



Citizens Organization for
Advocacy and Resilience
(COAR)

Strategic plan for 2023–2027



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Director's introduction

Citizens Organization for Advocacy and Resilience (CoAR) has since its establishment in 1989 responded to the humanitarian and development needs of war and disasters affected population in collaboration with partners in local communities, donor agencies, coordination bodies and national and international networks of Civil Society Organisations (CSOs).

COAR designed and implemented humanitarian and development programmes according to the previous Strategic plan (2017-2022) which provided a strong guideline for COAR management team to direct all our operation in the right direction.

On the one hand has the political changes taking place in Afghanistan since 15th August caused a lot of changes to Non-governmental Organisations (NGOs) operational environment. On the other hand did the expiration of the previous COAR's Strategic plan warren development of a new five years' Strategic plan for the period 2023- 2027.

The Strategic plan in your hand is the result of a consultative process involving COAR key staff, donor representatives, NGOs and CSOs Networks representatives like the Agency Body for Afghan Relief & Development (ACBAR) and the Civil Society Empowerment Network (CEN) and government representatives. We are extremely grateful for their valuable

contribution and inputs, really without their support and insight would it have been impossible to develop this present Strategic plan.

COAR also like to acknowledge the vital role and contribution of Mr. Arne Strand, external consultant from the Chr. Michelsen Institute (CMI), who designed, facilitated and documented the whole processes of developing this plan.

As COAR has the strong intention to improve the living standards of the most vulnerable and needy people in our society we sincerely hope that the present Strategic plan provide us the necessary guidance and direction for realizing the organization's mission.

With thanks,

Abdul Halim (Halim)
Director General, COAR
Kabul – Afghanistan

Vision, mission and core values

Vision

A just and equitable society that embraces the rights of all people to fundamental freedom through participation and contribution in all spheres of social, cultural, economic and political life.

Mission

Strengthening and promoting of humanitarian and development activities of the society through the undertaking of varying projects and preparing grounds in which the people are empowered to improve their living standards.

Core values



Leadership is taking responsibility and delegating authority within and outside the organisation



Tolerance is required for everyone to express their opinions and participate in processes with mutual respect



Teamwork is required to enable the best use of organisational knowledge, capacity and skills for achieving the organisations mission and vision



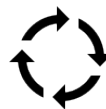
Fostering a learning environment is required to learn from both successes and mistakes, create a learning environment for everyone and engagement of staff members for constant growth and development



Dignity is required for everyone to be respected and valued in COAR and in Afghan society irrespective of status, tribe, gender, language, ethnic and other identity considerations



Commitment is required for COAR staff to protect and provide assistance to vulnerable populations and for pursuing a collective and individual agenda for positive change



People centeredness is required to ensure that all organisational stakeholders are included, respected and listened to



Transparency, accountability and trust is required for COAR to maintain a trusted position in society and with all stakeholders.

Challenges facing the Afghan people

Afghans have experienced conflicts and wars since 1979 and was in 2022 ranked as the world's 3rd most fragile country, the poorest country in Asia and the 6th most affected country by weather-related loss events. The continuous warfare and repeated and excessive violations of basic human rights over more than 40 years have led hundreds of thousands of Afghans to be killed and up to a quarter of the population has at times been refugees in neighbouring countries. Lands and properties have been destroyed, social networks eroded, and a large part of the population regularly experiences a high level of psychological distress. The Afghan state has, since 2001, grown dependent on external assistance to meet the population's needs for education, health services, Water, Sanitation and Hygiene (WASH), food security, emergency assistance and other basic services.

The Taliban movement that came to power in August 2021 and established the Islamic Emirate of Afghanistan (IEA) has so far not been recognised by any State, but rather has become subject to a range of international sanctions. External aid has largely been reduced to humanitarian assistance and for meeting basic needs and channelled through United Nations (UN) agencies and NGOs. The reserves of the Afghan central bank are frozen and national banks face problems with transfers, which all together has led to a worsening economic situation across the country. Large parts of the Afghan population have ended up under the poverty line, half of the population needs



Fig.1- Winterization (Cash distribution project) in Logar Province, financially supported by UNICEF (2022).

humanitarian assistance and the rights of women to paid work and girls for education have been limited.

While security and access has improved since 2021, terror attacks continue to kill common Afghans and cause concerns.

