



Accessibility Organization for Afghan Disabled (AOAD)

Strategic Plan 2023-2025



ACRONYMS

1	Accessibility Organization for Afghan Disabled (AOAD)
2	Non- governmental Organizations (NGOs)
3	Board of Trustees (BOT)
4	Board of Director (BoD)
5	Center for Humanitarian and Disability Cooperation at Canada (CHDCC)
6	Persons with Disabilities (PWD)
7	Convention on the Rights of Persons with Disabilities (CRPD)
8	Sustainable Development Goals (SDGs)
9	Traditional rural Disabled Person Organizations (DOPs)
10	Internal Displaced Peoples (IDPs)
11	Disabled Peoples Organizations (DPOs)
12	Self-Help Groups (SHG)
13	Program-Focal-Points (PFPs)
14	Ministry of Rural Rehabilitation and Development MRRD
15	Ministry of Agriculture, Irrigation and Livestock (MAIL)
16	Ministry of Labor, Social Affairs (MLSA)
17	Ministry of Martyrs and Disabled (MMD)
18	Ministry of Economy (MoEc)
19	Community Development Councils (CDCs)
20	Mine Risk Education (MRE)
21	Afghanistan Humanitarian Fund (AHF)
22	moderate acute malnutrition (MAM)
23	Afghan Campaign to Bann Landmine (ACBL)
24	United Nations Humanitarian Country Team HCT/UNOCHA
25	Food Security & Agriculture Cluster (FSAC)
26	Agency Coordinating Body for Afghan Relief & Development (ACBAR)
27	Ministry of Refugees and Returnees (MORR)
28	Afghanistan National Disaster Management Authority (ANDMA),
29	Ministry of Public Health (MoPH).
30	UN Country Humanitarian Funds (CHF)
31	International Rescue Committee (IRC)
32	Children in Crises (CIC)
33	Community Based Rehabilitation (CBR)
34	United Nation Mine Action Service (UNMAS)

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1. PREFAC

A Strategic Plan is one of the important management tools as it provides a road map for how to achieve an organization 's objective. It is a mechanism that helps management optimize the resource allocation to different sectors and tasks. It helps focus organizational resources in the same direction as to achieve the overall objective. Strategic plan spells out the destination of the organization over a specific period of time, and define how the organization well get there. It defines the objectives to be achieved with the available resources over a specific period of time. -

Accessibility Organization for Afghan Disabled (AOAD) developed its current strategy in 2007. The plan has enabled AOAD to develop and work towards its objectives in line with its vision and mission statements, thereby laying the foundation for this strategic plan, AOAD has largely achieved its objective set out in the previous three years plan and has thereby learned many new lessons. -

Recent changes in Afghanistan's socio-political environment provide NGOs a wide range of opportunities for organizational growth, but has also introduced a number of challenges previously not faced by National NGOs. Societal changes, worst humanitarian crises and second year of crippling economic decline increased attention to the needs and larger involvement organization in emergency and development projects, an opportunity AOAD is well placed to capitalize on. -

This plan has been developed following a detail review of several of the strategies adopted by previous Government of Afghanistan and donor agencies. Among the important documents reviewed for the development of this plan, are the ANPDF, NPPA, SDG, SFDRR, WHS, and ANDS etc. The study of these documents helped the management in identifying the potentials existing in the current environment and expected changes in the foreseeable future. These policies and frameworks reflect the donor expectations from NGOs, and their role in meeting the 17 Sustainable Development Goals.

Therefore, AOAD management feel it necessary to review and revise the current plan in order to seize the available opportunities and manage the challenges efficiently that AOAD may face in the near future. It will have a twofold effect for AOAD. Primarily, AOAD will be able to pursue its objectives in the long and short run and secondly, communities in need of the humanitarian services that AOAD can provide will have better chances to benefit from the objectives set out in the Sustainable Development Goals.

This plan has been developed with the valuable efforts of the AOAD's management, Directors, Board of Trustees (BOT) and staff. The Plan provides AOAD with the three-years roadmap for support services and institutional development in order to provide the efficient service to the communities, BOT/BoD will review the plan on an annual basis, and any deviation from the plan, will identify the reason for this and suggest corrective measure, which may include a partial revision of this plan. AOAD management shall

reflect the progress in the achievements of strategic objectives in the annual report of the organization.

