p> <p>4-15-4 Implementers of National Society operational programs are satisfied with logistics services.</p> <p>4-15-5 70% of the logistics support for large operations is provided 100% by logistics.</p>
<p>4-16</p> <p>The capacity of the members of the provincial governing councils, including the chairpersons of the provincial assemblies, has enhanced, and more effectiveness of the NS members has been ensured.</p>	<p>4-16-1 The chairmen and members of the Provincial Leadership Council have participated in the relevant (leadership) decisions of the National Society.</p> <p>4-16-2 The abilities and capacities of all staff of the Provincial Assembly have been enhanced as per the needs of the revised Statutes.</p>
<p>4-17</p> <p>The National Society is accountable with transparent and effective systems for operations and support activities.</p>	<p>4-17-1 An overall assessment of the existing staff capacities, structure and systems of Internal Audit department has been conducted, a plan of action has been developed accordingly and implemented.</p> <p>4-17-2 Anti-corruption policy, guidelines and standard internal audit tools have been developed and implemented.</p> <p>4-17-3 All operations, projects and programs of the National society at all levels are monitored, evaluated independently and neutrally, and timely reports are submitted to the Leadership of the National Society for decision-making.</p>
<p>4-18</p> <p>The Afghan Red Crescent Society has the capacity of resource mobilization at all levels, and its revenues have increased significantly.</p>	<p>4-18-1 The national society has a Resource Mobilization department with the capacity to develop existing resources and identify new resources.</p> <p>4-18-2 All required revenue generation documents (regulations, policies, procedures, and guidelines) have been developed.</p> <p>4-18-3 The Resource Mobilization department, with the cooperation of volunteer's management, dissemination, finance and other concerned departments, has developed and implemented the income generation plans.</p> <p>4-18-4 A digital system and the use of the short code 1313 established to launch fundraising campaigns at the national level.</p> <p>4-18-5 By using the customer service system (Call Centre), the awareness of the people has increased about the humanitarian activities of the Afghan Red Crescent Society which has strengthened the income generation programs of the NS.</p>





6. Cross-cutting approaches

i. Strengthening protection, gender and inclusion

Greater emphasis will be put on ensuring that gender and diversity is considered in programming- in design, planning, implementation, monitoring, evaluation, participation in decision making, allocation of resources and benefits, and access to services.

Our Gender and Diversity Policy and Strategy and Gender and Diversity Unit commit 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". Our mainstreaming activities will ensure that gender perspectives and equitable access to humanitarian services for men and women are central to all activities – programmes, services, emergency preparedness and response, policy development, research, advocacy dialogue, resource allocation, and planning and evaluation.

Gender inequalities undermine the ability of women and girls in particular to live a life of dignity, and participate effectively in humanitarian action and response. Our Gender and Diversity Strategy recognises that factors such as age, disability, health status, HIV/AIDS status, chronic illnesses, social status, and ethnicity shape the extent to which people are vulnerable to, affected by, respond to, and recover from challenges to their resilience. It also recognises and incorporates the unique and important roles that women, men, girls and boys play in preparedness, responding to emergencies and conflicts, and building resilience and peace within their respective communities.

We will continue to actively engage in clarifying the fate and whereabouts of missing persons and ensuring contact between separated family members is restored and maintained. We will continue to strengthen the RFL capacities of the staff and volunteers for setting up and consolidating an effective national RFL network as part of the Global Family Links Network and in accordance with the Movement RFL strategy of 2020-2025, according to which "RFL is recognized as a core service of the Movement and is fully integrated into the operational response and adequately resourced to meet needs."

We will continue to actively engage with the Red Cross Red Crescent Movement Initiative - Health Care in Danger. Reflecting the strategic direction of the initiative at the global level, the emphasis will be on local level implementation, particularly with respect to building the capacity of those involved in the delivery of health care. Through our staff and volunteers, we will continue to build awareness and exert influence to ensure a sustained positive impact to safeguard health care.

ii. Humanitarian diplomacy

We will continue to strengthen the way we actively engage in humanitarian diplomacy on behalf of all people in need. Our partnerships aim to define and re-shape humanitarian and development priorities of all institutions. Our messages come from the way in which we encourage gender and diverse participation in our work, and thereby listen to the full range of voices and needs in communities. Participation refers to the full, equal and meaningful involvement of all members of the community in decision-making processes and activities that affect their lives. It also requires that instead of informing and deciding for people, we listen to them and represent their needs to others.

