



**Organization of Human Resource Development
(OHRD)**

**Five Year Strategic Plan
2010-2014**



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CHAPTER 1: THE SUMMERY

1.1. The Strategic Plan of Organization of Human Resource Development (OHRD)

Development and progress of a society further requires a strong and knowledgeable civil society, competent governance system and a strong and balanced educational system. Growing of economic and cultural bases and capabilities of a modern society is mostly supported by educated, professional and skilled citizens, especially strong civil society organizations, and educational organizations that ensure their national requirements. Only through providing educational and academic opportunities in a society, especially to youths we can grow up thoughtful, knowledgeable, professional, skilled and expert leaders and managers in order to create and maintain a strong civil society, a society in which socio-economic and political problems, poverty, unemployment, assaults and violence can be logically solved. The OHRD as a national organization with the understanding of this essential, critical and vital need of Afghan society has attempted together with other agencies, organizations and universities in Afghanistan to provide standard educational opportunities for needy people especially youths in order to dedicate professional, educated and experts to the society to take part in growth and development of the country which has been newly out of three decades of war. We believe that through providing extensive educational services for the people, especially unemployed and non-professional young people we can ensure existence of professional, skilled and expert leaders in next generation to take part in growth and development of a stable and democratic society.

During three decades of war in Afghanistan, administrative, educational and academic systems and arrangements affected or entirely gone, universities and educational organizations of the country further damaged, destroyed or abandoned, most university academic members, experts, professionals and experienced people forced to flee the country and some of them because of unemployment and in order to survive turned to non-professional careers.

After coming the transitional and elected government in Afghanistan, once again the opportunity for reconstruction of Afghanistan was provided, universities and educational organizations were opened one after another and became ready to provide educational and academic services, but the lack of professionals and experts, low and limited capacity of the government offices, educational and academic organizations of the government has caused poor quality of the services and are not able to respond to increasing need and demand of the students. On the other hand, unemployment and lack of suitable jobs caused growing of poverty, mental illness, violence, dependency, immigration and drug addiction or to join the ranks of the Civil War, and created wave of distrust and disappointment for young people leading to a great lose to the nation and potential source of public no consent.

Despite of problems in iterance of youths to the universities which still remains as a major challenge, the last three decades of civil war has been caused low quality and lack of

efficiency in education and academic services in the country, and still the government organizations are not ready to develop and practice a modern and quality curriculum meeting the current requirements of the society. In addition, lack of capacities and human and organizational resources remains as a major challenge over the way of governmental and non-governmental organizations which increase requirements for service delivery of empowering and training in field of administration, management, scientific, technical, and Teacher Education and other parts of modern technology. Addressing these challenges further requires developing an effective strategic plans and comprehensive programs. Capacity building programs to provide human and organizational resources in practical, management and leadership aspects to fill the gaps by professionals and experts should be given full priority. In consideration with the above issues, the organization is committed to provide the educational and academic services through establishing of Armaghan Institute of Higher Education and conducting empowerment workshops for young people, employees of governmental and non-governmental organizations and civil society organizations in order take an active contribution in the development of educational services and improving social and economic growth in Afghanistan.

1.2 Goals:

The OHRD, in order to practice its views, will implement a strategic program in next five years in collaboration with national and international donors and interested stakeholders.

The specific strategic goals which the OHRD is willing to achieve them during the next five years, have been classified in the following categories:

1.2.1 Strategic Goal One:

Capacity building of people to be attracted in labor market,

1.2.2 Strategic Goal Two:

Improving working capacity and efficiency of organizations,

1.2.3 Strategic Goal Three:

Public awareness in focus areas,

1.2.3.1 Strategies to achieve goal one:

Strategy 1.1: continuity and fostering of the Armaghan Institute,

Strategy 1.2: Creating opportunity for higher education (bachelor degree)

Strategy 1.3: Services delivery through vocational training centers.

1.2.3.2 Strategies to achieve goal two:

2.1: Conducting training workshops (in campus and distant).

2.2 Assessment of activities of organizations

2.3 Mentoring services and facilitating developing of strategic plans for private sector, Governmental, non-governmental and civil society organizations.

1.2.3.3 Strategy for achieving goal three:

Strategy 3.1: Implementation of awareness raising projects in good governance, advocacy, human rights and peace building and conflict resolution.

The OHRD will achieve its strategic goals through the following working sectors:

1. Higher Education Unit
2. Capacity Building Unit
3. Project Unit

Targeted population of the OHRD:

1. Twelfth grade graduates,
2. Unemployed and jobless people,
3. NGOs and government employees,
4. Targeted people in community level.

1.3: Key benefits of the strategic plan in next five years:

With successful implementation of the strategic plan a large number of our countrymen will be benefited from educational, academic and empowerment services which are summarized as below:

1. A number of 200 twelfth grade graduates will benefit from two years higher education and professional services.
2. A number of 1450 unemployed young people including twelfth grade graduates, both boys and girls through short term and one year courses will learn professions and be dedicated to the community.
3. A number of 150 employees of the governmental organizations , NGOs and private sector will be trained in admin/ finance for one year and will become professional in their related sectors.
4. A number of 240 twelfth grade graduates will get bachelor degree in administration and finance and be dedicated to the community.
5. A number of 3060 employees of NGOs, governmental organizations and private sector administration skills, management, gender, legal issues, teacher training, advocacy, democracy and other technical and professional issue through conducting short term workshops by the capacity building sector.
6. A number of 10,000 employees of the governmental and civil society organizations staffs will get awareness through implementation of projects in good governance, human rights, violence, and peace and conflict resolution.
7. A number of 1000 people without jobs and careers will be trained through vocational training courses in various professions according to the market needs through vocational training projects and be dedicated to the community.

1.4 Problems of the Strategic Plan:

Accurate and complete implementation of strategic plan needs to provide adequate financial and human resources and technical assistance and requires attempts to attract financial and technical assistance. Therefore, unless receiving sufficient financial resources, the full implementation of the strategic plan will be slow.

1.5 The value and utility of developing of the plan:

Developing the strategic plan of the OHRD is a very significant and vital step in providing quality education and academic services for the young and needy people of the country, and enables the organization to set its own path to achieve organizational goals and objectives and to be able to practice their obligations and contribute in social and economic development of the country. This plan makes clear the path of the organization where wants to go where and what wants to achieve. With proper implementation of the plan, the organization can deliver the aforementioned standard and quality services in response to the current requirements of the Afghan society.

CHAPTER 2: METHODOLOGY OF THE STRATEGIC PLAN

The issue of developing a new five-year strategic plan was discussed in management meeting of the organization in which procedures and methodology for developing of the plan was approved. It was decided that a very systematic and participatory approach should be used in order to every employee and interested people of the organization use the chance to make comments in developing of the plan.

The OHRD realized that developing of a five years strategic is the first step toward filling gap of shortages of professional expert and educated human resources and strengthening of NGOs and social organizations. Therefore, the OHRD started self-assessment and environmental evaluation.

Internal culture of learning, participatory methodology and timely advice of the network organizations, encouraged the organization to start streaming a comprehensive and conscious strategic plan in consideration with the external strengths and opportunities and addressing weaknesses and threats to enable the organization to create a strong foundation for further progress.

During developing of the strategic plan (2010-2014), the lessons learned from past experiences and current activities of the organization were the best resources had a constructive, guiding and effective role for the planning team.

2.1 The Methodologies:

Developing of the strategic plan was divided in three stages; preparation stage, stage of collecting comments, discussion and decisions on goals and strategies, and writing stage.