Afghanistan has a very young population with 63.8 % under 25 years of age. Despite major investments in the education and health sectors over the last decades, only 20 % of women and 49 % of men are literate, and infant mortality remains high, with 4 of 10 children dying before they are one year old. Much of

the public and private investments have been made in urban areas, leaving rural areas with fewer services and a lower development rate.

The agricultural sector is the primary source of rural livelihoods, estimated to involve 74.5% of the population, with many women and men finding jobs and income from small- and medium-sized businesses. The effects of the climate change pose major challenges to agricultural production and has over time lowered water tables in large parts of Afghanistan and increased the population's vulnerability to natural disasters. This has, moreover, caused internal migration where many have moved to urban centres in hopes of securing jobs and income.

The development in Afghanistan over the strategy period is difficult to predict, but there are strong indications that the NGO sector and COAR will remain important for the Afghan people's ability to respond to disasters and meet their basic needs. Moreover, development efforts will require an ability to find new and localised solutions to the challenges the population is faced with, must remain transparent and accountable to the populations to secure their continued trust, must ensure the best possible use of available human and financial resources and will need to maintain a robust though flexible organisation to constantly learn and adapt.



Fig.2-TUP project in Badakhshan province (Assets distribution), financially supported by MISFA/World Bank 2016.



Fig.3- Cash for work project (Assets creation) in Kunduz province, financially supported by NEAR network, 2022.

Organisation, expertise and networks

History

Citizens Organization for Advocacy and Resilience (COAR) was established in 1989 and developed rapidly into a leading Afghan NGO with national coverage for their development programmes and their humanitarian, disaster reduction and advocacy work.

Recognising the need for structured collaboration, capacity building and outreach, COAR has since its foundation taken an active role in national and international coordination and networking efforts, participating at high-level UN meetings such as the World Humanitarian Summit. COAR has actively contributed to the Grand Bargaining Commitment, the Charter for Change and, consequently, the localisation agenda.

Another priority has been outreaching to the Afghan population and to build and develop Afghan professional skills capacities. The Gorbat Radio and TV station was established in 2011 and the SHARQ Institute of Higher Education in 2012.

Organisational bodies and structure

COAR is by 2022 one of the largest and most experienced Afghan NGOs, with regional offices in Mazar-e Sharif, Jalalabad, Khost, Kandahar and Herat and a number of project offices throughout Afghanistan. In addition to dedicated Program Director, Administration

Director and Finance Director is there a Monitoring, Evaluation and Learning Department, as well as an Internal Auditor.

COAR is governed by the General Assembly (GA) which consists of the Board of Directors (with four female and three male Directors) and a Board of Management with five members. The gender composition of COAR staff is 23% female and 77% male.

Networks

COAR is an active member of the Agency Coordinating Body for Afghan Relief & Development (ACBAR), the Afghan NGOs Coordination Bureau (ANCB), Civil Society Empowerment Network (CEN) and Afghan Women Network (AWN), as well as of a number of humanitarian, development and advocacy forums and working groups.

At the international level, COAR is a member of the Asian Disaster Reduction and Response Network (ADRRN), the Network for Empowered Aid Response (NEAR) and the Transboundary Water in-cooperation Network (TWIN).

COAR moreover works closely with Afghan communities, the Afghan private sector and subcontracts construction material supplies to Afghan companies.

Thematic areas

- COAR's main thematic areas of activity are:
- Water, Sanitation and Hygiene (WASH)
 - Education
 - Livelihood and food security
 - Emergency response and Disaster Risk Reduction
- COAR has moreover integrated the following cross-cutting themes in the main sectors:
- Social Cohesion
 - Climate changes
 - Children, women and human rights

Strengths and areas for improvement

An assessment of COAR's strengths and areas of potential improvements makes the following observations:

Strengths

1. Diversity of sectors of operation and expertise makes COAR well prepared to assist Afghans in an uncertain and changing environment
2. Direct access to around 18 provinces and the entire country through CEN
3. A responsive and quality-focused administrative and operational structure
4. Well-known and considered as a nationally reputable organisation with stable donors and participation in relevant clusters and networks
5. A stable and diverse funding portfolio maintains organisational capacity and stability
6. Quality and continuous improvement of COAR's work remains an important factor that inspires trust among donors and the Afghan population
7. Active participation in coordination bodies and technical working groups provides a strong contribution to national-level agendas and quality of service provision

