



CARE OF AFGHAN FAMILIES (CAF)



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INTRODUCTION

Care for Afghan Families (CAF) is nongovernmental, non-political, not-for-profit, and independent Organization, respecting the laws, rules and regulations of Islamic Republic of Afghanistan and accepted international norms and regulations. The organization has been established in Kabul and registered in Ministry of Planning of Islamic Transitional Government of Afghanistan in January 1, 2003 and after CAF is reregistered with the Ministry of Economy based on the requirement of the government and the registration number is 68 dated September 29, 2005.

CAF is comprised of the following governance layers 1). General Assembly, 2).Trustee board, 3).Advisory Board, & 4).Management Board. The general assembly is comprised of all members of Trustee Board, Advisory board, and management board and is the final decision making body in the organization. The Trustee Board is comprised of dedicated volunteer members from different organization. They provide professional consultancy to the organization and ensure the accountability, transparency. The board of Advisory comprised the ex-director-general who is the founder of the organization and ex-operation director, They are responsible for day to day advise of the organization management board on implementation of the running projects as well as ensuring that the organization, is moving toward its set direction, working considering its core values, fund rising, proposal writing etc...The management board of the organization is comprised of high level staff with postgraduate-education from prestigious institutions responsible for routine implementation of the projects.

As from time of establishment; CAF has implemented Basic Package of Health Services (BPHS) and Essential Package of Hospital Services (EPHS) in different provinces of Afghanistan such as Takhar, Badakhshan, Kunduz, Kabul, Faryab, Baghlan, Logar, and Daikundi. Besides CAF has also implemented vertical projects such as Reproductive Health, EoC, supporting Roll Back Malaria, TB control, TB DOTS, disability, nutrition, sustainable water supply and sanitation, community mobilization, advocacy, Capacity building and researches projects and through the implementation of all these project contributed to the development of the country. Furthermore As per the strategic plan 2016-2020 CAF established its office in the United States and Women and youth empowerment department within the organization and contracted with UN-Women for the implementation of women protection center project in Parwan province of Afghanistan.

CAF as an independent organization has its own charter, policies and procedures, developed in line with operating country laws and international standards. CAF Charter, as the main governing instrument of the organization, is emphasizing the effective and efficient use of resources. CAF financial management policy and procedures is prepared in line with International Accounting Standards (IASs) and Generally Accepted Accounting Principles (GAAP).

CAF as a Non-governmental organization stands with the government, international development partners and other non-governmental organizations to achieve the Millennium Development Goals and other development targets. Our role is to implement development projects in the specified directions, educate and improve the capacity of community, research and study to find evidences for decisions about best practices, and improve the capacity of government and development partners through sharing of information, consultation and technical support.

CAF will be part of the movements in achieving the goals and objectives of the people of Afghanistan, and focus all its efforts for supporting the Afghan families to have a life far from fear of disease and its causes such as poverty, unawareness and injustice.

CAF’S AIM, VISION, MISSION, AND CORE VALUES

Our Aim

The aim of the organization is to improve the quality of life and living condition of the Afghan Families. We will strive to contribute to the development of the country through pursuing our mission with commitment and reflecting of our values in all that we do.

Our Vision

“Self-reliant, aware and healthy Afghan Families”.

Our Mission

To enable families to fight against poverty, injustice and unawareness.

Our Core Values

- a. Accountability and transparency: able to provide evidences and proves for use of organization’s resources.
- b. Equity and integrity: Being honest and respect others rights.
- c. Professionalism: Having required qualifications and using it in performing a job.
- d. Efficiency: Using resources economically and reasonably to deliver effective outputs.
- e. Innovation: Applying new methods to deliver better services.
- f. Neutrality: CAF provides services considering neutrality.

WORK PRINCIPLES

CAF respects all laws and regulation of Islamic Government of Afghanistan especially the Non-governmental organization rule. Furthermore CAF as an implementing partner of various funding from donors; respect all the rules and regulation required by the various donors and to perform its humanitarian and development duties, the organization strictly respects the following principles:

- **Independency:** For CAF independency means to keep the policy of interdependency with the stakeholders and partners with performing of all its activities in the light of overall goal of the organization.
- **Non-political:** the organization doesn’t support any political party. But CAF will explain the cause of diseases and infirmities to the families even if it is injustice and wrong political decisions.
- **Equity:** CAF is against all kind of discriminations and perform its service on the base of equity, which take into consideration the need of families and population.
- **Professionalism:** in order to have efficient and good quality services the organization performs all processes of management of its projects with professional standards.
- **Transparency and accountability:** the organization is ready to give reliable information regarding the management of its budget and projects to related organizations and the government.