2. EXECUTIVE SUMMARY

Afghanistan is an inflated and challenging country to operate in. To be successful, it is of vital importance to build local trust, to offer solutions that are acceptable in a male-dominated society, and to comply with traditions, customs and Islamic principles. Based on an exceptional track record in the closing strategy period, AOAD has as its primary objective to empower women, Person with Disabilities and other vulnerable groups of people by training and helping them to start and run small businesses, thereby raising their incomes and enhancing their status in the community.

To meet these challenges, AOAD works in close cooperation with line Ministries such as the Ministry of Rural Rehabilitation and Development (MRRD), the Ministry of Agriculture, Irrigation and Livestock (MAIL), the Ministry of Labor, Social Affairs, Martyrs and Disabled (MoLSAMD), the Ministry of Economy (MoEc), and local authorities and actors, in particular Community Development Councils (CDCs).

The three main directions determined as areas of focus for the next three year's include ***Provided physical rehabilitation services including provision of prostheses and orthoses, established specialized Skill Training Center for persons with disabilities, Provided skills development and vocational training and livelihood services, geographic expansion, diversification of areas of focus and funding sources, and standardization of institutional capacity.*** The mission and vision have been reviewed and goals and objectives set.

AOAD has also plans to initiate its first steps toward becoming international. Over its decade-long journey, AOAD has gained expertise in the areas of community development and community-based integrated service delivery for person with disabilities, Physical Rehabilitation & Physical Accessibility related projects, community education, agriculture, and research, and believes it is well positioned to explore opportunities for establishing and replicating these successful models in similar contexts in developing countries in the region or elsewhere, there for AOAD opened representative office in North America based at Ontario, Canada, in 2022

This plan will guide AOAD's future intentions and progression in terms of institutional development, services, projects and activities. It reaffirms the organization's ambitions in terms of maintaining existing services as well as developing new ones in response to the existing and emerging needs of the communities. At the same time AOAD plans to strengthen its fund raising and financial management capacity, and to promote transparency & accountability, to enhance its public image both at the national and international levels. These developments are expected to help sustain and diversify funding.

The document includes AOAD's values, principles, structure, uses a strategic analysis to identify positive factors both within the organization and in the wider business environment. The document also outlines the main strategic actions needed to achieve the intended objectives and goals, and provides direction to achieve each of them.

3. Organization Background

Accessibility Organization for Afghan Disabled (AOAD) was first established through a small grant project of ABILIS Foundation of Finland for physical accessibility, building-Ramps constructions in the schools in Kabul in 2007. Back to this AOAD was functioning as a common civil society platform of PWD, who were working as volunteers for their rights and recognition at regional, national and international levels. AOAD keeps active representative office in North America, the **“Center for Humanitarian and Disability Cooperation at Canada”—CHDCC, based at Ontario, Canada.**

Established in May 2007 and based in Kabul-Afghanistan, Accessibility Organization for Afghan Disabled (AOAD) is a non-governmental, non-profit and non-political organization, formed by Persons with Disabilities (PWD) and working for Persons with Disabilities, their direct family members, women rights, and other vulnerable and segregated groups, as peer-support and disability advocacy organization. Under Registration number No.956, AOAD is registered with the Ministry of Economy of the Islamic Republic of Afghanistan. AOAD promotes disability rights and inclusion in line with the Convention on the Rights of Persons with Disabilities (CRPD), and Sustainable Development Goals (SDGs 2015-2030). We are now serving as an umbrella organization for the traditional rural Disabled Person Organizations (DOPs) and relevant Community Self-help Groups (SHGs) which were instrumental in the creation of AOAD as a formal disability organization. AOAD was created by community and for the community, to serve voiceless groups of women, men and children living in poverty, emergencies and crises.

AOAD runs a comprehensive model of community-based rehabilitation and development program, where men, women, and children with disabilities and landmines victims are comprising the core target group alongside other isolated segments of the society such as IDPs, disaster affected communities and refugees and returnees. We stive hard to bring our core target group to mainstream life, through addressing their social, cultural, legal, economic, and political needs and empower them towards self-reliance, by delivery of specialized advocacy, rehabilitation, access, education, economic/livelihood and recreational services, besides referring them to available local mainstream services.