2.1.1 Stage One: Preparation

1. Strategic Planning Committee was established,
2. Persons and bodies that their views were deemed necessary in planning stage, were identified and classified,
3. Two types of questionnaires, one for employees of the organization and the other for individuals outside the organization, were prepared and sent out,
4. The current activities and past experiences of the organization was reviewed by the relevant sectors to identify the strengths and weaknesses in its implementation,
5. The questionnaires which was prepared for analysis the strengths, weaknesses, opportunities and threats (SWOT), were carefully completed by the sectors and top level management,
6. The SWOT analysis was conducted in a big meeting attended by all the colleagues to draw the obvious location of the organization,

2.1.2 Second Stage: Discussions and Decision on Goals and Strategies

1. A one-day workshop was conducted,
2. Vision, Mission, Goals and Strategies for the next five years of the organization was set in working group and bigger meetings,



3. Considering the main focus areas, the geographic areas were identified for implementation of the plan,
4. The organizational structure for achieving the set goals was reviewed and necessary changes were brought in the structure.

2.1.3 Third Stage: Writing of the Plan

1. It was decided that the plan should be written jointly by the authorities of the organization,
2. Professional groups created and various parts of the plan were given to the relevant groups,
3. Each group wrote the relevant section and after it was being completed, incorporated in to the document by the planning committee,
4. The first draft of the plan was shared with all of the colleagues for their comments,
5. The comments received, incorporated in the final document and the document was explained to the concerned colleagues for execution.

CHAPTER 3: THE CURRENT SITUATION

3.1 Who are we?

The Organization of Human Resource Development (OHRD) is a non-profit, non governmental, non partisan and non political organization. The overall goal of establishment of the organization is to contribute in filling the gap of professional, high-skilled and qualified people in our beloved country, Afghanistan, through providing opportunities of higher education, vocational education and training services for capacity and business and organizational skills development of employees of NGOs and governmental organizations, especially the twelfth grade graduates who a large number each year not able to pass the entrance exam of universities and access to higher education is not possible for them. On the other hand fewer job opportunities are provided for them in NGOs and governmental organizations or less attention is given to them. Since the governmental organizations in current situation do not have the capacity of employment for these people, especially young people who make the base and backbone of the society, the OHRD as a national educational organization, has tried to contribute offering empowerment services for target beneficiaries in community development, poverty reduction and cultural, social and economic growth of Afghanistan, and play its role as an Afghan and national organization in this area.

The OHRD has been registered as an autonomous organization with registration number (1229) with NGOs Department of Ministry of Economy of Islamic Republic of Afghanistan.

The OHRD started its activities in 1995 as Capacity Building Department of the CHA aimed to build organizational and human resource capacities, and most of its activities were focused on capacity and skills building of the CHA and other organizations staff. From 1995 to 2008, the OHRD has managed to build capacity and careers skills of a large number of our countrymen through conducting educational and vocational workshops, in order to provide high quality services in their organizations. The OHRD, during its 15 years of operations; has played an important role in providing basic services in education, vocational training, human resource development across the coverage area.

Its establishment was based on believes that knowledge is power and quality only can be guaranteed by learning and understanding.

Considering the immediate and urgent requirements, in 2007 the leadership of the network of development organizations decided that the OHRD according to the urgent and critical need of the Afghan community in empowerment and education and training services should operate as an independent entity to provide high quality services for organizations and human resources development activities in Afghanistan. According to the decisions of the organization and needs of the Afghan society, therefore, in 2008 the OHRD got official license from national NGOs department of the Ministry of Economy and officially started its activities. After getting the license from the NGOs department, the OHRD could able to provide quality services for the beneficiaries.

3.2 Where we currently are?

The OHRD specifically operates in the following three major sectors inside Afghanistan:

3.2.1 Capacity Building Department:

The OHRD, through the department, provides capacity building services through conducting courses, workshops, seminars and conferences to many national, international and governmental organizations. The department has 14 years experiences in delivering empowerment services in Afghanistan and has played its role according to the organizational goals in order to fill the gap of professional and expert people in Afghan society through human resource development, preparation of training materials and conducting educational training in various administrative and technical fields to:

- build knowledge and skills level of individuals and employees of civil society and governmental organizations, especially the young people, both male and female through providing a package of administration and management, teacher training, gender, human rights, advocacy and democracy which designed based on the principles of the Islam and accepted culture of the community in order to boost social justice and economy.
- Strengthen organizational effectiveness, capacities, systems, and their technology in accordance with their needs.

The master trainers of the capacity building sector through years of experiences in different condition of Afghanistan, using modern teaching methods have been empowered to professionally conduct a package of educational training for their beneficiaries. During the decade works in the OHRD, they have been trained as qualified mater trainers and have achieved practical experiences in conducting of various training courses, workshops, seminars and facilitating.

3.2.1.1. Responsibilities of the Capacity Building Department:

- Designing and conducting training workshops, educational courses, consulting services and facilitating developing of strategic plans and policy for individuals and organizations to build their organizational and managerial capacities and do quality and effective services in their organizations (to achieve the goals in low prices).
- The department, build organizational capacity of partner organizations through training of their employees in administrative skills, policies and procedures in order to design, raise fund, implement and evaluate the projects together with the beneficiaries in accordance with methods of project cycle management.
- The department is trying to work and operate as a true resource center and have interaction with other organizations in national and international level, government organizations, media and other implementing agencies.

3.2.2. Higher Education and Vocational Institute:

The OHRD established a Higher Education and Vocational Institute named ARMAGHAN for obtaining of educational and vocational training and higher education. The Armaghan Institute brings mixed learning environment with a friendly atmosphere and prepared

educational and academic programs by its board of management and assimilate with the rapid economic growth.

The aim of the Armaghan Higher Education and Vocational Institute is to invest on social and technical development of Afghans by offering and executing comprehensive and qualitative trainings and continuing training services for integration and development of individuals in productive activities that may contribute to social, economic and technological development of the country.

Basically, the Armaghan Higher Education and Vocational Institute mainly focus on subjects such as public administration, accounting, information technology, English language, computer etc. By establishment of the Armaghan institute we aim to provide the targeted groups with opportunities to continue learning with higher and standard quality in a specific topic which would result to finding proper jobs in governmental or nongovernmental organizations which will ensure their social prosperity. We established a standard Institute for Human Resource Development for contribution of filling the current gap of professionalism and high-quality human resources in the country. Such an Institute will help to meet the current and future demands of Afghanistan in regard of professional human resources. The graduates will receive a certificate (Diploma) while successfully finish a two year program. The certificate can assist them in finding a proper job or to continue their education in their particular discipline.

3.2.3 Community Based Disaster Risk Management (CBDRM) Department:

The purpose of this department is to make communities resistant to disaster and take up their local capacities against natural disasters through implementation of Community Based Disaster Risk Management project. The disaster management sector in full coordination with the capacity building department conducts empowerment workshops and courses for vulnerable communities, governmental organizations and national and international NGOs. According to this strategic plan OHRD will close the disaster management sector in end of September 2010.

3.3. OHRD Focus Areas

The OHRD instead of focusing has awareness activities in three focus areas of West, South and Center: According to annual plan focusing provinces and target districts selected.