WORK DIRECTIONS

Following direction is agreed to be working direction for the organization for the following 5 years:

1. Health and Nutrition
2. Community development
3. Women and youth empowerment

THE PURPOSE OF STRATEGIC PLAN

The purpose of this Strategic Plan for the year 2021-2025 is to plan activities for the above mentioned strategic direction of the organization which were already defined throughout the past years and subsequently to guide the Management board of the organization, over the next five years, on how to manage the organization, which decisions they have to take in any given point of the time, and to which directions they lead the organization. Meanwhile this document is also explaining other staff members of CAF where the organization wants to go during the passage of time, what is the **working direction of CAF, its future activities, potential partners**, and finally they can make their best choices with a clear vision and open eyes during the period of working with CAF. Furthermore this plan will provide the highest level guidance to the Care of Afghan Families (CAF) to make choices about program direction, set fundraising priorities, allocate the use of limited human and financial resources, and develop long-term action plans.

THE PROCESS OF STRATEGIC PLANNING

This strategic plan is the result of efforts from the advisory board and management board of the organization, using analyses such as context analysis, SWOT and stakeholder analysis. Furthermore the advisory board of the organization reviewed the last strategic plan for the years (2016-2020), hold series of meetings, discussions, and workshops with the Management, staff member and the board of trustee of the organization in order to develop this plan and finally during two consequent days on September 30 and October 1st, 2020 in a workshop; the plan is reviewed by the trustee board of the organization and accordingly approved.

During the review of the last strategic plan it is found that the outcome of the programs such as health, nutrition, community development and education and research at national level were satisfactory and recent data are displaying major achievements national wide. Meanwhile we tried to fully realize the level of CAF's contribution but due to the fact that specific targets could not be set in previous strategic plan we were unable to do so. However; the contribution of CAF in reducing infant mortality rate, child mortality rate, number of population living at high risk for malaria, morbidity/ mortality rate due to Tuberculosis, prevalence of acute malnutrition among children under five years of age are considerable through implementation of basic package of health services (BPHS), Essential Package of Health Services (EPHS) and other vertical programs in five provinces of Afghanistan which covered 3.61 million of the population.

As the future is unknown, this strategic plan is prepared based on some assumptions about the general context and external environment. So the underline issue in implementation of this strategic plan is that it requires a strategic management and leadership to question the assumptions, collect and analyse information from outside as well as inside the organization regularly, execute all strategic alternatives in the light of organization level strategies (mission, vision, core values and strategic directions) and encourage innovation at all levels. Therefore this strategic plan is incomplete if it is not backed up by strategic thinking, strategic management and strategic leadership at all levels of the organization. The business of NGO in Afghanistan context require that all staff consider efficiency and innovation as their daily work principle; in the light of this strategic plan seek for new opportunities to mobilize scattered resources for the interest of the people. So considering all these in this document we adapted our strategies to the situation and arranged the scope of work of the organization for the coming five years (2021-2025).

GENERAL CONTEXT ANALYSIS

Afghanistan is one of the least developed countries in the world with a population of 32.9 million² that about 55.9 %³ are multidimensional poor while an additional 18.1 percent are classified as vulnerable to multidimensional poverty, meaning that over 26 million Afghans are unable to meet their basic needs, Furthermore Afghanistan is ranked one of the country in the low human development category positioning 170⁴ out of 189 countries in the 2019.

From the gender point of view Afghanistan has a Gender Inequality Index (GII) value of 0.575, ranking it 143 out of 162 countries in the 2018 index. In Afghanistan, 27.4 percent of parliamentary seats are held by women, and 13.2 percent of adult women have reached at least a secondary level of education compared to 36.9 percent of their male counterparts. For every 100,000 live births, 396.0 women die from pregnancy related causes; and the adolescent birth rate is 69.0 births per 1,000 women of ages 15-19. Female participation in the labour market is 48.7 percent compared to 82.1 for men

The current political situation in Afghanistan seems quite problematic. Civilian casualties have increased rather than decreased, and there are few signs that Afghanistan is a safer place. On February 2020, the United States (US) and the Afghan Taliban signed a peace agreement paving the way for an orderly withdrawal of all military forces of the United States, its allies, and Coalition partners, including all non-diplomatic civilian personnel, private security contractors, trainers, advisors, and supporting services personnel within 14 months following announcement of this agreement. Meanwhile after the US-Taliban agreement it was planned that intra-Afghan talks should begin but so far talks were held up due to an extended political crisis among Afghan political leaders over the contested 2019 Afghan presidential election and a disputed prisoner exchange between the Taliban and Afghan government. High levels of Taliban violence and the COVID-19 pandemic further complicate potential talks. Moreover, while the Taliban entering into talks with Kabul is a momentous step, negotiations are not necessarily guaranteed to lead to a settlement to end the war. We and all the people of Afghanistan speculate about what kind of political arrangement, if any, could satisfy both Kabul and the Taliban to the extent that the latter fully abandons armed struggle. In any event, it remains unclear to what extent the U.S. withdrawal is contingent upon the Taliban holding talks with Kabul or the outcome of such talks.