4. Organization Structures

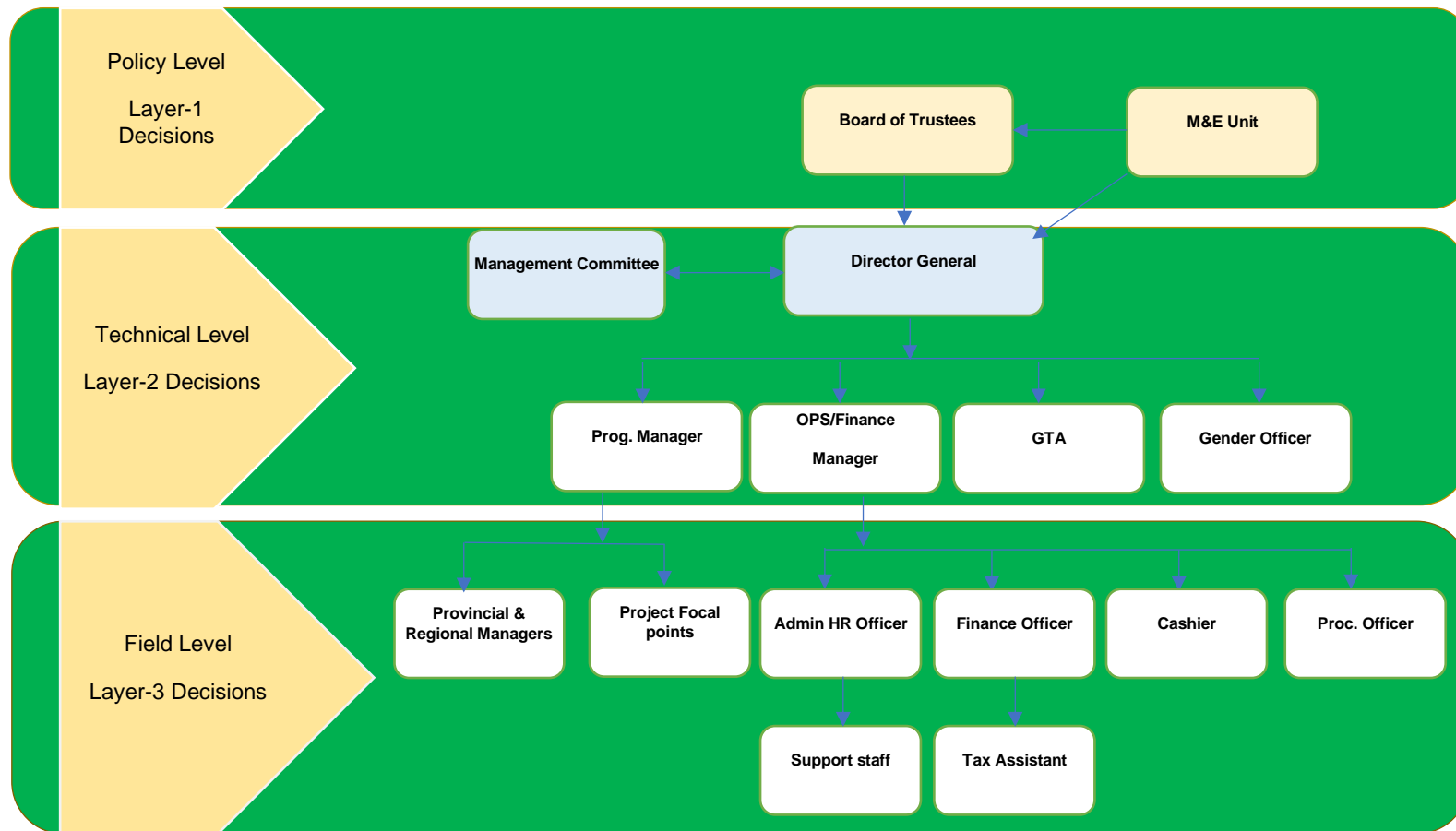
Under the General Assembly of the organization, AOAD is guided by full and elected board of directors, who attends regular semiannual strategic level meetings to provide organization with major annual operational and business directions. This body approves all major AOAD policies, manual and long-term and strategic plans.

The AOAD Board of Trustees is responsible for ensuring the organization has clear shared vision and goals, and has effective strategies in place to achieve them, and that management is carrying out the day-to-day operations efficiently, ensuring that the roles and responsibilities of the board and management team of AOAD do not overlap.

5. Management

The senior management team is supervised by the Board of Trustees, and is responsible for day-to-day management of AOAD's operation and projects in the country. The management team is led by Executive Director and funder, supported by Program Manager, Finance Manager, M&E, and Admin Manager. The senior management team is mainly responsible for: Developing policy and strategy and delivering the organization's plans and budget.