Focus Areas (West):

- Faryab: the provincial capital (Districts if necessary)
- Ghor: the provincial capital (Districts if necessary)
- Herat: the provincial capital (Districts if necessary)
- Farah: the provincial capital (Districts if necessary)
- Badghis: the provincial capital (Districts if necessary)

Focus Areas (South)

- Kandahar: the provincial capital (Districts if necessary)
- Uruzgan: the provincial capital (Districts if necessary)
- Zabul: Qalat, the provincial capital (Districts if necessary)
- Helmand: the provincial capital (Districts if necessary)

Focus Areas, (Center)

- Parwan: the provincial capital (Districts if necessary)
- Kapisa: the provincial capital (Districts if necessary)
- Panjshir: the provincial capital (Districts if necessary)
- Kabul: the provincial capital (Districts if necessary)

3.4 Study of Strengths, Weaknesses, Opportunity and Threats:

3.4.1 The strengths:

1. Effective management and teamwork:

Existence of an effective management and running of the affairs through team work

2. Having policies, principles and standards, computerized systems "AIS" (HRM, Inventory & Finance):

The OHRD has clear and obvious policies, principles and procedures in key sectors such as management, finance, human resources management, inventory, transportation, logistics and administration (HRM, AIS).

3. Having an equipped library with books of administrative, financial, business, journalism, etc in Armaghan Institute of Higher Education

4. Experiences and capacity of projects implementation

The OHRD with experienced staff has practical capacity of project implementation. The staffs during implementation of various empowerment projects have learned practical experiences and are able to properly implement next projects.

5. Ability of operations in broad geographic areas of the targeted provinces and districts:

The OHRD posses the capacity and ability of development activities, capacity building through public outreach, workshops, distribution and printing of public outreach materials, etc can operate in broad targeted geographic area.

3.4.2 The Weaknesses:

1. Predominantly poor maintenance of staff due to being unable to pay proper remuneration in comparison with the market rates.

Due to relatively low salary and remuneration level for employees in comparison with the market, the organization sometimes loses its experienced and competent staff.



2. Insufficient competitiveness against other external organizations (low-quality services, limited services, limited financial resources and low capacity of marketing and limited publicity)

Shortage of professional people with high skills and limitations of financial resources in the organization, causes low quality of services in proportion to market, and the organization is still not capable of competition with organizations provide similar services, as well as due to lack of financial resources, less or are not sufficient publicity and marketing activities have been done for better introducing of the educational services.

3. The organization is still recognized as a capacity building entity

Not existence of marketing sector and low-level of publicity in the organization, causes poor communication with governmental and nongovernmental organizations and the organization still does not find its place as a recognized capacity building entity in the market.

4. Not having high skilled master trainers

Due to low salary and remuneration level, the OHRD has been unable to hire high skilled master trainers. Also less attention to capacity building of the existing master trainers and not introducing them to workshops outside of the organization, caused unsatisfactory skills of the master trainers.

3.4.3 Opportunities:

1. A large number of donors in relation to empowerment, people's interest in being professional and credibility of the OHRD in the market.

2. Access to methods of distant education

Existence of advanced distant education equipments in Saba Media Organization (SMO) provides opportunity for the OHRD to increase capacity and skills of targeted individuals and groups.

3. Development of higher education in zones level of the country level, if funded.

3.4.4 The Threats:

1. Increasing competition of organizations in market

Increasing of similar organizations and institutions that provide similar capacity building and education services, has been caused intensifying well and ill competition in the market. Intensity of such competitions leads to low-quality services and undermines generally credibility and reputation of all organizations, also increasing competition among organizations for attracting customers, requires a large expenditure and resources.

2. Security dilemma:

Difficult security situation in some coverage provinces and areas has been a serious obstacle over the way to full and better implementation of the programs and projects, and it is possible that organizations cannot implement and complete their commitments on time.



3. Lack of transparency in bidding processes, lack of norms and its poor implementation in the processes.

Lack of transparency and norms of bidding and their poor implementation for receiving of projects from donors and organizations has been caused poor implementation of plans and programs. It is imagined that some of donor organizations are looking for those organizations implement projects in low costs, regardless of whether these organizations observe transparency, quality and effectiveness of their services or they may have had a unlawful share of the project with donors. This makes organizations that provide quality services go out of competition and unable to continue their services.

4. Lack of Afghan professional and expert staff across the country:

Three decades of civil war and difficult security situation in Afghanistan led to leaving, escaping and migration of educated, professionals and experienced people and faced the country with lack of professionals and experts. Now that a good opportunity has been provided for Afghanistan's reconstruction and development, need for professionals and skilled people are more sensible, so the market is facing shortage of specialized people.

CHAPTER 4: VISION, MISSION, STRATEGIC GOALS AND CORE VALUES

4.1 Vision:

A reliable, innovative and effective organization in delivery of services for social welfare

4.2 Mission:

Empowerment of beneficiaries (individuals and organizations) in the coverage areas

4.3 Strategic Objectives:

- Capacity building of individuals to be attracted in the labor market.
- Building capacity and working efficiency of organizations.
- Public outreach in the focus areas

4.4 Core Values:

The OHRD is committed to observe the following core values in all matters of development and its internal structure:

1. Quality
2. Innovation
3. Well competition
4. Transparency
5. Accountability
6. Participation in running of affairs
7. Team work
8. Gender balance

CHAPTER 5: THE STRATEGIES

5.1 The strategies to achieve mission:

5.1.1 The Strategic Goal One:

Building capacity of the people to be attracted in the labor market

Strategy 1.1: Continuity and fostering of the Armaghán Institute

Strategy 1.2: Creating opportunity of higher education (bachelor degree)

Strategy 1.3: Services through vocational training centers

5.1.2 Strategic Goal Two:

Improving capacity and working effectiveness of individuals and organizations.

The OHRD strengthens and builds capacity of civil society organizations, private sector, governmental organizations and NGOs using the following strategies:

2.1 Conducting training workshops (in campus and distant).

2.2 Evaluating performances and needs of organizations

2.3 Providing mentoring services and facilitates making of strategic plans for NGOs, private sector and civil society organizations.

5.1.3 Strategic Goal Three:

Implementation of awareness raising projects in good governance, human rights, justice and peace and conflict resolution

5.2 The strategies to achieve vision:

Goals for future of the organization

5.2.1 Reliability:

Goal: To have growing resources and revenues for current expenditures and development of the organization.

Strategy -1: Direct selling of services and products

Strategy -2: Project contracts.

5.2.2 Innovation:

Goal: Utmost and on-time using of opportunities

Strategy -1: Systematic collecting, analyzing and utilizing of information about developments, methods and opportunities in national and international levels.

5.2.3 Effectiveness:

Goal: Realizing qualitative and quantitative goals



Strategy - 1: development, up-date and applying of policies.

Strategy - 2: Development, update and utmost using of systems.

Strategy - 3: Flow and Management of Information (MIS)

Strategy - 4: Provide proper space and working equipments.

CHAPTER 6: STRATEGIC ACTIVITIES/ PROJECTS

6.1 Strategic Goal One: Building capacity of the people to be attracted in the labor market

6.1.1 Ongoing activities/ projects and assessment of durability to achieve strategic goal one.

Higher Education and Vocational Institute:

The OHRD established a Higher Education and Vocational Institute named ARMAGHAN for training and obtaining of educational and vocational training and higher education. The Armaghan Institute brings mixed learning environment with a friendly atmosphere and prepared educational and academic programs by its board of management and assimilate with the rapid economic growth.

The aim of the Armaghan Higher Education and Vocational Institute is to invest on social and technical development of Afghans by offering and executing comprehensive and qualitative trainings and continuing training services for the integration and development of individuals in productive activities that may contribute to social, economic and technological development of the country.

Basically, the Armaghan Higher Education and Vocational Institute mainly focus on subjects such as public administration, accounting, information technology, English language, computer etc. By establishment of the Armaghan institute we aim to provide the targeted groups with opportunities to continue learning with higher and standard quality in a specific topic which would result to finding proper jobs in governmental or nongovernmental organizations which will ensure their social prosperity. We established a standard Institute for Human Resource Development for contribution of filling the current gap of professionalism and high-quality human resources in the country. Such an Institute will help to meet the current and future demands of Afghanistan in regard of professional human resources. The graduates will receive a certificate (Diploma) while successfully finish two year program. The certificate can assist them in finding a proper job or to continue their education in their particular discipline.