Technology⁵ has had a tremendously growth and positive impact on Afghan citizens, who can now communicate with each other and the rest of the world. Today, an estimated 22 million mobile phone subscribers and three million Internet users in Afghanistan are now connected to the rest of the world. Another of the positive contributions of the ICT sector includes job growth. The media sector is yet another one of Afghanistan's impact stories as a result of the ICT sector, "Multiple television, radio, print, and online news outlets are contributing to Afghanistan's democracy and helping to gain and maintain a balance of power between the Afghan government and its people.

Afghanistan's environment is under great pressure. The decades of conflict, on-going instability, overall poverty, prolonged droughts and susceptibility to other natural hazards, population increase and influx of displaced and returning population –have all exacted a heavy toll on the environment and natural resource base of the country. The Government of Afghanistan fully recognises that failure to address environmental challenges will negatively affect the long-term growth of the country as well as meeting the country's MDGs. The ANDS recognises environment as a major cross-cutting issue with

² CSO-Afghan 2020

³ Human Development report 2019 by UNDP

⁴ Human Development report 2019 by UNDP

⁵ <http://www.rs.nato.int/article/isaf-news/information-and-communications-technology-sector-afghanistan-s-second-largest-revenue-source.html>

ramifications for addressing it within a multi-sectorial, multi-coordinated approach⁶. Air pollution does not constitute a major problem in overall Afghanistan, except the capital Kabul and the other big cities. Furthermore reliance on inexpensive energy has created some issues. Most vehicles run on diesel fuel, and household energy often relies on burning wood and other materials. As a result, air pollution in urban areas is visible and may pose health issues.

From the public health aspect; The Afghan health system has made considerable progress over the period 2003 – 2020. Data from household surveys, between 2003 and 2018, show significant improvement in the coverage of reproductive and child health services. In 2003, only ten percent of the Afghan population had access to basic health care; today the number is close to 85 percent. There are 3578 health facilities in different provinces of Afghanistan among which there are 31 national/specialty hospitals, 10 regional hospitals, 28 provincial hospitals, 88 district hospitals, 438 comprehensive health centers, 882 basic health centers, 1098 sub health centers, 362 mobile health teams and 641 other type of hospitals working in prisons and other places.⁷ Health service delivery is done through implementation of BPHS and EPHS project in 31 provinces of Afghanistan under Sehatmandi contract by implementing partner of MOPH and in 3 provinces (Parwan, Kapisa and Panjshir) is managed by SM.

Last but not least and despite of years of national and international efforts and initiatives, which resulted development in several key areas mentioned above, Still the situation in Afghanistan remains grave, hampered by insecurity and the weak rule of law. In summary, we are living in a country where life is a matter of death. Disease is present everywhere either showing itself in form of medical and social problem or is hidden behind the dark shadows of poverty, unawareness and injustice.

NGOs CONTEXT ANALYSIS

During the past decades NGOs has made significant contribution in development of Afghanistan. It is the NGOs that are providing critical support to the Afghan in need in hard to access areas of the country where the government cannot reach. Besides NGOs and Civil society organization play the key role in advocating on behalf of Afghan people. As per Afghanistan Institute for Civil Society (AICS) the civic space for NGOs and civil society organization continues to be challenging, NGOs are influenced by legal environment in which they operate, Furthermore NGOs and its staff receive threats against their staff and their operation from a range of official and unofficial actors, including the Taliban and other insurgent forces. Meanwhile the NGOs are suffering pressures from the Government and the systems that exist, legal voice of the NGOs are not heard by the authorities and such problems, corruption, pressures may lead bankrupt of the NGOs e.g. CAF had to refund and a huge amount from its core fund to the government due to the unresponsiveness of the related government authorities and weak and corrupted legal system. According to a study made by Afghanistan Institute for Civil Society (AICS) called The state of enabling environment of civil society organizations in Afghanistan (SEECA) 78% of CSOs work are affected by government corruption, 87% of CSOs are facing cash flow issues, so last but not least In Afghanistan despite of repeated emphasizes on importance of NGO still less attention is paid from the government side to the NGO. Even dissolving of the NGOs were the opinion of high ranking delegation of the government.

On the other hand, the NGOs that intended to provide humanitarian aid and endeavour to act as active members of civil society and fulfil their obligations to their people and donors with accepted standards, are facing a big challenge for sustainability and development due to lack of policy and proper approach, particularly during the situation when international aid decreases.

Such a condition, wittingly or unwittingly, was established that some NGOs competed negatively for obtaining financial support from donors; the corrupt environment supported the process of negative competition. This is why some of these organizations act as private firms rather than as civil society organizations (CSO). To obtain funds they accept all conditions of the donors and sectarian ministries

⁶ Environment and Energy Report UNDP

⁷ MoPH Health Result Report 2020

without considering their organization's development and sustainability is evident that the committed NGOs which provides (rights, protection, humanitarian, development, poverty reductions, relief) health, education, poverty reduction, and emergency services during natural and man-made disasters are victims of this unsound process as they are also financially dependent on donors. If donor funding stops for any reason, this will be the end of these national NGOs. This would have a negative impact on Afghan CSO, although much effort has been paid for the establishment of these organizations that have lots of experiences and valuable lessons learned about the country. Number of good NGOs have collapsed in the past 5 years, so considering the context CAF needs to think on sustainability and also must plan the development of fund reserves into their financial strategies. It is necessary to pay serious attention to developing a **reserve fund policy** to ensure the **sustainability of organizations** that play important roles in society.