6. AOAD Organogram



7. Scope and Service

As a grassroots organization, AOAD is actively bridging between the most deprived, neglected, and forgotten rural communities and the donors, governments, policy, and decision-makers at the top level of power, we bring them together. Currently, AOAD, with 479 field workers, 220 local volunteers, 22 Disabled Peoples' Organizations (DPOs) and community self-help groups, 50 AOAD Program-Focal-Points (PFPs), and 5 sister NGOs, have access to the entire 34 provinces of Afghanistan. Out of eight operational regions of Afghanistan AOAD has a direct operational presence in five regions, in the remaining three regions AOAD accesses vulnerable communities through DOPs, program focal points, and sister NGOs. With this network of community interconnectivity, we bring the voice of those who have no public voice.

With over a 2 million USD annual budget AOAD serves 35,000 direct and over 200,000 indirect beneficiaries, mostly PwDs, women, men, and children of the most vulnerable communities in the hard-to-reach geographical localities. With a programmatic focus on the priority needs of PwDs, IDPs, and vulnerable women and children, AOAD is a specialized NGO in protection, physical rehabilitation, psychosocial counseling, inclusive education, employment support, skill-training, income generation, victims' assistance, Mine Risk Education (MRE), civic education, advocacy and emergency humanitarian response.

On November 5, 2018, AOAD received membership from the Afghanistan Humanitarian Fund (AHF) enabling AOAD to receive direct funding from the Humanitarian Aid & Assistance to refugees, returnees, and Internally Displaced People (IDPs). AOAD Facilitated fieldwork and data collection for various vulnerability surveys in the past and recently national-level research on physical accessibility which led to the development of a National Rehabilitation Guideline for the government of Afghanistan.

We are right based organization, working for capacity building of civil society organizations (CSOs), community self-help, rights advocacy, and awareness at the community grassroots level. Our humanitarian doctrine originates from the grassroots of the community with a community slogan of **“Nothing for US without US”**. We strongly believe and invest in direct and full community participation at all levels of our interventions and clear accountability to target communities, beneficiaries and all affected people.

8. Situation Analysis

Afghanistan has entered the Transformation Decade, but the worst humanitarian crises, poverty, economic decline, and natural disasters, effect population of the country.

National NGOs has a huge role to play in humanity, serving as a voice of the population, acting as a watchdog, holding the government accountable to its promises, and citizens to their civic responsibilities, and undertaking advocacy and awareness raising activities. National NGOs has an even more critical role to play in the aftermath of conflict, where social relationships have become polarized and the government functioning is fractured and fragile. In this context, NGOs actors can act as a channel for communicating the needs of the people, build bridges between groups, promote dialogue and reconciliation, and fill essential service gaps.

There is recurring emphasis that Afghanistan needs to develop capabilities to stand on its own, and that development of greater economic and political independence is a vital aspect of creating sustainable peace in the country. However, there is simultaneously, need for the international community to maintain a careful and reserved level of support, particularly financial and resource-based.

In the current context the need for primary basic services such as health, education, economic development, and training far exceed the government's ability to respond to, thus reaffirming relevance of the role of NGOs like AOAD. The government's current strategy for partnering with NGOs, also translates into opportunity for non-governmental actors. government's limited influence ban on woman works and education also makes basic services inaccessible to the local communities and populations.

This is where an organization like AOAD will continue to be needed and relevant to ensure basic survival, physical rehabilitation and health needs of all Afghans are met. AOAD's non-governmental entity, and its roots in the local culture make its presence and operation more acceptable to the communities even in some of the most volatile provinces.

Humanitarian and survival needs are increasing in a context of life-threatening political and economic instability. According to the recent nutrition SAMRT surveys conducted in 2022 and the estimates by nutrition cluster of OCHA, almost 4 million children and women will suffer from acute malnutrition; 2.3 million children and 840,000 women will suffer from moderate acute malnutrition (MAM) in 2023. Almost 500,000 people were displaced in 2022, adding to a population of about 5.5 million already in extended displacement, including those in informal campsites on urban suburbs. – yet another negative that may work in favor of the NGO sector's relevance and work.

AOAD itself has a pool of qualified, dedicated and committed staff, and Afghan law also has clear provision for the existence and functioning of non-governmental entities and NGOs, guaranteeing them legal status.

Notwithstanding the obvious space for AOAD to operate and grow in Afghanistan, it must still deal with challenges including negative perceptions about NGOs among government sector entities as well as some communities. Misconceptions about the way NGO receive and dispense funds also lead to unrealistic expectations as well as corruption.