6.2 Strategy Two:

Improving capacity and working effectiveness of individuals and organizations.

1. Conducting training workshops (in campus and distant).

In 2009, a number of 26 workshops conducted for 490 employees of NGOs and governmental organizations.

2. Evaluating performances of organizations

Currently such project is not available.

3. Providing mentoring services and facilitates making of strategic plans for NGOs and civil society organizations.

Currently such project is not available.

6.3 Strategic Goal Three:

Ongoing activities/ projects and assessment of durability or making of exit strategy

1. Implementation of projects in good governance, law and peace and conflict resolution.

6.4 Current projects:

1. Rule of Law project in Afghanistan through supporting women's rights in Islam and women's access to justice

Project Name: Rule of Law in Afghanistan through supporting women's rights in Islam and women's access to justice

Donor: The Asia Foundation (TAF)

Project location: Eight districts of Balkh province

Project beneficiaries: 2245 people of the coverage area of the project

Project duration: 12 months (June 2009 to end of May 2010)

Project Summary:

This is called “rule of law project in Afghanistan through supporting women's rights in Islam and women's access to justice”. The project is funded by The Asia Foundation (TAF) and implemented in Balkh province by the OHRD.

The implementation of the project started on first of June. Before beginning of the project, setting of the program, identifying of beneficiaries and local staff and preliminary survey was conducted in the coverage area.

Objective 1: Creating local, provincial and national domains to support strengthening women's rights.

Objective 2: strengthening women justice in local councils of the community in light of Islamic law and the constitution.

The main achievements of the project:

- A number of 120 influenced people of the target population (Malak, teacher, head of Shura, Mullah, etc.) were taught four days per month throughout the year in issues of seven books of role of women in family and community, the number of wives, family violence, child protection, inheritance and property of women, divorce and social and economic rights of women.
- A number of 1000 residents of each district of the converge area were collectively given awareness by the project trainers in issues of 7 volumes of books compiled by The Asia Foundation (TAF).

- A number of 1125 residents of each district of the converge area were collectively given awareness in Friday prayers by Mullahs in issues of 7 volumes of books.

2. Community Based Disaster Risk Management Project (CBDRM):

The project is implemented in Khwaja Sabzposh district of Faryab province through implementation of awareness programs through conducting of direct workshops for the community and interested people and identifying vulnerabilities and local capacities through implementation of participatory review of risks with people as well as after identifying vulnerabilities of the communities, some small projects will be implemented such as: implanting of trees in banks of rivers, construction of supporting walls, putting of gabions in banks of the river, building reservoirs of drinking water, construction of culverts, construction of exit ways in tragedy, etc.

In accordance with the department plan, disaster management committees were established in community level for men and women to reduce the risk of disasters. Through implementation of the CBDRM project, the organization has got knowledge and information in disaster risk reduction. The community level organizations know at least how to use their existing capacities combating natural disasters.

Exit Strategy

According to the aforementioned facts, the OHRD believes that at the end of the project, the target communities will be resistant against natural disasters; in future other districts of Faryab province will be targeted in disaster management programs in order to gradually expand the concepts of disaster risk reduction across the province.

However, with regard to these matters that mentioned project is between the CHA and Oxfam Novib, the CHA has good implementation possibilities for physical projects in the coverage areas and on the other hand the Oxfam Novib intends to implement the project integrated with other development and health project, so it would be better for the CHA to take continuation of this project, and the OHRD is determined to continue the project till end of the project which is September, 2010.

6.5 New projects and assessing continuation opportunities to achieve strategic goals:

New projects to achieve strategic goal one:

Strategy 1: Continuity and fostering of the Armaghan Institute

Annual project beneficiaries: 360 people, including 12 grade graduates and unemployed educated people

Project goal: Professionalization of twelfth grade graduates and building professional capacity of unemployed educated people through teaching the following courses:

- Administration and Management
- Economy and Business
- English language and information technology (IT)



- Anchoring, camera operation, editing, directing and producing television programs and acting

Major activities:

- Attracting qualified students through Kankor examination for a two-year program
- Hiring experienced and professional teachers
- Preparing lesson plan (daily, monthly and annual)
- Teaching of the covered classes according to the standards
- Ongoing monitoring of teaching and performances

Achievements:

- A number of 200 twelfth grade graduates will benefit from two years higher education and professional services.
- A number of 1450 unemployed young people including twelfth grade graduates, both boys and girls through short term and one year courses will learn professions and be dedicated to the community.
- A number of 150 employees of the governmental organizations and NGOs will be trained in admin/ finance for one year and will become professional in their related sectors.

Strategy 1.2 Creating opportunity of higher education (bachelor degree):

The Armaghan Institute for Higher Education annually accept 60 twelfth grade graduates through Kankor examination so that in four next years a total of 240 students will be benefited from services of the Institute.

Purpose of the Institute: Making 12th grade graduates bachelors in the following fields:

- Administration and Management
- Economy and Business

Description:

The main purpose from implementation of the Armaghan project is to contribute in improving social and economic situation of 12th grade graduates through providing quality and market demanded higher education.

Major activities:

- Attracting qualified students through entrance examination
- Hiring experienced and professional teachers
- Preparing lesson plan (daily, monthly and annual)
- Teaching of the covered classes according to the standards
- Ongoing monitoring of teaching and performances
- Assessing students according to educational plans in two semesters per year

Achievements:



1. A number of 60 students including male and female are graduated from administration and management and financial business in one educational cycle.
2. A total of 240 12th grade graduates will be benefited from education services in fields of administration and management and financial business.

Note: The management of the Armaghan Institute intends to create a faculty under name of BBA (Bachelor in Business Administration) if financial resources are provided and the institute is registered with the Ministry of Higher Education and get authorization of services in field of higher education. The institute also intends, if funded, to establish two more faculties of Engineering and Journalism and law and political science in the next five years. The Strategy

1.3: Services through vocational training centers:

The main purpose from implementation of the vocational projects is to contribute in improving social and economic situation of youths through providing vocational and market demanded education.

Major activities:

- Attracting qualified students through entrance examination
- Hiring experienced and professional teachers
- Preparing lesson plan (daily, monthly and annual)
- Exploring and finding of market for graduates of the vocational programs
- Setting of fields and skills based on the market demands.

Achievements:

If funding opportunities are provided, a number of 1000 people without jobs and careers will be trained through vocational training courses in various professions according to the market needs and dedicated to the community.

6.6. New projects to achieve the strategic goal two:

1. Conducting training workshops (in campus and distant).

Goal: Building capacity (knowledge, skills and behavior) of individuals and employees of governmental organizations and NGOs through conducting of educational training (in campus and distant)

The OHRD in order to achieve the Strategic goal in next five years, intended to conduct an average of 36 educational workshops for governmental organizations and NGOs through its training center in Kabul and provinces. An average of 17 people will participate in each educational course, that in next 5 years a total of 3060 people including men and women will benefit from the training services of the organization. Therefore, as requested, specific proposals have been submitted to Care International, Da Afghanistan Bank, The Asia Foundation (TAF) and the Swedish Committee for Afghanistan (SCA) for obtaining of capacity-building projects. The proposals are under review by the aforementioned organizations, if accepted; plan for the proposed trainings will be prepared and implemented. The OHRD intends to establish close contact with governmental and nongovernmental

organizations, civil society organizations, private sectors, individuals and companies within Afghanistan in order to expand capacity building services according to their needs.