SWOT ANALYSIS

Strengths: At the pre-service level; CAF has good reputation and image among communities, stakeholders and investors. **At the point of service;** CAF has qualified staff at the field level as well as main office, good geographic coverage, fully qualified staff in Health Facilities, Experience in provision of health care services through BPHS, EPHS and other health related vertical projects. Moreover most staff in CAF leadership positions are qualified and have vast experiences in managing nutrition projects in Afghanistan.

After-service level; the patient satisfaction studies which have been done, shows positive results. Monitoring reports from investors (MoPH and donor agencies, as well as third parties) are the other documents which indicate satisfactory results from the stakeholder and investors sides, furthermore organizational audit reports as well as the audit report from the individual projects, are the other document which displays organization strengths.

Regarding the Organizational culture; teamwork, open internal communication, respect among staff, capacity building and mentoring programs, decentralization, commitment of managers, respecting the organization values, and diversity in terms of staff (from all ethnicities) are the key points.

From the organizational structure view point; organizational chart (Matrix), management board, clear chain of command, good financial management and internal control system are the key strengths.

From the Strategic resources point; CAF currently runs BPHS and EPHS in one provinces of Afghanistan under Sehatmandi. Besides we have office assets and qualified staff in the headquarter level as well as provincial level that are the main strategic resources.

Weaknesses: Organization's website, publications and public relation are the main issues needs improvement at the pre-service level. Technical capacity (at the Health Facilities), supervision of CHWs, community shuras, English and Computer skills of office staff, shortage of Female doctors and Nurses, leadership at HF level are the main weaknesses at the point of service. Core fund, clear fund raising strategy, contact with additional donors and private donors, capacity of med level managers are the key issues for improvement at the strategic resources level. In a competition in 2018, CAF submitted 8 proposals from which only one could win, it means we need to work on both technical and budgeting prospective of any project and fully consider efficiency of our management system to be competitive in the future.

Opportunities: Commitment of donors to Afghanistan, current policies and strategies in the Ministry of Public Health, existence of bilateral and multilateral donors in diversity of health and nutrition, community development projects as well as other developmental projects, existence of partner organizations for capacity building and partnership, opportunities to invest in other sectors such as education, agriculture, women and youth empowerment and environment.

Threats: Insecurity and instability of the government in the provinces; deduction on the overall assistance from the donors side for Afghanistan, negative opinions of politicians and people about NGOs, increasing number of competitors, lack of suppliers (pharmaceuticals and staff) and restrictions from increasing number of government requirements and regulations are among main threats. Also the

recent competitions through quality and cost selection method, applied by MOPH is a threat, as low quality projects or international NGOs with ability to financially contribute to the projects can have more competitive advantages. Furthermore application of international standard in very remote areas is another threat. Last but not least the administrative corruptions are the threats which require more attention and adaption.

STAKEHOLDER ANALYSIS

CAF current stakeholders is comprised of head office staff, Provincial office staff, International and local partners, Governmental institutions such as Ministry of Public Health, Ministry of Women affairs, Ministry of Rural Rehabilitation and Development (MRRD), the Ministry of Labor, Social Affairs, Martyrs and Disabled (MoLSAMD), Donors; such as Global Fund, World Bank, USAID, European Commission, UN Agencies; such as UNDP, UNICEF, WHO, UN-Women, FAO, UNFPA, UNOCHA and the civil society networks, Alliance of Health Organizations.

CAF has a significant pool of highly qualified and competent technical staff at the head office as well as at the provincial level but the capacity of both technical and support staff needs to be more strengthened. Moreover in the past years CAF has developed strong relations of trust with the local communities it serves, in some of the most volatile provinces of Afghanistan. Its local identity as a nongovernmental organization, as well as the knowledge and sensitivity of project staff to the local environment and culture, make CAF an accepted and useful partner in its areas of operation.

The Ministry of Public Health (MoPH) of Afghanistan, Donors such as Donors; such as Global Fund, World Bank, USAID, European Commission, UN Agencies; such as UNDP, UNICEF, WHO, UN-Women, FAO, UNFPA, UNOCHA etc...are the main stakeholder of health and nutrition programs of CAF. The organization will work in close coordination with the MoPH and will follow its standards and priorities in the provision of health and nutrition services.

For community development programs of CAF the Ministry of Rural Rehabilitation and Development (MRRD), the Ministry of Labor, Social Affairs, Martyrs and Disabled (MoLSAMD), Ministry of Women affairs and other governmental agencies; UN Organizations, international and national agencies working in community development area are other key partners. Finally the community itself is the prime partner of the organization in this program.