The Islamic Emarat of Afghanistan 's fragility makes the future uncertain for all non-governmental entities like AOAD. The prevailing environment leaves room for corruption within the government sector, making coordination /collaboration with them more difficult for non-governmental organizations.

The biggest drawback for NGOs is their donor-dependence. Without consistent and long-term donor support, it is unlikely organizations like AOAD could contribute or even survive in a significant way. Thus, financial sustainability is a priority need. This is the backdrop against which the following strategic plan has been drafted, taking into account all relevant internal strengths and weaknesses and external opportunities and challenges.

9. Stakeholder Analysis

AOAD's current stakeholders include teams at the head office and provincial offices, beneficiaries (local communities), AOAD is a core member of the Afghan Campaign to Ban Landmine (ACBL). an active stakeholder in the United Nations Humanitarian Country Team (HCT/UNOCHA), and a member of the UN health, FSAC, and Mine Action clusters. AOAD is a former Steering Committee member of ACBAR and a member of the Afghan CSO's Network. AOAD is working with the government and its line ministries, such as State Ministry of Martyrs and Disabled, the Ministry of Education, the Ministry of Refugees and Returnees (MORR), Afghanistan National Disaster Management Authority (ANDMA), and Ministry of Public Health (MoPH). huge and minor donor are Presently UNMAS and US State Department on victims' assistance program in Zabul, the UN Country Humanitarian Funds (CHF), IRC, and Children in Crises (CIC). As a major disability actor in Afghanistan, and global rights-based organization, AOAD is extensively involved in world disability rights campaigns and advocacy movements, AOAD has a significant pool of highly qualified and competent technical staff at the head and provinces office.

Over the past decade AOAD has developed strong relations of trust with the local communities it serves, in some of the most volatile provinces of Afghanistan. Its local identity, non-governmental status, as well as the knowledge and sensitivity of project staff to the local environment and culture, make AOAD an accepted and useful presence in its areas of operation.

AOAD has committed long-term donors and has cultivated good working relations with line department at the National and sub-national levels. It is registered with the Ministry of Economy of Afghanistan, and works within the countries law. AOAD needs to expand its donor base and create synergies with local and international partners, and other line ministries.

10. SWOT ANALYSIS

<p>PRIORITY STRENGTHS</p> <ul style="list-style-type: none"> • Team work. • Strong management team. • Positive donor relations. • Pleasant work environment, and Transparency. • Qualified and dedicated staff, and donor need. • Multiple donors, and high-quality services and Staff loyalty. • Performance-based promotions. • Non-political identity. • Well known organization among stakeholders. 	<p>PRIORITY WEAKNESSES</p> <ul style="list-style-type: none"> • No core funds • Weak relationship with donor. • Inadequate policies and procedures • Lacks diversity in expertise • Insufficient documentation of success stories and lessons learned.
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Qualified staff easily available • Donor interest. • Continued International community interest involvement. • Donor trust. • Extensive on-line publicity and networking opportunities. • Increase in community demand • Tendency of the government and donors for contracting out projects. 	<p>THREATS</p> <ul style="list-style-type: none"> • Unstable political environment • Unsustainable funding • Programs driven by donor priorities • Corruption • Donor reluctance to provide institutional funding support

11. Vision, Mission, Core Value, Objective and strategic Direction.

11.1 Vision

Protection, Equal Rights, Dignity, Inclusion, and Prosperity for persons with disability.

11.2 Mission

To promote dignity and quality of life of Persons with Disabilities through provision of capacity, facilities, services, and access to mainstream livelihood, in a sustainable manner.

11.3 AOAD Core Value

- Respect and Dignity.
- Equality & Impartiality.
- Transparency & Accountability.
- Commitment & Productivity.

11.4 Objectives

- Equality in socio-economic development.
- Mainstreaming Persons with Disabilities in political agenda.
- Equality and Empowerment.
- Inclusion.
- Physical access and design for all.
- Providing Physical Rehabilitations.