In accordance with agreement that has been done between the network of development organizations, the CHA, the SMO and the OHRD, the CHA and SMO have been committed to allocate 1% of the total annual revenues to capacity building of their staff, and this 1% money will be given to the OHRD for training of employees of those organizations. Taking into account the above commitments, the OHRD, in addition to empowerment services provided governmental and nongovernmental organizations, is obligated to provide administrative and technical trainings for employees of CHA and SMO. Hence, the OHRD in consideration with aforementioned issues has attempted to make and implement plan of training services for the next five years.

Prediction scheme for conducting of training workshops in accordance with the strategic plan for next five years is as follows:

- A number of 30 training workshops in 2010
- A number of 34 training workshops in 2011
- A number of 36 training workshops in 2012
- A number of 40 training workshops in 2013
- A number of 40 training workshops in 2014

An average of 17 people will participate in each workshop, that in next 5 years a total of 3060 people including men and women will benefit from the training services of the organization.

6.7 Future projects to achieve the strategic goal two:

1. Capacity Building Project for improving human resources and organizational capabilities of the CHA

Donor: The CHA

Project Location: Kabul, Herat and Balkh provinces

Project beneficiaries: A number of 330 employees of the CHA.

Project duration: 12 months (From April 2010 till end of March 2011)

2. Assessing performances of organizations

Goals: To assess organizational performances (policies and systems) of nongovernmental organizations aims to review implementation and performances of programs against policies and organizational goals.

Currently, the OHRD does not have new organizational performance project, but if the customers demand and technical capacity within the organization is available during the next five years, the OHRD will do organizational assessment of two organizations according to mutual agreement.

3. Providing mentoring services and facilitating strategic planning for NGOs, civil society private sector organizations.

Goal: To provide mentoring and facilitating services for NGOs ,Civil society and private sector in order to build their capacities in strategic planning, policies and procedures.

Implementation Plan: The OHRD, if the market demand and technical capacity within the organization is available, the OHRD intends to provide mentoring services and facilitating of strategic planning in next five years.

6.8. Strategic Goal Three:

Implementation of awareness raising projects in good governance, human rights, justice and peace and conflict resolution

Ongoing activities/ projects and assessment of durability or making of exit strategy

1 - Peace Building and Conflict Resolution Project:

Project Name: Peace Building and Conflict Resolution

Donor: Peace Institute of the United States of America

Project location: Four districts (Jabal Seraj, Bagram, Sayed Khel and Charikar) of Parwan province

Project beneficiaries: A number of 1780 residents, employees of the government and teachers in the coverage areas.

Project duration: 12 months (From May 2010 till end of May 2011)

Major achievements of the project:

- Till end of the project, a number of 1480 members of the community development councils (CDCs), elders of Shuras, religious leaders, farmers, women and residents of the coverage area of the project will be trained in peace building and conflict resolution issues and raised their awareness level.
- Till end of the project, a number of 100 governmental employees in the coverage districts will be trained in peace building and conflict resolution issues and raised their awareness level.
- Till end of the project, a number of 200 teachers in the coverage districts will be trained in peace building and conflict resolution issues and raised their awareness level.



OHRD Organization planed Projects

Project Name	Association with mission and strategies	Location	Targeted beneficiaries	Number/ Size/ limit	Leading part	Types of intervention ¹	Condition for continuation of project	Possible donor	Implementation year
Create and promote vocational training centers for improving employment skills of girls and boys	Vocational and professional training for building employment skills and level of income	Focus areas	Youths and disables of the community	One center for each targeted district	Sector of Project Unit	A	*Including in the five year strategic plan, *community and people's participation, *Applying innovative methods	Commitment of donor organizations and commitment and contribution of people for continuation of project	2010, pursued and extended in next years
Peace building and conflict resolution	Building level of knowledge, skills and conduct of employees of the government, NGOs, influential people of tribes, council members, the Malaks, women, teachers and students of schools through awareness and capacity building programs	Focus areas	employees of the government, NGOs, influential people of tribes, teachers and students of schools	A number of 3000 employees of the government, NGOs, influential people of tribes, teachers and students of schools	Sector of Project Unit	A	Coordination between all interested people, contribution of vulnerable people, participation of involved agencies, quality services, attracting attention of donors and the targeted people		2010, pursued and extended in next years
Elimination of violence against women	Building level of knowledge and conduct of families, women, influential people of community, and	Focus areas	Women, Families, relevant governmental and non-	A number of 2000 employees of the government	Sector of Project Unit	A	Coordination between all interested people, contribution of vulnerable people,		2010, pursued and extended in next years

¹ Types of intervention belongs to leader of OHRD : A- implementer B-lobbying and advocacy C-implement and advocacy



	Mullahs through awareness programs regarding human rights and women rights		governmental organizations , influential people of community, and Mullahs	t, NGOs, leaders of community , teachers and students of schools			participation of involved agencies, quality services, attracting attention of donors and the targeted people		
Good governance	Building level of knowledge, skills and conducts through conducting of workshops, campaigns, seminars, conferences, sessions and mentoring	Focus areas	employees of the government, influential people of community	A number of 7000 employees of the government, influential people of community (Malaks)	Sector of Project Unit	A	Coordination between all interested people, contribution of vulnerable people, participation of involved agencies, quality services, attracting attention of donors and the targeted people		2010, pursued and extended in next years

CHAPTER 7: STRATEGIC ACTIVITIES TO ACHIEVE INTRA-ORGANIZATIONAL GOALS

Existing infrastructure and facilities and evaluating their compatibility compared to the intra-organizational goals

7.1 Strategic Goal One: reliability:

Having growing resources and revenues for current expenditures and development of the organization

7.1.1 Strategy 1. Offering vocational and higher education:

Strategy 1: Continuity and fostering of the Armaghan Institute: The OHRD receives an average of 12.662% of corporate revenue annually through delivery of vocational and higher education and short-term courses.

7.1.2 Strategy 2: Direct selling of services and products:

The OHRD receives an average of 8.016% of corporate revenue annually through direct selling of educational trainings by the capacity building sector of the organization to governmental, non-governmental and civil society organizations.

7.1.3 Strategy 3.

Implementation of awareness raising projects in good governance, human rights, justice and peace and conflict resolution:

The OHRD receives an average of 79.321% of corporate revenue annually through implementation of awareness raising projects based on opportunities of donor resources.

7.2 Strategic Goal Two: Innovation: Utmost and on-time using of opportunities:

Strategy -1: Systematic collecting, analyzing and utilizing of information about developments, methods and opportunities in national and international levels.

Currently, no notable innovative activity is available in the organization, for future plans, please refer OHRD planning project in previous page. .

7.3 Strategic Goal Three: Effectiveness: Realizing qualitative and quantitative goals:

Considering the shortage of professional and specialist personals, the OHRD plans to recruit new personals in the institute of vocational and higher education, capacity building sector and project unit sector, out of which a number of 6 teachers holding masters degrees for higher education, a number of 5 vocational trainers for vocational institute, one person for management of vocational education, and a number of 3 specialists in monitoring and evaluation, compiling and translation, financial and business in structure of the capacity building sector. The proposed skills are not available in the OHRD, so they will be newly hired. None of them will be volunteers, but will be officially hired. Duration of work and responsibility of the Armaghan teachers will be set in accordance with the policy curriculum of the Armaghan Institute, but teachers of the capacity building sector will work full time.

Technical and financial support such as methodic seminars and workshops may be required for strengthening teaching affairs and professional capacities.