Areas for improvement

1. COAR can benefit from establishing a more knowledge-based management system, with a set of SMART indicators to help assess impact and organisational development
2. COAR can benefit from a stronger Monitoring, Evaluation, Accountability and Learning (MEAL) unit and routines that enhance learning
3. COAR could secure more flexible resources for organizational development
4. COAR could reduce turnover of staff, especially field staff
5. COAR can further increase female staff and have more women in senior positions

Potential risks to operations and organisational development

Working in Afghanistan provides a set of potential risks to organisations and their staff to be identified and possibly mitigated through planning and adjustment of plans and approaches. The following major risks have been identified:

- A resurgence of the armed conflict could place COAR at higher risk and hinder access to the Afghan population
- A reduction in external funding might limit project activities or types of projects
- Stricter regulation of the NGO sector might reduce COAR's ability to respond quickly and/or lengthen administrative processes
- Increased restrictions on women's participation and employment could hinder outreach as well as project and advocacy impact
- Insufficient contact and limited relations with communities and beneficiaries can reduce communities' trust in COAR
- Insufficient attention to quality, monitoring and evaluation of projects can inhibit measuring of results and impact and can undermine organisational learning and improvements
- Scarcity of qualified and dedicated staff can reduce the ability to deliver on the strategic objectives and develop new and innovative ways of assisting the Afghan population



Fig.4- COAR key staff consultation workshop for developing new Strategic plan, 2022.



Fig.5- COAR and other Humanitarian Actors active participation in Regional Humanitarian Partnership Week, Bangkok, Thailand 2022.

Strategic priority areas

COAR's priorities for the strategy period 2023 to 2027 are to strengthen core areas of work, to become even more professional and to deliver better and more innovative services to the Afghan population. These priorities will require a number of strategic decisions, a highly qualified and professional staff, and the ability to develop new and innovative responses to the challenges faced by the Afghan population. Moreover, they will require an ability to learn from their own and others' experiences in such a way as to become a hub for communication of knowledge and skills to other organisations and to enable communities to protect and develop themselves.

Core areas of expertise

COAR aims to further develop their competence in a limited number of sectors, but also to ensure a higher degree of coordination of activities and knowledge transfer across sectors and departments, with an aim to build preventive and localised capacities for response.

COAR acknowledged the importance of a diverse staff and of recruiting highly qualified women to serve on the Board, in leading administrative and programming positions and in the field to ensure direct contact with female beneficiaries. This will require structured capacity and skills building, as well as developing supportive organisational systems and routines.

COAR's thematic prioritised sectors can be broadly divided between two main themes: a) improvement of Afghans' livelihoods, health and education; and b) responses to and prevention of emergencies and disasters.

WASH

Water, Sanitation and Hygiene (WASH) is a longstanding priority for COAR, and strong partnerships with donors, UN agencies and NGOs and national and local government entities will be prioritised and further professionalised over the strategy period.

Water-shortage caused by climate change poses an increasing challenge for the rural and urban populations' access to safe drinking water. These shortages require new and innovative solutions to prevent internal migration, ensure that every child can grow up in a clean and safe environment, and prevent deceases and improve the general health of all Afghans.

Information and outreach are important parts of the response and require new ways to convey information and a high degree of trust in the population for them to accept and follow advice provided. Radio, TV and social media are important channels for conveying messages, although information through schools and direct communication with communities are necessary to ensure that the information is understood and followed.

COAR plans to:

- Draw on international and Afghan experiences and research to develop new methods to utilise, share and reuse scarce water resources
- Utilise the collaboration with the SHARQ Institute of Higher Education to develop and provide training in use of water and in safe water management
- Establish a test lab for rapid results processing combined with systematic training of COAR staff in new WASH techniques and practices, including those targeting and including women and children
- Utilise the collaboration with Gorbat Radio and NGOs and CSOs to develop and communicate WASH messages to the Afghan population
- Utilise COAR's education projects and staff to communicate and engage with children on the importance of safe drinking water and to ensure access to sanitation as well as knowledge about hygiene
- Prepare a plan for intra-COAR and external collaboration on WASH programming, including local and international networks for learning and increasing funding for localised responses

Fig.6- WASH project in Ghazni province, financially supported by UNICEF, 2017.