12. Achievements so far

As national disability organization, and peer supporter of PWD AOAD has successfully implemented 101 humanitarian and development projects in the disability, rights, awareness, rehabilitation, and access domains:

- i. Provided physical rehabilitation services including provision of prostheses and orthoses to 20,000 persons in need and established three well-equipped Physical rehabilitation centers in Afghanistan.
- ii. Established specialized Skill Training Center for persons with disabilities, where to date total 1100 men and women with disabilities received marketable skills,
- iii. Constructed more than 581 ramps and slops in 252 public buildings schools, health clinics, Mosques, and governmental departments;

- iv. Provided skills development and vocational training and livelihood services to more than 12000 Persons with Disabilities Including vulnerable family-members of the Persons with Disabilities;
- v. Awareness and sensitization to 86400 community members regarding the rights of Persons with Disabilities;
- vi. Lobbied for job-placement for 1250 Persons with Disabilities, now working with NGOs, INGOs, government and private sector;
- vii. Rehabilitated and integrated to normal education, about 3300 children with disabilities and enrolled them in public and private schools;
- viii. Provided Civic Education and Advocacy for the rights of Persons with Disabilities according to the UNCRPD, in 17 provinces to more than 3400 key community leaders and informants;
- ix. Facilitated development of the national disability guideline for government of Afghanistan;
- x. Above ten years nationwide level advocacy and lobby for the rights of persons with disabilities based on UNCRPD and national law, and advocacy for child rights, especially children with disabilities,
- xi. Facilitated the ratification and follow up of the OTAWA Mine Ban Treaty in Afghanistan,
- xii. ORD opened representative office in North America based at Ontario, Canada, in 2022.

AOAD STRATEGIC Plan Outline 2023-2024	
Strategy	Target Group
Community Based Rehabilitation (CBR)	Persons with Disabilities, war victims and land-mind survivors
Strategic Goal	
Empowering Persons with Disabilities, war victims and land-mind survivors through providing health, education, livelihood, social rehabilitation, full participation in the political and access with Physical accessibility to services.	

Activity 01: Provide Physical Rehabilitation Service Including Provision of Prostheses, Orthoses, Physio Social Counseling and Distribution of Assistive Device.

Improving health conditions of persons with disabilities through physical rehabilitation service, Physio social counseling and distribution of Assistive device.

Why we want to work on this activity?

The persons with Disabilities are the most marginalized groups of the communities due to the deprived economy have not access to health facilities.

How we will work on this activity?

AOAD will work closely with the line department and State Ministry of Martyrs and Disabled to provide on time physical rehabilitation through PR center and mobile rehab team.

What changes we will bring:

The PWD health condition will be improved and he/she will be reintegrated in to the society as usual person.

Activity 01	Provide Physical Rehabilitation service including provision of Prostheses, Orthoses, Physio Social counseling and distribution of assistive devices.
Client Group	Persons with Disabilities, war victims and land-mind survivors and their immediate family members

Goal	Improving health conditions of persons with disabilities through physical rehabilitation service, Physio social counseling and distribution of Assistive device.
Objectives	<ol style="list-style-type: none"> 1. To implement more than 30 Physical rehabilitation projects for the person with disabilities and also provide physio social support for the victim of war land mine by the end of 2025 2. To provide Disabilities rights awareness as cross-cut issue in all 30 projects by the end of 2025
Results	<ol style="list-style-type: none"> 1. 50000 beneficiaries will receive Physio therapy service. 2. 10000 persons with disabilities and their immediate family member will receive Prostheses and Orthoses related services. 3. 6000 persons with disabilities and their immediate family member will receive Assistive Device. 4. 20000 beneficiaries will receive Physio Social Counseling. 5. 12000 beneficiaries will receive Awareness and Advocacy.

	Key Tasks/Activities	Who	When			Indicators/Mean of Verification
			2023	2024	2025	
Physical Rehabilitation service	Looking for Funding opportunities	Senior Management Team				Number of proposals developed
	Needs assessment survey of PWD	Program coordinator And Technical adviser				Reports and available data
	Communication and coordination with line department and local authorities.	Program coordinator Project supervisor				Number of meetings held and available minutes
	Coordination with DPOs, CSOs, Physical Rehabilitation and other related organization working for persons with Disabilities	Technical Adviser Program coordinator				Number of meetings held and available minutes
	Selection of beneficiaries	Project supervisor				List and data base of the beneficiaries
	Hiring project staff	Admin officer				Contracts and number of project staff hired
	Selection of the project location	Program coordinator				Lease agreement

	Establishing peer/counseling for reproductive health for PWD	Project supervisor				Number of centers established
	Awareness raising for health facilities available in the country	Advocacy manager				Number of workshops conducted Number of participants received awareness health facilities available
	Curriculum development for rights awareness raising	Technical Adviser Publication officer				Curriculum developed
	Awareness raising on the rights of person with Disabilities according to the national laws& UN conventions	Publication and communication officer				Number of workshops conducted Number of participants received awareness on rights of person with Disabilities

Activity 02: Vocational Training, literacy and community-based education

Improving and enhancing the Person with Disabilities Educational status through providing vocational training, literacy and community base education which will help them to improve their quality of life.