For Women and youth empowerment programs of CAF Ministry of Women affairs and other governmental agencies, and Donors such as UN-Women is the key stakeholder.

CAF has committed long-term donors in the Ministry of Public Health and has cultivated good working relations with authorities at the central government and sub-national levels. It is registered with the Ministry of Economy of Afghanistan, and works within the countries law.

CAF needs to expand its donors and create synergies with local and international partners, and other line ministries. CAF needs to enhance its visibility within the existing civil society networks, to get an insider's view of current developments in the civil society environment, to be aware of changing dynamics in the fluid political situation in the country, and to get information about emerging opportunities with international partners and donors.

SUPPORTIVE STRATEGIES FOR THE YEAR 2020-2025

The strategies such as adaptive strategies, competitive strategies, service delivery strategies, service support strategies, communication strategies, fundraising strategies, capacity building strategy, and lobby and advocacy strategy are the strategies to support and enhance working direction strategies, therefore must be considered during the implementation of working directions strategies (Health and Nutrition, Community Development and Women and youth empowerment strategies):

ADAPTIVE STRATEGIES

In coming five years CAF will obtain the following adaptive strategies:

- **Service expansion:** CAF aims to expand its services to new provinces, needy people, especially in health & nutrition, community development programs and women & youth empowerment. CAF will financially support and operationalize its subsidiary office, CAF-US, in the United States once the COVID-19 lockdown is released.
- **Enhancement:** We would like to improve the quality and efficiency of our service provision, cost efficiency would be the most focused area, Meanwhile We will focus in the areas of service delivery, public relation, professional capacity building, monitoring and evaluation.
- **Diversification:** Currently CAF is implementing mainly BPHS and EPHS projects. For the next five years, in addition to BPHS and EPHS, we will focus more on nutrition, community development projects and Women and youth empowerment.

SERVICE AREA ENTRY STRATEGIES

The following service area entry strategies are selected and prioritized for the coming five years:

- **Partnership:** This will be focused on community development programs and Women and youth empowerment. Where CAF has less experience. In health and nutrition projects we keep the current partnership and will enter into new partnerships to discover new opportunities (new geographic areas, new donors and new projects). The partners have to complement our strengths in terms of expertise, experiences and market entry and prior to selection of partners the question “why do you need to work with them?” and what gap do the partner fill? are questions to be answered. Besides mutual respect, clear roles and responsibilities and sharing of strengths would be the key considerations in our partnership mechanisms.
- **Internal Development:** The main efforts in the next five years would be on staff empowerment, capacity building, and employee development activities to enable the organization to manage new projects, and improve the quality / efficiency of current projects.

COMPETITIVE STRATEGIES

CAF competitive strategic posture has to focus on the following in the coming five years:

We maintain our current projects, and start new projects through finding innovative ideas and opportunities. For this purpose we have to improve our followership (copying good initiatives from others in the country, region or worldwide - e.g. breastfeeding project) and innovation (e.g. family health, multi-purpose health workers, community nurse, baby friendly village, Mobile health). Combination of cost leadership and differentiation is the other strategy which will be considered to differentiate CAF in the community based services through quality, innovation and efficiency. The management is going to develop cost and quality standards to guide the staff in achieving the selected

strategic position and posture. Also we would like to empower the staff in innovation and creative culture of doing things.

SERVICE DELIVERY STRATEGIES

The followings are general considerations in service delivery, but in particular innovation and efficiency would be considered as main strategies.

In the Pre-service point, more emphasis will be on the awareness of the beneficiaries and accessibility of services to them. People should have awareness about our services and also we have to make sure that services are available to them. Physical accessibility for persons with disabilities, bringing the services to the door-steps of the communities, and involving the community in all processes will help us to achieve these aims.

In the point of service, Quality assurance (meeting standards); quality improvement and client satisfaction strategies, considering the time of clients as an important issue - reducing waiting time - , and finally involving the beneficiaries in the programs to create close relationship would be the main strategies at this stage.

In the Post-service point, Close follow up of the clients to be satisfied with services received by conducting regular client satisfaction studies, follow up with our partners and investors to consider their feedbacks and reports as an input for improving the quality, and maintaining the relationship with clients, partners, and investors after service delivery would be considered the key issues.

SERVICE SUPPORT STRATEGIES

For successful implementation of our current projects and new projects in the light of this strategic plan, we need to focus our efforts to the followings:

Organizational Culture: A friendly environment for employees; diversity in the management and leadership; team work approaches and respecting Islamic values are the key success factors of CAF in the past years. We need to build on these values and emphasize also on consideration of the organization core values in all conducts. Innovation, creativity and efficiency would require an enabling environment for the employees to *try new approaches* and overcome problems and allow them to *seek for new partners, networks and opportunities*. Respecting the norms and values of our beneficiaries, considering their satisfaction, valuing the time they spend in getting our services, would be other key issues in the organizational culture.