Education

Education is an area where COAR over the years has provided communities with access to formal and informal education, capacity building and higher education. These different types of education remain of high importance for the future of the Afghan population and for helping ensure that no girls or boy is left behind.

Although the education sector has been prioritised over the last decades, the quality of education has remained low, with many in rural areas having limited access to education, illiteracy remaining high and current restrictions on girls' higher education often having a devastating impact on women's ability to utilise their knowledge and skills to the advantage and development of the Afghan population.

COAR has established a strong partnership with donors, UN agencies and other national and international NGOs on a range of educational activities such as the Accelerated Primary Education, the Basic Education in-service and Training, and District Teacher Training Team programmes. The support for and collaboration with the SHARQ Institute of Higher Education is another example of innovation to be further developed.

Education requires quality in all aspects of programming and interaction with communities, students and teachers. It provides an important linkage to other COAR priority areas such as WASH and emergency responses, and in fulfilling other cross-cutting themes like ensuring social cohesion and knowledge of basic human rights. It also provides an opportunity to draw on a large pool of organisational knowledge and activities.

COAR plans to:

- Ensure and develop staff competence in formal and informal education, as well as involvement of parents and communities in the learning and school management process
- Utilise the collaboration with SHARQ Institute of Higher Education to help develop COAR's own education planning and training of teachers and staff
- Utilise the collaboration with Gorbat Radio and NGOs and CSOs to advocate for education for all and develop new forms of education outreach to the Afghan population
- Utilise COAR's education projects and staff to communicate knowledge about WASH, disaster and climate change preparedness, social cohesion and peaceful coexistence
- Work with communities, CSOs and networks to initiate a joint Advocacy committee to promote the right for and access to education for all Afghans
- Prepare a plan for intra-COAR and external collaboration on education programming, including local and international networks for learning and increasing funding for localised responses



Fig.7 - Community based education program in Kandahar province, financially supported by IRC, 2022.

Livelihood and food security

COAR has from its establishment worked to promote, include and develop sustainable livelihoods and ensure food security for all Afghans. Armed conflicts, recurring drought and effects of climate change have over the last decades had a negative effect on the Afghan population's poverty and communities' ability to recover, draw on their resources and develop their livelihoods.

A high proportion of the Afghan population lives in rural areas and depends on agricultural production, processing and trade for their income and prosperity, including the large number of women involved in animal husbandry, handicraft production and micro-enterprises.

The sector is extremely vulnerable to climate change and lowered water tables, and requires new and innovative methods of water management, production and processing to ensure sustainable production and to avoid large-scale migration.

There is a limit to what NGOs like COAR can do on their own. This acknowledgement requires COAR to ensure a strong foundation in the communities and with their organisations in order to identify the projects that best address the needs of all community members and ensure their involvement and participation.

COAR can draw on long and strong partnerships with donors, UN agencies, NGOs, CSOs and national and local authorities in working to develop sustainable livelihoods and improve food security.

COAR plans to:

- Draw on international and Afghan experiences and research to develop new methods to utilise water resources and develop new and improved production and processing techniques
- Prioritise sectors and responses that provide women with jobs and income through production, processing and trade
- Utilise the collaboration with SHARQ Institute of Higher Education to develop and provide training in improved water management and agricultural production
- Prioritise training and further education of COAR staff to ensure and enhance their knowledge on the sector and strategies for involving both genders and all segments of the population, including the disabled and the ultra-poor
- Utilise the collaboration with Gorbat Radio and NGOs and CSOs to develop and communicate ways to secure livelihoods, better utilise resources and improve productivity and income for the most vulnerable segments of the Afghan population
- Prepare a plan for intra-COAR and external collaboration in the sector, including how to draw on and engage local and international networks for learning and increasing funding for localised responses

Emergency response and Disaster Risk Reduction

Emergency response is another area with strong COAR expertise interlinked with Disaster Risk Reduction, both of which aim to prevent and prepare the population to identify, mitigate and address disasters and emergencies.

Afghanistan is a country prone to natural disasters such as earthquakes, floods, avalanches and recurring droughts. This diversity of natural disasters demands an ability for rapid responses, but also requires sustained engagement with affected communities and a structured approach to strengthen their resilience against such disasters and their ability to respond. Climate change affects the entire region and requires cross-country preparedness and responses.