Why we want to work on this activity?

Most of the Person with Disabilities and Landmine survivors are illiterate and have no access to the education and basics skills get the job opportunities.

How we want to work on this activity?

Based on their field of interests, AOAD would enhance their skills and knowledge for better jobs and employment opportunities.

What change we would like to bring,

Their skill will be improved, they will be able to find the income generation and be self-sufficient.

Activity 02	Vocational Training, literacy and community base education
Client Group	Persons with Disabilities, war victims and land-mine survivors and their immediate family members

Goal	Mainstreaming persons with disabilities (PWDs) to educational status through providing Vocational Training, literacy and community base education which help them to improve their skills and quality of life and also Promoting equalization with the opportunities through awareness, advocacy, education and employment.
Objectives	<p>To implement 10 projects in the field of non-formal education (literacy), vocational Training and community base education by the end of 2025.</p> <ul style="list-style-type: none"> • To provide Disabilities rights awareness as a cross-cutting issue in all 30 projects by the end of 2025
Results	<ul style="list-style-type: none"> • 1440 PWDs are able to participate in non-formal education programs (literacy) • Needs-based skills are learned which contributes to better living conditions • Social cohesion is strengthened through increased interaction. • 1800 person with Disabilities will receive Vocational training. • Job opportunity will be created for 1800 for the person with the disabilities PWDs.

Non-formal Education	Key Tasks/Activities	Who	When			Indicators
			2023	2024	2025	
	Fundraising	Senior Management Team				Number of proposals developed
	Needs assessment survey of PWD	Program coordinator				Reports and available data
	Curriculum development	Program coordinator				Number of meetings and available of information
	Communication and coordination with local authority	Project supervisor				Number of meetings held and available minutes
	Selection of beneficiaries	Project supervisor				List and data base of the beneficiaries
	Selection of location	Project supervisor				Name of the province and list of the district.
	Hiring project staff	Admin officer				Contracts and number of project staff hired
	Purchasing tools and equipment	Admin officer				Lease agreement
	Establishing literacy classes	Project supervisor				Number of the class and list of the participants.
	Conducting rights-based awareness raising sessions	Publication and communication officer.				Number of the session
	Developing and printing magazines, leaflets and brochures	Publication and communication officer.				

Activity 03: Provide food Security & Nutrition Assistance

AOAD will provide food security & nutrition assistance for the vulnerable people of the community and improve their life condition

Why we want to work on this activity?

a massive two-thirds of Afghanistan’s population are presently in need of humanitarian assistance, AOAD effort will ensure access for the humanitarian assistance for all and improve their life.

What changes we will bring:

The life condition of the vulnerable beneficiaries and PWDs will be improved and he/she will receive the food assistance.

What change we would like to bring?

Restoring their confidence and access to livelihood.

Activity 03	Provide Food security & Nutrition Assistance						
Client Group	Such as Persons with Disabilities, war victims and land-mine survivors and other beneficiaries.						
Goal	Restoring PWDs confidence and access to livelihood.						
Objectives	To implement 30 projects on food security & Nutrition Assistance by the end of 2025 To provide Disabilities rights awareness and advocacy in all 18 projects by the end of 2025						
Results/Impacts	50000 direct Beneficiaries including men, women, girls, boys and Person with Disabilities will receive food assistance package.						
Skills development (self and wage employment)	Key Tasks/Activities	Who		When			Indicators
				2023	2024	2025	
	Fundraising	Senior Team	Management				Number of proposals developed

	Needs assessment survey	Program coordinator				Reports and available data
	Curriculum development	Program coordinator				Curriculum/ Meanwhile
	Communication and coordination with local authority	Director & Program coordinator				No of meetings
	Selection of beneficiaries	Program coordinator				Number of beneficiaries
	Selection of location	Management team				Number of province and number of districts.
	Hiring project staff	Management team				List of the staff hired

Activity 04: ACCESSIBL Environment (Physical accessibility)

Making environment accessible for all, constructing Ramp with handrail, accessible washroom and pathway for the persons with disabilities in the school, masque, market and other public place to enhance the accessibilities to save environment.

Why we want to work on this activity?

90% of the public places, masque, market and school are not accessible for the person with disabilities, AOAD effort will ensure to make environment accessible for all.

How we want to work on this activity?