Organizational structure: The organizational organogram of CAF is Annex. I of this document; however the projects organogram may differ in certain cases based on project needs and availability of resources. In all cases, clear roles and responsibilities and clear lines of command will be considered as priority issues. Volunteer teams for quality improvement, problem solving and specific tasks will be the key changes in the future structure, in which people from different background and professions will work together in a team for accomplishing a specific task.

COMMUNICATON STRATEGIES

The followings are general considerations in Communication strategies.

1. Establishment and regular update of organization website and Facebook.
2. Improving public relation and networking with professional organizations, investors, donors and government agencies to introduce the organization better in the society.

3. Attending workshops, seminars, meetings and face to face meetings inside and outside the country and seek ways for introduction of the organization as a potential partner for implementation of various projects considering the working direction of the organization.
4. Empower the employees to try new approaches and overcome problems and allow them to seek for new partners, networks and opportunities.
5. Conducting of meetings with community and stakeholders in order to discuss the problems and challenges and seek proper ways for solving.
6. Ensure effective two-way communication within the organization and the communities where programs are being implemented.
7. Increase the organization profile in and outside Afghanistan through producing of annual reports, which needs to be sent to stakeholders, donor and governmental agency as well as published in the website of the organization.
8. Effectively use the research products, results of innovations, lesson learned i.e. through formulating briefing papers, round table discussions, launch/dinner events, and collaboration with appropriate media.
9. Plan and development of strategic partnerships beyond implementation and financial relationships.
10. Cultivate spokespersons among the staff members so that they are able to say about the goal, objectives and activities of the organization where possible.

FUNDRAISING STRATEGIES

Fund raising through application for project implementation to donor agencies, participate in the competitions for grant, proposing innovative projects to donor agencies, and partnership for new opportunities were the key strategies that led CAF to be successful organization so far. In addition to these strategies, we will emphasize on more sustainable approaches (from financial point of view) to be able to ensure the sustainability of the organization and its services in the coming five years. In order to ensure availability of professional staff and consultants we would like to increase our network of professional staff through partnering and membership with professional associations and organizations. Therefore during the years 2020-2025 CAF will be more strategic in terms of planning and managing fundraising activities to ensure financial sustainability, to do so, following the adaptive strategies we will use the outlined strategies for this purpose:

- Prepare and submit proposal for BPHS, EPHS and other health and nutrition projects.
- Prepare and submit proposal for Community development, and education/research projects announced by stakeholders.
- In proposal writing CAF will make sure to write a proposal that is within the limits of CAF's capacities and competencies.
- Let people know about the organization, its goals, accomplishments and key competencies through a comprehensive website updated regularly to strengthen our competitive position for grant and contract funding.
- Make sure to fully study and understood the priorities of the funding organization, and the reasons they are providing funds and accordingly submit proposals.
- Design good programs that are unique, different and creative and submit them to potential donors.
- Use the trustee board members and advisors to 'advertise' the proposals.
- Link fundraising with communication activities and partnerships strategy. It is important for CAF to build iterative relationships with a wide variety of donors in Afghanistan and determine mutually agreed projects.

- Exploring core funding opportunities to support head office activities and capacity building programs.
- Work closely with management board members to identify funding opportunities.
- Defining clear roles and responsibilities in CAF for fundraising among the management board.
- Explore a diversified funding base through regular internet search.
- There are many conditions and terms imposed on funds provided by most donors that may restrict its use, therefore CAF will try to understand the need for these conditions/terms by looking at it from the donors' perspective; and will ensure affording it.
- All staff members of CAF should spend part of their time in fund raising such as writing proposals, finding and networking with donors, negotiating, writing reports etc.
- As fund raising activities need skills and knowledge to be effective and successful, Therefore CAF will help the staff in pooling and developing the knowledge and skills needed for this purpose.
- Release a kind of press statements in CAF website and Facebook to collect fund for any emergencies.

Steps for financial sustainability:

The operation department will increase the organization core fund amount to ensure sustainability in lines with organization financial policies and procedure considering clear financial transparency and legal requirements through the following:

1. Ensure continuation of membership fee by the employees.
2. Generation of funds through income generating activities of CAF.
3. The organization will try to minimize CAF head office expenditure. Looking for core funding opportunities.
4. Establishment of donation system through website.
5. Establishment of small business as income generating project.

CAPACITY BUILDING STRATEGY

Care of Afghan Families acts as a learning organization in which all of its staff members will increase their knowledge and abilities while working with CAF in any field. So to ensure this; CAF will do the following:

1. Identifying training requirements and accordingly conduct those training or introduce the staff to those trainings conducted by external party.
2. On each Quarterly staff meeting a training topic will be identified and accordingly will be conducted through establishment of a system of 'go-to resource persons' who will have specific expertise on the subject.
3. Encourage the staff to enrol in degree programs and work related trainings.
4. Identify potential funding sources to invest in capacity building.
5. Ensure that opportunities exist for staff to engage fully in presenting CAF's work in external forums.
6. Provide the staff on job trainings to enable them perform successfully.