To meet the dual objectives of reducing communal vulnerability to disasters and providing adequate and rapid responses to emergencies requires a broad range of organisational planning, training and skills, local presence, stocks of emergency items and high staff capacity. Meeting these objectives moreover requires trust within the affected communities and systems as well as routines for needs assessments, information sharing, and coordination and collaboration with other actors. Women, children and the disabled are often hardest hit and require particular attention with respect to staffing and responses.

While any emergency response is unpredictable and challenging, COAR can draw on long-lasting and strong partnerships with donors, UN agencies, NGOs, CSOs and national and local authorities and communities in their emergency response and disaster preparedness activities.

COAR plans to:

- Draw on international and Afghan experiences and research to ensure that the most adequate methods are used for emergency responses and disaster preparedness and risk reduction
- Prioritise preparedness training for community representatives and local CSOs to develop their response and coping capacities
- Prioritise training and further education of COAR staff to ensure and enhance their knowledge on the sector and to develop strategies for involving both genders and all segments of the population in emergency response and disaster preparedness
- Utilise the collaboration with Gorbat Radio to develop and communicate messages and broadcasts that keep the population prepared for upcoming disasters and keep them informed during emergencies
- Take initiatives for regional collaboration on information sharing about emergencies and best practices in preparedness and responses
- Prepare a plan for intra COAR and external collaboration in the sector, including how to draw on and engage local and international networks for learning and increasing funding for localised preparedness and responses
- Contribute to the empowerment of CSOs and local actors and to sustain their funding sources and capacity sharing among national and international organisations



Fig .8 - COAR Capacity building program and more focusing on female staff training, 2022.

Organisational development

Achieving the strategic objectives set for 2023-2027 and securing COAR's organisational sustainability both require a well-governed and structured organisation with outstanding skills, well-established routines and high capacity to deliver on the set objectives and at the same time be able to respond to and adapt to new and unforeseen challenges.

Since 1989, COAR has been exemplary on these fronts and is well prepared to further develop its capacity through a set of organisational goals and investments that can help strengthen the organisation, build capacity, ensure accurate reporting and safeguarding of financial support and methods to guarantee appropriate use of resources and learning from experiences.

Supportive organisational and team culture

Afghanistan with its high poverty level, recurring emergencies and a high degree of psychological distress in the population places a high demand on organisations and individuals committed to assisting the Afghans. COAR will therefore prioritise building a supportive organisation and team culture where staff-members irrespective of position and background are included, encouraged to develop their skills and supported when faced with challenges.

This will require a combination of well-developed, clear and functional organisational

structures, policies and guidelines, short- and long-term plans and an inclusive work environment with support and close follow-up for individual employees. Promotion and appointments to higher positions will be based on qualifications, merit and demonstrated ability for teamwork and delivering on plans. While each department must develop their specific qualifications to meet needs, COAR will establish a unified and transparent planning and reporting system.

Doing so will enable the COAR Board and Management Teams to draw on all knowledge and skills within COAR and within the organisations of collaborating partners and networks when developing new approaches and modes of engagements and in guaranteeing the best utilisation of human and financial resources to meet the broad range of challenges the Afghan population faces.

Training and capacity building

A high priority for the strategy period is systematic and targeted training and capacity building of COAR staff so as to both ensure sufficient individual knowledge and skills in prioritised thematic areas and COAR's total skill set required for engaging with communities and supporting their diverse needs.

COAR requires high professional expertise for the different thematic areas, management and administrative functions. While some of this

expertise might be secured through external recruitment, international, internal and on-job training will be needed to secure sufficient capacities and a pool of skilled resources for offices throughout Afghanistan to draw on.

COAR will undertake a training needs analysis for all departments and set annual plans for the number and types of trainings and capacity buildings to be undertaken, followed by regular appraisals and an annual stocktaking of results measured up against plans.

Particular attention will be paid to professional training and capacity building of female staff to help them to take on new responsibilities and represent COAR to all stakeholders.

COAR aims to work closely with the Sharq Institute for Higher Education, CSOs and other networks to draw on their expertise and help develop their skills and provide training for local communities and their organisations.

SMART objectives

It remains important for COAR to develop accurate plans, to budget and to document achievements and impacts of different types of activities. This requires, on the one hand, detailed and participatory needs and cost assessments to develop accurate plans and budgets and, on the other hand, a joint digitalised planning and reporting system, close follow-up on results, rigorous internal audits and the ability to measure the strategic objectives against a set of indicators.