With the coordination of the local community and line department public places will be accessible by (ramps construction with handrail, pathway and washroom in the school, masque and Market).

What change we would like to bring?

Person with disabilities will have easy access to the environment and public place such as school, market and mosque.

Activity 04		Accessible Environment (Physical accessibility)
Client Group		Persons with Disabilities, war victims and land-mind survivors

Goal		Making environment accessible for all, constructing accessible washroom, Ramp with handrail and pathway in public place such as school, market and masque in order to increase access to the education and other important service.				
Objectives		To construct 30 accessible washrooms, Ramp with handrail and pathway for PwDs, Kabul To provide Disabilities rights awareness as cross-cut issue by the end of 2023				
Results/Impacts		number 5000 of direct and indirect PwDs have access to the public Places and 1200 teacher will receive awareness on rights of persons with Disabilities				
Accessible Environment (Physical accessibility)	Key Tasks/Activities	Who	When			Indicators
			2023	2024	2025	
	Fundraising	Senior Management Team				Number of proposals developed
	Needs assessment survey of PWD	Program coordinator				Reports and available data
	Curriculum development	Program coordinator				Curriculum/ Meanwhile
	Communication and coordination with local authority	Director				No of meetings
	Selection of beneficiaries	Management team				Number of beneficiaries
	Selection of location	Program coordinator				Number of province and number of districts.
	Hiring project staff	Management team				List of the staff hired
	Purchasing tools and equipment	Logistic officer				
Providing awareness on the rights of PWD in institutional level	Program coordinator					
Integration of children with Disabilities to accessible school	Program coordinator					

Strategy 02: Internal Organizational Capacity Building

With this strategy (AOAD) will make a professional and competitive organization which will provide serves to its clients in a professional, effective and efficient manner and the focus will be on developing the quality of the staff and its systems. In order to achieve this goal (AOAD) will focus on:

- i. Improving the governance of the organization;
- ii. Improving the program quality;
- iii. Improving the staff development approaches and systems;
- iv. Improving the finance, operation, communication, management, human resource management, and monitoring & evaluation systems of the organization;
- v. Improving the organization manuals guidelines and policies.

Strategy?	Internal Organizational Development
Client Group	(AOAD) employees and systems
Strategic Goal	To develop technical and operational capacity of (AOAD) to be client focused effective, efficient, transparent, and accountable organization.
Objectives	<ol style="list-style-type: none"> 1. To conduct a detailed capacity assessment of the organization by the end of 2nd quarter of 2023-2025; 2. To develop a capacity development plan based on the findings of capacity assessment by the 3rd quarter of 2023-2025. 3. To improve the operational and financial management capacity of the organization by the end of 2023-2025; 4. To improve the program management capacity of the organization by the end of 2023-2025. 5. To develop quality assurance and monitoring system of the organization by the end of 2023-2025; 6. To develop public relation and communication strategy and tools for the organization by the end of 2023-2025; 7. To develop staff development plan by the end of 2023-2025. 8. To implement staff development plan for the organization.
Results/Impacts	<ol style="list-style-type: none"> 1. Organization capacity assessment conducted; 2. Organizational Capacity development plan developed; 3. Operational and financial management capacity of the organization developed; 4. Program management capacity of the organization developed; 5. Quality assurance and monitoring system developed; 6. Public relation and communication strategy developed; 7. Staff development plan developed 8. Staff development plan implemented

Internal Organizational Development	Key Tasks/Activities	Who	When	Indicators
	Planning capacity assessment of the organization	Director and Management Team	2023-2025	Capacity assessment report
	Developing organizational development plan	Director	2023-2025	
	Developing operational system augmentation plan	Director and Management Team	2023-2025	
	Implementing operational system development plan	Operation Manager	2023-2025	
	Developing program management development plan	Director	2023-2025	
	Implementing program management development plan	Deputy Director	2023-2025	
	Developing financial management development plan	Director, Finance Manager	2023-2025	
	Implementing financial management development plan	Finance Manager	2023-2025	
	Developing quality assurance and monitoring system & tools	Director	2023-2025	
	Implementing quality assurance and monitoring tools	Monitoring officer	2023-2025	
	Developing public relation & communication strategy for the organization	Director	2023-2025	
	Implementing the public relation and communication strategy	Deputy Director	2023-2025	
	Developing staff development plan	Director	2023-2025	
	Implementing staff development plan	RCD/Training officer	2023-2025	
	Fund raising for the organizational development	Director	2023-2025	
	Monitoring the progress	Director	2023-2025	