LOBBY & ADVOCACY STRATEGY

As per the CAF organization capacity assessment on Lobby and advocacy by a consultant from Nederland during the past decade, it is found that staff at different level of the organization is engaged with Lobby and advocacy activities, and it is a cross cutting issue in overall activities of the organization. Therefore Lobby and advocacy is considered to be a core element of all working directions of CAF in coming 5 years.

WORKING DIRECTIONS STRATEGY 2020-2025

HEALTH & NUTRITION PROGRAMS:

Considering the need of our people and the institutional background of CAF, we will keep these strategic direction as the core area and will develop on what have been achieved during the past years. Health and Nutrition is an integrated program and CAF has institutional capabilities to address the needs more seriously through systematic approaches.

The Objective of Health and nutrition Program:

The Objective of health & Nutrition programs of CAF is to support the families to develop their full potentials in order to contribute to economic and social development and eliminate the root causes of disease – poverty, unawareness and injustice.

Working Principles of Health and Nutrition Program:

In addition to the above mentioned core values of the organization, all personnel of CAF as individuals and as groups respect the following principles in delivering health and nutrition services:

1. Treating all people with dignity, honesty and respect and considering healthy life as a basic right of every individual.
2. Giving priority to groups in greatest need, especially women, children, the disabled and those stricken with poverty.
3. Making evidence-based decisions.
4. Promoting healthy lifestyles and discouraging practices proven to be harmful.
5. Empowering the families and beneficiaries in such a way to avoid their dependency on food aids for their life long time.

Action points for Health and Nutrition program 2021-2025

Most of the intervention points are in line with MoPH health and nutrition strategy

1. Basic Package of Health Services (BPHS) with focus on the quality of services to meet the standards.
2. Essential Package of Hospital Services (EPHS).
3. Health education and promotion.
4. Vertical health and nutrition programs focus on the need of the community such as Rollback Malaria initiative, Integrated Management of Childhood Illness, HIV/AIDS, Mental health, Managing Disability problems and treatment of narcotics and drug-addiction.
5. Environmental health including safe drinking water, water and sanitation, garbage and disposal management, environment protection and hygiene education.
6. Enabling communities to prevent and manage health emergencies properly to avoid shocks.
7. Promoting optimal feeding practices of infants and young child feeding (early initiation of breastfeeding, exclusive breastfeeding for first six months of life, introducing appropriate complementary feeding at age six months, continuation of breastfeeding for two years).
8. Micronutrients supplementation (iodized salt, zinc, Vit. A, Folic acid and ferrous sulphate, vit. D).
9. Prevention and treatment of acute malnutrition among children < five years old, focused on community based approaches.
10. Food distribution and food security for families in great needs, in emergency and difficult situations.
11. Promoting healthy food production, preparation, and utilization practices at the family and community level.
12. Strengthening monitoring and evaluation capacity of the organization in a more comprehensive way

COMMUNITY DEVELOPMENT PROGRAMS:

The Community Development Program is other strategic direction of the organization that complements the services offered through CAF. The aim of this program is to change the position of communities from a merely beneficiary of development programs to prime partners of such activities. Empowering the communities to take part actively in the development process, would be the main priority that this program will focus on.

The Objective of Community Development Program:

The Objective of community development program is to create or strengthen an institutional structure at the community level through which people can determine the priority needs and decide how best to explore, take in and manage resources in the interest of the community and represent the community to the government and other development partners, including NGOs and the private sector. This will enable the communities to contribute actively in the reduction of poverty, unawareness and injustice.

Working Principles of Community Development Program of CAF:

In addition to the core values of the organization, all staff working in the Community Development program will consider the following principles:

- Respecting the religious and cultural values of people.
- Build on what already exist within the community to avoid confusion and duplication.
- Community development does not seek to impose solutions or structures, or to provide services or events for people. Rather it is about working with people to define and deal with problems, and assert their interests in decision-making.
- Promoting community involvement and participation in all development activities and exploring the potentials among the community itself, rather than bringing everything from outside.
- Community empowerment through sharing of information and decision making power.

Action points for Community Development Program 2021-2025

1. Increasing the community participation in projects of CAF through strengthening of community *shuras* and existing mechanisms.
2. To improve the livelihoods and opportunities of the poor and vulnerable in Afghan society,
3. To work in decreasing the vulnerability of persons with disabilities, orphans, widows and other vulnerable groups and integration of them as an active member of the society.
4. Empowering women through supporting the community initiatives, vocational training, and coordination with women organizations.
5. Coordination and linkage of the community institutions (shura) with other initiatives of the government and development partners such as National Solidarity Program (NSP), and other initiatives.
6. To help communities to prevent shocks due to natural and man-made disasters through proper disaster management programs and capacity building.
7. Establishing income generating projects for decreasing vulnerability among the community.
8. Establishment of small range business for the community as income generating projects.