The route to our effective humanitarian diplomacy is therefore the gathering of evidence-based perspectives from communities. Community participation is essential for informed decision-making, and we use it in our auxiliary role to influence policy agendas and promote positive outcomes for the most vulnerable. Our humanitarian diplomacy promotes protection, reduces feelings of powerlessness, and enables us to draw on the insights, knowledge, capacities, skills and resources of affected people to advocate for improvements to their situation. Humanitarian diplomacy on behalf of disaster and crisis-affected people – females and males of all ages and backgrounds – is an essential element of strategy. Together with their life experiences, we aim to use evidence-based analysis to approach and influence others to respect their rights, and join partnerships for improved local humanitarian outcomes.



7. Partnerships

The people of Afghanistan, and its traders, businesses, community organisations, and public authorities/institutions are our national partners. We aim to expand our long-term sources of income through increased mobilisation of neutral, impartial and independent members across the country, and through new innovative and joint venture approaches with those parts of the corporate sector who align to our Fundamental Principles.

Humanitarian cooperation will be further strengthened with Afghan public authorities.

Our international partnerships are formed through the Red Cross Red Crescent Movement partners, and with external partners coordinated by IFRC such as World Bank, WFP, IOM, UNICEF, WHO. We aim to expand these partnerships to meet ever-increasing new humanitarian needs, but to simultaneously diversify our domestic sources of income to achieve greater organisational self-sufficiency during this Strategic Plan 2021-2025.

Our use of new emerging technologies to communicate will lead to our expanded partnerships with media, as well as with the 70% of the Afghan population who have access to mobile phones. This will strengthen our dissemination of humanitarian values, digital outreach, and communications with all stakeholders across Afghan society.

Our sustainability strategy will be driven not just by partnerships, but by ensuring that our financial security and independence are maximised through effective cost management and a diverse revenue generation portfolio. Exploring cost-recovery models for our humanitarian services from institutional service providers will drive our innovative financing ideas.

A new **Partnership Framework** will define our relationships with our Red Cross and Red Crescent Movement, as well as all external partners who are in alignment with its Fundamental Principles.

ARCS with the support of Movement partners has also increased its engagement with **the cluster coordination mechanisms** across the country, especially with relevant sectoral clusters (health, food and livelihoods, WASH, nutrition, protection) and working groups (Cash and vouchers, community engagement and accountability, and Gender Based Violence), as well as within the **Humanitarian Country Team, ICCT** and the **Afghan Humanitarian Fund Advisory Body** (as observer).



8. Implementation of the Strategic Plan 2021-2025

a. Communicating the Strategic Plan

This Strategic Plan will be disseminated to all our volunteers, youth, staff, Branches and HQ staff in two national languages (Dari and Pashto) to allow respective people better understand the direction of ARCS over the period of this Strategic Plan and their part in it. It will also will be disseminated to all our partners and external stakeholders to deepen and expand our humanitarian partnerships.

Efforts will be made to strengthen public dissemination using electronic and print media to ensure the perceptions of all parties across the country about ARCS's independence, neutrality and impartiality.

b. Monitoring, review, evaluation, and reporting

An annual operational plan template will set Objectives under each goal and Outcome, with its related outputs and activities. The operational plan will include a set of roadmaps for each Department and Branch which will state clearly:

- Vision of success at the end of 2025
- Key milestones to achieve each year towards the 2025 target
- Stakeholder mapping (which Departments, RO and Branch governance or management will be involved in the implementation)
- ARCS lead person/Department and contributing Departments and accountabilities
- Contributing partners where available.

We recognize the importance of openness in monitoring and reporting, transparent information sharing, meaningful beneficiary participation in planning and monitoring, effective and efficient resource use, systems for lesson-learning, and responding to suggestions for better humanitarian impact.

We will report regularly on progress against our plan's Goals and measurable outcomes to all stakeholders including communities, leaders, volunteers, youth, staff and partners. These analytical reports will include findings and proposed corrective actions in all areas of our work, to give all stakeholders confidence in our contributions.

Our review, monitoring and reporting will help our processes, systems and structures continuously evolve to be efficient, appropriate to our operations, and seen to be supporting innovation. Effectiveness, accountability and transparency are core commitments which is why we have included success indicators as measures of performance in this Strategic Plan. Our updated operational reporting systems will more quickly consolidate real-time data, supported by our digitalisation processes, from Branches to Regional Offices to HQ.

The Fundamental Principles of the International Red Cross and Red Crescent Movement

Humanity / The International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavours, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation and lasting peace amongst all peoples.

Impartiality / It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

Neutrality / In order to enjoy the confidence of all, the Movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.

Independence / The Movement is independent. The National Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Movement.

Voluntary service / It is a voluntary relief movement not prompted in any manner by desire for gain.

Unity / There can be only one Red Cross or Red Crescent Society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.

Universality / The International Red Cross and Red Crescent Movement, in which all societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.



Afghan Red Crescent Society
Address and contact