7.3.1 Strategy - 1: Development, up-date and applying of policies.

The OHRD has specific policies for effective running of affairs. Currently, the existing policies are effective for the organization, but considering the changing in time, circumstances and new developments in various fields, the policies require reviewing and some new policies that could be responsive to these requirements will be created. Policies that are currently running are as bellow:

1. Administrative Policy
2. Financial Policy
3. Financial control Policy
4. Human Resources policy
5. Logistics policy
6. Inventory Policy
7. Gender Policy
8. AIS policy
9. General rule and regulation

9.3.2 Strategy 2: Development, update and utmost using of systems.

The existing AIS system, which is used in financial, HR and inventory departments, is itself a good and efficient system in reporting and solving of problems that has been able to provide necessary and sufficient information. But considering the current market and new developments of the organization, a new system that will replace the current system, is needed in order to able to cover in addition to financial, HR and inventory departments, other sectors of the organization such as administrative department, capacity building sector and the Armaghan Institute.

9.3.3 Strategy 3:

Recruitment, orientation and maintaining of employees with necessary knowledge and skills for performing of their duties

The recruitment is take place merit based through a transparent process, advertizing and interviews, coordination and communication among key staff and members of the organization.

Staff assessment is constantly take place to identify high performing employees, determining the hierarchy in the organization and attention to capacity building and competency of staff.

Necessary facilities and incentives are considered for retaining of competent and experienced staff, and resources are probing for standardization of the salaries to compete with the market.

7.3.4 Strategy 4: Flow and Management of Information (Monitoring and Evaluation)

The OHRD has separate monitoring and evaluation systems for transferring of projects information. The collected information is shared after analysis with all relevant members of the organization and after that due decision is made.

7.3.5 Strategy 5: Provide proper space and working equipments.

The OHRD has always tried for providing adequate working space for employees has always tried in order to facilitate all the appliances of work, creating and strengthening friendly and safe atmosphere with mutual respect to each other an equal right to use office facilities, transportation facility, good working right and privileges, team work and sound mentoring of the leadership and intends to upgrade these facilities for further healthy working environment in order to enable the employees to do their assigned tasks in a relaxed and comfortable manner.

New plans to achieve intra-organizational goals and required resources for the new plan:

For each of the relevant strategies and goals, necessary performance and measures are considered:

3.2.1 Strategic Goal One: Reliability: having growing resources and revenues for current expenditures and development of organization.

The OHRD is trying to increase the revenue through delivery of the following services for organizational reliability and receiving of development expenditures of the organization in next five years:

1. Direct selling of services and products:

2. Implementation of projects in good governance, human rights, justice and peace and conflict resolution:

1.1. Vocational and higher education services:

Years	2011	2012	2013	2014	Total
Revenue	80300	80300	80300	80300	384680
Expenditure	53567	62739	68041	72511	334680
Net revenue	26733	17561	12259	7789	50000

Through implementation of the aforementioned activities, the organization is trying to sum up an amount of 50000 USD in next five years from Armaghan Institute.

1.2 Higher education services

The basic purpose of the implementation of the Armaghan Institute of Higher Education project is contribution in improving social and economic situation of 12th grade graduates through providing quality and market demanded higher education.

Years	2011	2012	2013	2014	Total
Revenue	63600	92400	128400	164400	448800
Expenditure	86807	99417	120170	142406	448800
Net revenue	-23207	-7017	8230	21994	0

Through implementation of the aforementioned activities, the organization is trying to sum up an amount of 0 USD in the next five years from Armaghan Institute of Higher Education, if it is operative and registered.

Note: Full explanation of these activities is available above, for more information; please refer to the relevant section.

1.3 Conducting training workshops, facilitating service for strategic planning and organizational assessment

Plan for conducting of workshops in next five years:

The OHRD, if requested by the client organizations and existing of working and technical capacity of the organization and in order to increase the revenue for its reliability, will carry out empowerment services through conducting 180 training workshops for governmental and non-governmental organizations, mentoring services, facilitating of strategic planning of one organizations, and organizational assessment of one organizations during 5 years (2010 – 2014). Through delivery of the aforementioned services, the organization will be able to receive approximately 80,000 USD of the organization revenue.

Years	2011	2012	2013	2014	Total
Revenue	100920	109952	115200	1152100	441272
Expenditure	84542	87760	92570	96400	361272
Net revenue	17678	21772	22910	17640	80000

Note: More information about capacity building activities and direct sales services is available in the relevant section if you need more information, see the relevant sections.

2. Implementation of projects in vocational education, good governance, human rights, peace building and conflict resolution

The OHRD for revenue growth of organizational reliability intends to receive 261,060 USD of its revenue from various donors through implementation of vocational education and empowerment projects in accordance with the strategic plan in the coverage areas. If such projects are implemented, the organization may probably increase it revenues as indicated in the following table:

Years	2010	2011	2012	2013	2014	Total
Revenue of project	396000	1100000	1150000	1225200	1350000	5221200
Direct expenditure of projects	237600	880000	920000	980160	1080000	4097760
Indirect expenditure	134535	158820	179994	185100	203931	862380
Purpose of reserve	23865	61180	50006	59940	66069	261060

Strategic Goal Two: Innovation: Utmost and on-time using of opportunities

1. Systematic collecting, analyzing and utilizing of information about developments, methods and opportunities in national and international levels.

The OHRD is trying its best to prove itself as an innovative organization. For this reason it always tries to take initiative and take advantage of any opportunity for collecting information regarding new developments and professional, educational and vocational services, effective and modern teaching methods and techniques in national and International level, and after a comprehensive analysis, use them regularly as practical experiences and learned lessons.

Collecting information about distant education technology:

The OHRD is trying to collect and analysis information regarding distant education technology, and other developments, methods and reputable and reliable technologies in national and international level.

Strategic Goal Three: Effectiveness: Realizing qualitative and quantitative goals

Strategy - 1: development, up-date and applying of policies.

The OHRD has specific policies for effective running of affairs and all affairs are done in accordance with these policies.

Policies that need to be created are as bellow:

1. Business Unit Policy for Capacity Building
2. Business Unit Policy for the Armaghan Institute
3. Marketing Policy
4. Policy for preparing materials for OHRD website and its usage
5. Sexual Harassment and Working Space Policy
6. Security policy (Requires to be approved as official policy by the General Assembly)

Strategy 2: Development, update and utmost using of systems.

The existing AIS system, which is used in financial, HR and inventory departments, is itself a good and efficient system in reporting and solving of problems that has been able to provide necessary and sufficient information. But considering the current market and new developments of the organization, a new system that will replace the current system, is needed in order to able to cover in addition to financial, HR and inventory departments, other sectors of the organization such as administrative department, capacity building sector and the Armaghan Institute.

Strategy 4: Flow and Management of Information (MIS)

Strategy 5: Provide proper space and working equipments.

Organizational needs:

7.3.1 Executive Support:

The OHRD, for effective implementation of the strategic plan, requires mentoring and coordination support of the network of development organizations (The Network). The OHRD wants the network to help coordinating the cooperation and commitments of the SMO and the CHA regarding training requirements of the organization.

7.3.2 Coordination and monitoring procedures:

The OHRD wants to maintain coordination among all interested bodies in the strategic plan and its implementation processes. For this purpose:

- After writing the first draft of the strategic plan, the OHRD shared it with its primary stakeholders for their comments.
- After necessary reforms and printing of final draft of the strategic plan, the OHRD presented and explained it through a presentation to all stakeholders.
- Task was given to each relevant sector to develop their action plans in accordance with the strategic plan and shared it with high officials of the organization for approval.
- To monitor the implementation of the strategic plan, three of the employees shall be formally appointed to monitor and evaluate implementation and progress of the process, identify implementation problems and provide their constructive suggestions for overcoming of the problems. The team should at least organize one annual meeting for reviewing the strategic plan. The achieved results, lessons learned and decisions for reforms for next years are discussed in this annual meeting.

