

PRRP 2006 REFLECTION and LEARNINGS



ActionAid International Afghanistan

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Introduction:

ActionAid International Afghanistan is an internationally respected non-governmental development organization presently working in more than 40 countries across the world. It has been working with the poorest and marginalized communities of the world, to eradicate poverty and injustice through a right based perspective. ActionAid believes that the very basic causes of poverty are the injustices and inequalities which can be overcome by promoting equitable social structures, free and fair economic structures, unbiased legal systems and democratic political institutions.

Afghanistan is a post-conflict nation, suffering from the social, political and economic consequences of the war that plagued the country for over two decades. The conflict and continuous political upheavals have resulted in the disruption of social structures, poverty, unemployment, and a lack of the basic necessities of life such as food, water, shelter, health facilities and education.

In 2002, under the auspices of the ActionAid Asia regional office, operations were initiated in Afghanistan. In the initial stages the main offices have been established in the Kabul, Balkh, Jawzjan, Samangan and Kandahar provinces. Development activities in these areas are being carried out by ActionAid at various levels.

There is currently 181 staff, including core and project staff. The ActionAid Afghanistan national office is located in Kabul and there are also three programme support units in Mazar-e-Sharif, Kandahar City and Sheberghan as AAIA works in 471 villages in both northern and southern Afghanistan.¹



¹ Please see Annex 1 for further information on the growth of AAIA from 2002-2006.

ActionAid International Afghanistan (AAIA) conducted the PRRP process at different levels, beginning with the Programme Support Units (PSU) in order for the team to reflect upon the effectiveness and shortcomings of its rights based poverty eradication initiatives and programs in 2006. After the PRRP was conducted at the provincial level, there was a two day workshop at the national level where wider reflections on the programs were made. This is the second PRRP that has been conducted by AAIA; this process was different from the one held in 2005, as it took into account the lessons of each PSU at the field level. This document will also be shared nationally and internationally to all relevant stakeholders.

During the two-day workshop, the achievements, challenges and learning's of each PSU and programme interventions were widely discussed. Participants included communities, stakeholders, partners, government officials and staff members. All participants made honest and critical reflections as a means of understanding and assessing the programs and projects and its impact in the lives of the poor and excluded people with whom AAIA works. The PRRP also highlighted the way forward for the coming year.

This Participatory Reflection and Review process is part of AAIA's effort to streamline its learning's and to help the organization reflect on the key achievements and challenges faced in the last year. The result will help improve programme quality in the future.

This report briefly outlines the key achievements and challenges of AAIA in 2006; major achievements and challenges have been presented according to the projects pursued by AAIA.

Objectives of the PRRP:

- To increase accountability to the poor people who we work with, our partners and other key stake holders;
- To review the ongoing programmes and activities with regard to our achievements and challenges.
- To conduct a critically analyze lessons learned from 2006 in order to improve upon the theme based planning for 2007.

Methodology for the PRRP:

Participants for the PRRP included communities' representatives, stakeholders, partners, government officials and staff members. The PRRP took six days in total, two days in each Jawzjan and Balkh Program Support Units and two days at the national level. PRRP was unable to be conducted in Kandahar due to security reasons; however, a Kandahar team leader came to Kabul and presented the team's finding during the Kabul-level workshop.

The participants' suggestions and comments were sought in order to further improve the programmes at different levels. The workshop began with a presentation of projects and programmes of 2006 followed by a SWOT Analysis. The PRRP was

conducted in a participatory manner where participants worked in small groups to identify the Strengths, Weaknesses, Opportunities and Threats of the organization in the programmatic areas.

Key Project Achievements:

NSP:

- In NSP Year II, Jawzjan NSP coverage 124 communities in the districts of Murdian, Mengajik, Khojawa Do Koh and Darzab. This year, NSP Year III, AAIA expanded its operation to two new districts, Questepa and Khamyab, covering 71 villages with a total of 195 villages.
- AAIA expanded NSP implementation in Kabul covering 3 new Districts, Surobi, Mosayi and Khaki Jabber and 134 communities.
- AAIA successfully established an NSP Kabul office in May 2006
- AAIA community coverage of NSP this year has grown from 124 last year to 329 in 2006, an addition of 205 new communities.
- NSP budget has also expanded from 525,513USD in Year II to 1,400,693USD.
- Out of 222 sub project proposals submitted to MRRD by Jawzjan NSP, 196 have been approved, out of which 130 sub projects are ongoing.
- 48 NSP staff members of NSP were trained in different issues within the last six months to further enhance NSP implementation in the districts.
- 31 new staff members were recruited by NSP Kabul Office to initiate the programme in the three districts in Kabul.
- 25 new staff members were recruited by Jawzjan PSU for NSP implementation in the new districts of Khamyab and Questepa.

Health:

- AAIA provided health education for 6,547 women and 7,397 men on reproductive health and to almost ten thousand men and women on general health issues.
- Due to the Mobile Reproductive Health Services project, a consultation and health check up was provided to 4,444 women and 468 men. The Mobile Health Clinic project provided general check up and health consultations to an additional 5848 people.
- Contraceptives, condoms and micronutrient medicines were distributed to 4209 women and 410 men who were informed about their uses.
- AAIA trained 46 male and female community health workers.

REFLECT:

- Fifty REFLECT circles were established and strengthened, providing literacy and numeracy skills to its 2,000 female participants
- Five villages in Khoram wa Sarbagh who participated in the REFLECT programme came together and lobbied the government to build a school in their area.