These indicators should be SMART, meaning Specific in the sense of being narrow and accurately described, Measurable regardless of who applies the indicators, Achievable for the collection of data to be straightforward and cost-effective, Relevant to be closely linked to the planned outcomes and Time-bound to be within the frequency with which it is collected and measured.

This will require knowledge and training on planning and measuring results within the entire organisation and a close collaboration

between technical, administrative and field staff in setting and measuring different sets of indicators for different types of activities – possibly in challenging work environments and under time constraints.

Monitoring, evaluation, accountability and learning

Maintaining trust within the Afghan population and with donors requires timely delivery of agreed-upon and entrusted assistance in the most cost-effective manner. COAR therefore aims to strengthen their monitoring, evaluation, accountability and learning (MEAL) unit, which operates independently of other departments and which reports to the COAR Deputy or General Director.

The MEAL unit will establish and operate a monitoring and evaluation system that ensures regular follow-up on projects under implementation and evaluations of achievements and impacts to generate continuous learning about and possible adjustments of projects (if required). The MEAL unit will moreover organise external evaluations of larger programmes and COAR's ability to deliver on their strategy and development aims.

The COAR Management Team and Director will take an active role in following up on projects throughout Afghanistan and thereby in maintaining direct contact with communities and field staff.

Internal Audit

Financial management and transparent handling of entrusted funds is a priority for COAR, requiring strong systems, routines and oversight.

The Internal Audit unit is important to meet these objectives. It has an independent position within COAR and is to strictly follow and ensure the quality of financial reporting and oversight of financial expenditure.

The internal Audit unit reports directly to COAR Deputy or General Director.

Networking and advocacy

COAR has throughout its history taken an active role in international and regional networks and high-level conferences and in incorporating and promoting international norms and standards within COAR and towards Afghan NGOs, coordinating bodies and government entities.

COAR, on behalf of the Afghan NGO and CSO sector, aims to maintain and strengthen such representation to create awareness of the challenges the Afghan population is confronted with and to ensure compliance with internationally agreed development norms and humanitarian standards in Afghanistan.

This will moreover allow COAR to build strong regional alliances to meet the pressing needs and help secure the basic rights of the Afghan population and jointly address and build capacities with respect to common development and environmental challenges.



Fig.9 - Solar system and Water supply project in Laghman province, financially supported by UNICEF, 2022.

Strategic planning matrix

Strategic objectives	Strategic and smart approaches	Proposed actions
Organisational development	<ul style="list-style-type: none"> • Maintain and develop a supportive organisational and team culture • Improve training and capacity building • Develop SMART objectives • Strengthen monitoring, evaluation, accountability and learning • Strengthen Internal Audit 	<ul style="list-style-type: none"> • Invest in leadership and talent development • Establish a clear and well-functioning organisational structure, policies and guidelines • Establish a unified and transparent planning and reporting system • Develop a strong organisational culture • Base recruitments and promotion on qualifications, merit and ability for teamwork • Undertake organisational assessments and identify SMART objectives • Make overall and annual plans for training and capacity building and measure results against plans • Develop a plan for professional training and capacity building of female staff • Strengthen and make the MEAL unit independent from other departments • Ensure regular monitoring of all projects, including by Senior Management, and regular internal and external mid-term and end evaluations • Strengthen and ensure organisational independence of the Internal Audit unit

Strategic objectives	Strategic and smart approaches	Proposed actions
Networking and advocacy work	<ul style="list-style-type: none"> • Support, develop and utilise national and international networks for advocacy, knowledge generation and joint positioning 	<ul style="list-style-type: none"> • Take on an active role in international and national networks and high-level conferences • Create international awareness of challenges posed by the Afghan people and national NGOS/CSOs • Introduce and promote humanitarian norms and standards in Afghanistan • Utilise Gorbat Radio for outreach and messaging • Develop and build regional networks to help address regional humanitarian and development challenges
Water, Sanitation and Hygiene	<ul style="list-style-type: none"> • Provide the Afghan population with WASH knowledge and services • Develop new and innovation solution to reduce water shortages and overuse • Ensure a highly professional staff and draw on partnerships to develop new skills and approaches • Utilise radio, TV and social media for outreach and knowledge sharing 	<ul style="list-style-type: none"> • Draw on international and Afghan experiences and research to develop new methods to utilise, share and reuse scarce water resources • Utilise the collaboration with the SHARQ Institute on water utilisation and safe water management • Establish a test lab for rapid results processing combined with systematic training of COAR staff in new WASH techniques and practices • Utilise collaboration with Gorbat Radio, NGOs/CSOs to develop and communicate WASH messages • Utilise COAR's education projects and staff to communicate and engage with children/students/teachers on safe drinking water, sanitation and hygiene • Prepare a plan for intra-COAR and external collaboration on WASH programming