Policy:

The existing policies do not cause obstacles and limitation over the way to achieve organizational goals and objectives. Considering the development and working expansion of the organization, the OHRD intends to make new policies for the capacity building sector, the Armaghan Institute, marketing, providing informative materials for the OHRD website and using of its resources.

Budgetary requirements:

Considering the dramatic changes in social, political and economical environment and arising challenges facing the organization, The OHRD developed its new strategic plan for the next five years in order to be ready enough for facing new conditions and social - economic needs of the targeted communities.

The OHRD raised its 2009 budget through implementation of projects such as disaster risk reduction management, access to justice, professional and vocational training services, and conducting of empowerment trainings which is a total amount of 405,560 USD.

The new strategic plan is based on continuing of current services, and the awareness raising and CBDRM projects will be detached from activities of the organization in accordance with the timeline and exit strategy.

The total net income of the organization after five years will reach the amount of 433,960 USD. In case of nonexistence of projects, the organization can survive using this amount for 111 weeks which is two years.

Continuity time in case of nonexistence of fund per weeks

$$52 * 433960 / 203000 = 111 \text{ weeks}$$

The financial goals of the OHRD in the strategic plan are as below:

1. Obtaining of fund through implementation of projects funded from different sources and donors as well as revenues from direct selling of educational services in order to continue the activities of the organization in accordance with the strategic plan.
2. The financial reserves or savings are coming from admin costs of projects in order to utilize it in development programs and improving of the working conditions for the OHRD employees.

The OHRD according to the five-year strategic plan and current organizational structure for the continuation and strengthening of the organization needs to:

1. Implement projects according to the strategy and be funded through various sources.
2. Accept those projects having 5-10% admin costs.
3. Increase its reserves and savings resources through its projects revenue to utilize it for longer continuation of its activities in case of nonexistence of funding resources.
4. Continue its advertising and marketing activities for attracting of clients and beneficiaries in order to increase the level of income and be able to continue their services.

7.4 Identifying of risk:

Less interest of donors for funding raising commitments in Afghanistan

As the majority of NGO's particularly national NGOs from financial point of view depend on international donors to support their programs, a serious change in interest level of donors for various reasons, and a parallel decrease in amount of provided funds, will have sever effects on aid organizations including the OHRD in Afghanistan. The OHRD will increase number of its donors as a separate action to be in safe side in case of sudden change in policy of one of the donors. The OHRD has also started the policy of financial reserve or savings and will practice and strengthen it during five years of the strategic plan. The policy will help to maintain the capacity of the organization under serious financial crises in the short-time intervals. Nevertheless, the savings will not be enough to cover the five-year programs. Therefore, the OHRD intends to increase the financial savings from 15 to 20 percent of the total current revenue in order to use it in financial crisis, maintain its reliability and posses more financial immunity.

Security:

The deteriorating security situation in capital and provinces of Afghanistan has faced the staff and offices to increased risk of explosion, suicide attack, kidnapping, robbery, assassination, fire and so on. For this purpose, the OHRD with understanding of the existing security conditions and wise forecasting of the situation wants to review its security policy to protect the employees and the assets, and develop it according to current and future requirements. The security policy, after reviewing and revising, will be introduced to the staff through conducting of training.

Lack of transparency in service delivery of national and international organizations:

Lack of full transparency in performances and poor-quality implementation of projects by some of the organizations has caused losing the reliability of NGOs with beneficiaries, donors and the government. For instance, the improper performances of the humanitarian organizations have caused undermining the services delivery and poor quality that it has very negative effects on the identity of those organizations want to deliver quality services. The OHRD attempts to be pioneer in quality and transparency of performances through strengthening the financial and administrative systems and systematic supervision of its services, and for this purpose, in order to introduce itself as a pioneer intends to utilize different communication methods.

Shortage of qualified and professional personnel:

Afghanistan, beside of other fields, has lost its academic and educational infrastructures because of the long civil wars and interventions of different countries. It caused losing of many experts and educated people. Now, that Afghanistan has passed three decades of war, the low level of education and lack of academic opportunities for graduates of higher education has caused paralysis of professional bases of Afghan society and has brought a big shortage of technical, administrative and management professionals, together with an academic poverty.

The OHRD with understanding of the abnormal educational and academic conditions in the country and for filling the existing gap in relation to the lack of qualified and professional personnel established an institute of higher and vocational education. Considering the above problems and filling the deficit, the organization took an initiative and brought some specialists from the neighboring country Pakistan against salary to 1) fill existing gaps of human resources within the organization with the capacity and knowledge of these people, and 2) use them as teachers in the Armaghan institute for delivery of educational and academic services for the people of Afghanistan to play its role in increasing professional and educated people in the community.



CHAPTER 8: Implementation

8.1. Work plan

Strategy 8.1.1: Strengthening and continuation of Armaghan High Education Institute:

Goal: To train students and enhance skill capacity of NGOs and GOV staff in bellow sections:

1. Management
2. Business and Economy
3. Information Technology & English Language
4. Short term courses of Announcement, camera usage, TV editing, production and direction of TV program.

Key Activities:

S.No	Activities Description	Start and End Date	Resources	Doer of Action	Risk
1	Seeking for financial support of training center	2010	financial	Director & Project unit manager	Limitation of budget
2	Conducting one year and short term educational program for 1450 employee of Gov and Non Gov staff.	From 2010 up to 2014	Trainings	Master Trainers	Lack of professional trainers
3	Taking entrance exam for enrolling the students for two years educational program and training of 200 baccalaureate students for bachelor degree.	From 2010 up to 2014	Time	Armaghan manager & instructors	

Strategy 8.1.2: Establishment of BBA wing of Armaghan .

Goal: To provide higher education opportunity for bachelors graduates in business, economy, management and finance.

Key Activities:

S/N	Activity Description	Start and End Date	Resources	Doer of Action	Risk
1	Registration of Armaghan High Education Institute (AHEI) as post graduated degree faculty.	From 2010 up to 2011	Time & Human Resource	Director of OHRD & Manager of AHEI AHEI Manager	Government distraction



2	Taking entrance exam from 240 students to enroll them for four years (post graduated) educational program	2011 up to 2014	Time & Human Resource	AHEI Manager	
3	Recruitment of staff according to ministry of high education indicators	2011 up to 2014	Financial	Director of OHRD, HRM and AHEI Manager	

Strategy 8.1.3: Establishment of vocational training center.

Goal: To train jobless and non vocational people through establishment of vocational training centers according to the market priorities and to able them to find out jobs.

Key Activities:

S/N	Activity Description	Start and End Date	Resources	Doer of Action	Risk
1	Find out financial resources from donors and other stakeholders for establishment of vocational learning institute.	2011 up to 2014	Human Resource & time	OHRD Director & project Unit manager	
2	Establishment of vocational training centers in Kabul and center of targeted provinces to train 1000 people in different types of vocation.	2011 up to 2014	Human Resources & Financial Resources	OHRD's Director & project unit manager	
3	Assessment of markets for identifying necessary vocations and professions	2011 up to 2014	Training, Financial Resources & logistic	Section manager, and project unit manager	
4	Organizing of lesson curriculum for market required trainings	2011 up to 2014	Financial & Human Resources	Project unit manager & Project manager	



5	Recruitment of staff for vocational training centers and equip them.	2011 up to 2014	Human and Financial Resources	Marketing officer & Project manager	
6	Assess and identify of students through regular publicity	2011 up to 2014	Human & Financial Resources	Marketing officer & Project manager	
7	Setting up monitoring & evaluation system for collecting, analyzing, interpreting and disseminating data and information includes all centers.	2011 up to 2014	Human & Financial resources	Project Manager & Project unit manager	

8.2. Operational Plan of Capacity Building Department;

Strategy 8.2.1: Enhance capacity and performance of individuals and organizations.