WOMEN AND YOUTH EMPOWERMENT PROGRAMS:

Women and youth empowerment is the newest strategic direction of the organization that is considered for its importance and corresponding relationships with all other directions of the organization. The aim of this direction is to empower and change the position of women and youths to an important platform of decision-making at the national and community level. Empowering women and youth to take part actively in the development process would be the main priority that this direction will focus on.

The Objective of women and youth empowerment:

The Objective of women and youth empowerment direction is to enable or strengthen women and youths at the national as well as community level through which they can determine the priority needs and decide how best to explore, take in and manage resources in the interest of all people specially women and youth and represent women and youth to the government and other development partners, including NGOs and the private sector. This will enable the communities to contribute actively in the reduction of poverty, unawareness and injustice.

Working Principles of women and youth empowerment program of CAF:

In addition to the core values of the organization, all staff working in the women and youth empowerment program will consider the following principles:

- Respecting the religious and cultural values of people,
- Enabling Women and youth so that they themselves develop program for their own empowerment.
- Build on what already exist within the community to avoid confusion and duplication,
- Stepping in line with the priority needs identified in country level guidelines and policies,
- Promoting women and youth involvement and participation in all development activities, and
- Women and youth empowerment through sharing of information and decision making power.

Action points for women and youth empowerment program 2021-2025

1. Making partnership with women based organizations to develop projects for the empowerment of women and youth,
2. Empowering women through supporting the community initiatives, vocational training, and coordination with women organizations,
3. Coordination and linkage with the women and youth based institutions within our current projects to identify opportunities for the empowerment of women and youth,
4. Support related days and initiatives of women and youth such as international women day, international girls day, national youth day,
5. Focusing on gender equality not only on the national level but also to work at the provincial and community levels where the lives of most Afghans, especially women and girls, are most affected.
6. Making the workplace women & youth friendly environment.
7. Develop proposal and implement Women and Youth empowerment projects.

WORKPLAN 2020-2025

Note: The following work-plan is made just for evaluation propose of the strategic plan, nevertheless, the strategies mentioned in this document needs to be considered during the operation of the organization at all aspects.

S/N	Activity	Implementation Strategy	Responsible	2021	2022	2023	2024	2025	Evaluation Criteria
1.	ADAPTIVE STRATEGIES								
1.1.	Seek Opportunities to expand services to new provinces, needy people in health & nutrition, community development and women & youth empowerment.	Conduct meetings with Partners, build contacts, Search and apply for new projects to other provinces	Advisory board & Management Board						At least 2 meeting/year & 2 proposal/year
2.	SERVICE AREA ENTRY STRATEGIES								
2.1.	Establish partnership for Health and nutrition, community development and women & youth empowerment programs.	Meetings with well reputed organizations and institutions	Management Board						At least 2 Partnership established
3.	COMPETITIVE STRATEGIES								
3.1	Current project is maintained	Cost-leadership/efficiency	Advisory board & Management Board						Logar BPHS/EPHS Project is maintained
4	SERVICE DELIVERY STRATEGIES								
4.1.	Implement the Work plan of the projects	Considering the proposal	Management Board						90% of work plan is implemented
5.	SERVICE SUPPORT STRATEGIES								
	Recruit volunteer staff to support the service and also learn working in practice	Recruitment/private channels	Management Board						At least 1 Volunteer

S/N	Activity	Implementation Strategy	Responsible	2021	2022	2023	2024	2025	Evaluation Criteria
									staff each year
6.	COMMUNICATON STRATEGIES								
6.1.	Regular update of organization website and Facebook	Follow up by Management	IT						Semi-monthly update is conducted
7	FUNDRAISING STRATEGIES								
7.1	Prepare Proposal for BPHS and EPHS, and other health and nutrition, Community Development and women and youth programs	Team working	Advisory board & Management Board						At least 3 BPHS/EPHS and 3 other programs proposal
7.2	Update of Org Website with Fundraising icon/ Establishment of donation system through website.	Follow up by Management	IT						Website update
7.3	Plan and start income generating projects/business	Market assessment, Meetings,	Advisory board & Management Board						At least 2 business is started and established
7.4	Release a kind of press statements in CAF website and Facebook to collect fund for any emergencies.	Follow up by Management	IT						1/Year
7.6	Reserve Fund policy	Considered during the operation of the organization	Advisor Board						Reserve fund policy

S/N	Activity	Implementation Strategy	Responsible	2021	2022	2023	2024	2025	Evaluation Criteria
8.	HEALTH AND NUTRITION								
8.1.	Run BPHS and EPHS Project	Considering proposal	Management Board						At least 1 Project running/y
8.2.	Run Other Health and nutrition Project	Considering proposal & project Work plan	Management Board						At least 1 Project running/y
9.	COMMUNITY DEVELOPMENT PROGRAMS								
9.1	Run Community development Project	Considering proposal & project Work plan	Management Board						At least 1 Project running/y
10	WOMEN AND YOUTH EMPOWERMENT PROGRAMS								
10.1	Run women and youth empowerment project	Considering proposal & project Work plan	Management Board						At least 1 Project running/y

Annex-I Organization Structure