Strategic objectives	Strategic and smart approaches	Proposed actions
Education	<ul style="list-style-type: none"> • Provide literacy training, high quality education and teacher training to the entire Afghan population • Build and develop staff competence • Support and collaborate with the SHARQ Institute for professional training and knowledge development • Utilise Gobat radio and networks for advocacy on education for all and new forms of education outreach • Utilise educational projects and staff for information sharing on development and social cohesion 	<ul style="list-style-type: none"> • Ensure and develop staff competence in formal and informal education, and on involvement of parents and communities • Utilise the collaboration with SHARQ Institute to develop COAR's education planning and training • Utilise the collaboration with Gorbat Radio and NGOs/ CSOs on advocacy for education for all and new forms of education outreach • Utilise COAR's education projects and staff to communicate practical and societal knowledge • Work with communities, CSOs and networks to initiate a joint Advocacy committee to promote the right for and access to education for all Afghans • Prepare a plan for intra-COAR and external collaboration on education programming, networking and funding
Livelihood and food security	<ul style="list-style-type: none"> • Contribute to the development of sustainable livelihoods and food security for all Afghans • Build and develop staff competence • Engage with and draw on international and Afghan expertise for development of new methods for sustainable water and resource management • Support and collaborate with the SHARQ Institute for professional training and knowledge development • Utilise Gobat radio and networks for information sharing and outreach 	<ul style="list-style-type: none"> • Draw on international and Afghan experiences and research for new methods for water resource utilisation and improved production and processing techniques • Prioritise sectors and responses that provide women with jobs and income through production, processing and trade • Utilise the collaboration with SHARQ Institute to develop and provide training in water management and agricultural production • Prioritise training and further education of COAR staff to ensure and enhance their knowledge on the sector and strategies for involving both genders and all segments of the population, including the disabled and the ultra-poor • Utilise the collaboration with Gorbat Radio, NGOs/ CSOs to develop and communicate ways to secure livelihoods, better utilise resources and improve productivity and income • Prepare a plan for intra-COAR and external collaboration, including networks utilisation for learning and funding for localised responses

Strategic objectives	Strategic and smart approaches	Proposed actions
Emergency response and Disaster Risk Reduction	<ul style="list-style-type: none"> • Provide rapid response to emergencies and build communal capacity for risk reduction • Build and develop staff and communal competence • Engage with and draw on international and regional experiences in ER and DRR • Utilise Gobot radio and networks for outreach and information sharing • Initiate regional collaboration on emergency preparedness and responses 	<ul style="list-style-type: none"> • Utilise international and Afghan experiences and research for the most adequate methods for emergency responses, disaster preparedness and risk reduction • Prioritise preparedness training for community representatives and local CSOs • Prioritise training and further education of COAR staff, including strategies for involving and utilising all segments of the population in emergency response and disaster preparedness • Utilise the collaboration with Gobot Radio for outreach, improve communal preparedness and for information during emergencies • Take initiatives for regional collaboration and information sharing, disaster preparedness and responses • Prepare a plan for intra COAR and external collaboration and engagement with local and international networks • Contribute to the empowerment and funding of CSOs and local actors in collaboration with national and international organisations
Cross cutting themes	<ul style="list-style-type: none"> • Social cohesion • Climate change • Children, women and human rights 	<ul style="list-style-type: none"> • Include social cohesion topics in training and capacity building • Counter the adverse impact of climate change on Afghanistan with new knowledge, water management techniques and agricultural products and production. • Develop better organised responses and preparedness to climate related emergencies • Prioritise projects and training targeting children, women and marginalised groups within all thematic areas • Work with NGOs/CSOs and national and international networks to promote and secure the basic rights of the Afghan population



Water Supply Project in Kabul Financially Supported by NCA, 2022