Goal: To enhance individuals and organization capacity (knowledge, skill and attitude) of private sector, governmental and nongovernmental staff through conducting the learning workshops (distance learning & face to face).

.Key Activities:

S/N	Activity Description	Start and End Date	Resources	Doer of Action	Risk
1	Specialization of master trainers in general management, finance and business	2010 up to 2012		Capacity building manger and master trainers	Lack of professional trainers
2	Review the existing training material.	2010 up to 2012	Time & trainers	Capacity building manger and master trainers	
3	Develop of lesson plans, TOT and workshops contents.	2010 up to 2012	Time & Trainers	Capacity building manger and	



				master trainers	
4	Equip the training center by modern teaching equipments.	2011 up to 2014	Budget	Capacity building manger and master trainers	Lack of budget
5	Designing of new workshops regarding to the finance, business, budget, accounting and management package.	2010 up to 2011	Financial resources & trainers	Capacity building manger and master trainers	
6	Designing, printing and distribution of IEC materials (brushers, posters, flip charts and banner)	2010 up to 2012	Financial and Human Resource	Training's team and financial manager	
7	Recruitment of a translator and publisher in capacity building department	2010 up to 2011	Budget and professional people	Director of organization and head of training	
8	Train of 3060 governmental and nongovernmental organizations staff through conducting of 180 workshops.	2010 up to 2014	Budget & Master Trainers	Master Trainers & head of training	

Strategy 8.2.2: organizational performance evaluation, providing counseling services and facilitate process of developing strategic plan for private sector, governmental and nongovernmental organizations.

Goal: To perform evaluation of organizational performances, counseling services and facilitating to promote operating capacity, strategic planning process, policies and procedures for private sector, governmental and nongovernmental organization.

.Key Activities:

S/N	Activity Description	Start and End Date	Resources	Doer of Action	
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1	Building of a professional and experienced team for evaluation of organizational performances and train them in evaluation's skills	2010 up to 2012	Time, financial and Human Resources	OHRD director, Academic director and head of Department	
2	Contact to NGOs to find out evaluation project.	2010 up to 2014	Financial	Director of OHRD, head of academic Director and training department.	
3	Promoting of counseling capacity for capacity building department's staff.	2010 up to 2011	Financial and Human resources	Head of academic Director and training department	
4	Building of a facilitating team for developing the strategic planning through introduction and training of an effective strategic plan.	2011 up to 2012	Training, Logistic	Director of OHRD and head of department	
5	Marketing for strategic planning and counseling services.	2011 up to 2012	Financial and Human Resources	Marketing Manager	
6	Conducting organizational performance evaluation of one NGOs to enhance their performance capacity and facilitating strategic plan process for one NGOs.	2010 up to 2014	Financial and Human Resources	Head of academic Director and training department	

Operational Plan for Project Unit Sector:

Strategy 8.3: Implementation of projects in good governance, human rights, peace building and conflict resolution, elimination violence against women and access to justice sectors .

Goal: To enhance capacity (knowledge, skills, behavior) of community representatives, governmental and nongovernmental staff through conducting of good governance, human rights, elimination violence against women, access to justice, peace building and conflict resolution trainings or workshops at district, provincial and national level.



Key Activities:					
S/N	Activity Description	Start and End Date	Resources	Doer of Action	Risk
1	Implementing of peace building and conflict resolution projects based on OHRD's geographical and strategic coverage area.	2010 up to 2014	Time, Financial and Human Resource	Project Unit department	
2	Implementing of elimination violence against women projects based on OHRD's geographical and strategic coverage area.	2010 up to 2014	Time, Financial and Human Resource	Project Unit department	
3	Implementing of good governance projects based on OHRD's geographical and strategic coverage area.	2010 up to 2014	Time, Financial and Human Resource	Project Unit department	
4	Implementing of rul of law projects based on OHRD's geographical and strategic coverage area.	2010 up to 2014	Time, Financial and Human Resource	Project Unit department	
5	Implementing of access to justice projects based on OHRD's geographical and strategic coverage area.	2010 up to 2014	Time, Financial and Human Resource	Project Unit department	
6	Implementing of leadership and advocacy project for women	2010 up to 2014	Time, Financial and Human Resource	Project Unit department	
7	Enhance the awareness and capacity of 10,000 community representatives, governmental and NGOs staff on Human rights, access to justice, good governance, and elimination violence against women, leader ship and advocacy through implementing the above projects.	2010 up to 2014	Time, Financial and Human Resource	Project Unit department	

8.2.MONITORING PROGRESS OF WORK:

The OHRD for regular and proper implementation of the strategic plan and collecting of information about implementation of programs, progresses, problems, challenges, impacts, ensuring effective performance and creating of a good learning environment, will create a monitoring and evaluation system in the implementation stage as an interminable, cooperative, critic, and communicative for implementers within the organization in coordination with monitoring and evaluation department of the Network. Of course, the system will be considered if resources are received and allocated. Creation of an active monitoring and evaluation system can intervene in tips of all strategies and assures effective performances of all key interested bodies. By creating of the system, a monitoring and evaluation plan will be considered for each project in their beginnings and given to the implementing bodies. The system which is being created will make all those involved in strategy and operations of projects to learn lessons so that using of teaching processes, communication and decision-making among key stakeholders and interested bodies are deemed as a basis for the M&E system. Using the M&E system makes possible comparison of outcomes, achievements and real impacts with all those planned in the projects strategies within the organization, as well as it makes possible to know the difference for bringing changes in strategy and operations.

The following methods are considered in the M&E system:

A: An internal M&E system will be established for each project through participatory approach to build and strengthen understanding of interested bodies about the projects and creating of a good learning environment.

B: Since implementation of M&E system is meant collecting and analysis of information that this information can be formal or informal through using more structural methods. So, this type of information can be obtained through following up of performances, outcomes, achievements, impacts and exploration of the project operations. After collecting of information, proper solutions will be found for the problems and provided for improvement of the plans.

C: All interested bodies are involved in critical comments process. This means that after collecting and analyzing of information, this is discussed by the involved interested bodies and informative gaps are given attention and may resulted in changes in M&E plan.

D: In order to assure usefulness of the M&E plan, the results of the M&E are reported to all people who need to use it in such a way that the reporting includes the donor organizations. Problems and progress of projects are shared with interested partners to help finding a proper solution. The reports which are sent to the donor organizations should indicate analytic success and failures in light of the operations. This is planned to give information to all those not involved in the process.

E: The results of M&E will improve communication, strategic information and operations of the projects.

Stages to design M&E system:

- Setting of goals and objectives for the system
- Identifying of performance questions, information requirements and indicators
- Collecting plan and organizing of information
- Planning commentary processes or critic attitudes
- Planning communication and reporting
- Planning for acquired opportunities and capacities

Key activities of M&E of projects:

- Recognizing need for monitoring of planned activities and knowing how feedbacks can coordinate the processes.
- Setting and developing of indicators to assess progress of works against the timeline.
- Identifying of officials for dealing with review processes
- Taking decisions in relation to holding review meetings.
- Reviewing predicted opportunities and their reforms if necessary.
- Identifying involved people, especially who support resulted into a successful plan.

Identifying that how the feedbacks would be spiritual for this process rather than