Rajab is one woman participating a REFLECT circle of Fatha Abad village, Murdian district. “I was 11 years old when my father sold me for 40Afs to a man who had already a wife. I stayed with that man for one and half years, before he was killed by his crazy son. My father remarried me to another man and we had 2 daughters and 1 son; however, my husband was killed by robbers in a village in Murdian. My brother in law’s son wanted me to marry him, but I refused; he beat me and my youngest child who died from the beating. I was sold again to a very old man where I have been living for 13 years. My husband is very weak, and unable to work; I have to weave carpets to support my family. The REFLECT programme is ongoing in our village and slowly I am understanding my rights and making decisions as a woman. I hope this programme will continue for a long time as I am gaining confidence and skills each day which are having a strong impact on the men and children in our village ”

Demobilization and Reintegration of ex child soldiers and other war affected young people and children:

- Nine hundred children received life skills training and successfully passed education tests allowing them to enter grade four in formal government schools. Approximately 60% of the students plan to return to school.
- 484 demobilized child soldiers received vocational training in areas such as: carpentry, tailoring, mechanics, black smith, motor bike repairing, embroidery and carpet weaving, in 14 districts of Kabul and 5 district of Balkh provinces.
- The beneficiaries also received health care and health education from a medical doctor specializing in psychosocial intervention.
- Income Generation Projects (IGP) benefited 416 children who received livestock amounting to 250USD and were trained on animal husbandry.



- A total of 40 Child Enabling Committees (CEC) were established and strengthened in order to ensure that reintegration was successful and sustained. The circles allowed for an open forum for social organizers to inform the community on child rights and allowed children to discuss their problems and prioritize solutions, thereby empowering them to take control of their lives.
- Supported and established 43 REFLECT circles in order to ensure the active participation of women, elders and other stake holders in prioritizing and brainstorming solutions for existing challenges and obstacles affecting them with regards to children's and women's rights.
- As a result of the vocational training, most of the boys opened their own shops and became an active supporter for their families.
- The children received a food each month from the World Food Programme (WFP) during this programme.

Demobilization and Reintegration Programme

One of the most disturbing practices during the two decades of conflict in Afghanistan has been the participation of children as soldiers. Children are often the most vulnerable victims of conflict, and in Afghanistan thousands have participated as fighters or performing other supporting roles in the militia. Their exposure to violence will have an enormous impact on themselves and their communities. Former child soldiers, without adequate rehabilitation, will continue to engage in armed conflict.

One such child soldier is Mohammad Rafiq, who lives in Paghman district, outside of Kabul. In the daytime, he works on a small amount of land farming wheat and vegetables. He also tends the four lambs that were given to him during his participation in the Demobilization and Reintegration programme (DR) initiated by ActionAid. During the winter, he will sell the adult sheep and buy four more lambs in the spring.

Life was not always this settled for Mohammad; during the time of the Taliban, he worked as a guard in the barracks for a local Commander, earning less than one dollar a day. One day he was forced to go to Paktia province and take up arms, actively participating in the war. He is clearly traumatized by the war and his experiences, but after participating in the DR programme of AAIA, he seems more positive about his future. Mohammad is determined to go back to school and will enter fourth class due to the education he received from the DR programme.

Intervention to address immediate shelter water and latrine needs of local communities of Maiwand and Khakrez districts.

- 68 new shelters were constructed for returnees and IDPs, benefiting 476 people.
- A total of 24 bore wells were constructed in three districts, resulting in 2000 families receiving access to potable drinking water. The beneficiaries also received health and hygiene education and how to prevent water borne diseases.
- A number of trainings on different ActionAid policies were provided to local partners.

Key Department Achievements:

Capacity Building and Impact Assessment Department

- Conducted a Women's Fellowship Program in Sheberghan in order to create a cadre of young professionals and help partner and Local NGOs be involved in the reconstruction and rebuilding process of Afghanistan.

During the Fellowship Programme, the participants were trained on various aspects of Rural and Urban development initiatives with a focus on imparting knowledge and skills. The module has a mix of theoretical classroom orientation and a set of practical exercises in the field. The fellowship lasted one month with 22 women from government agencies, national NGOs and schools in participation. After the completion of this program, one of the participants joined ActionAid as a project officer and other received job opportunities from local NGOs and government departments in the north.

- Conducted a gender workshop for the NSP team;
- A seven day REFLECT workshop was held for Afghan Women's Network (AWN), a local partner of AAIA. Sixteen AWN staff members in Kabul were trained on REFLECT, which is a programme aimed to strengthen people's capacity to communicate and to share experiences while prioritizing and brainstorming solutions for existing challenges and obstacles affecting them. AWN now implements REFLECT in Kunduz and Ghazni provinces.
- A similar workshop was held for *Christian Aid* and its partner NGOs in Herat. *Christian Aid* is hoping to implement REFLECT in Western provinces of Afghanistan.
- A two day Participatory Rural Appraisal (PRA) workshop was held for the Afghanistan Research and Evaluation Unit (AREU) in Kabul, where eight AREU staff members were in attendance. The participants received training on PRA methodology and tools which are an essential part of their research process.
- Attended a research methodology and livelihoods framework organized by AREU for three days in Kabul. Fourteen staff from AAIA national and regional offices attended this workshop.
- Organized a workshop together with MRRD and Praxis Research Institute, entitled "Scale up participatory approaches in Afghanistan" which was conducted by Robert Chamber. Government officials and participants from other NGOs were in attendance.
- Organized an NSP introductory workshop for Kabul NSP staff; this workshop was an introduction to NSP and social development concepts for the newly recruited fifteen men and fifteen women NSP staff. The workshop had three major objectives:
 - ⇒ To introduce NSP to newly recruited NSP staff;
 - ⇒ To equip participants with community mobilization concepts and techniques;

- ⇒ To introduce the concept of PRA to the participants;
- Coordinated a one day CDC-by-law training workshop in Kabul for all newly recruited staff
- Supported the organization of a women's rights workshop in Kabul and the north
- Establishment of Impact Assessment unit
- ALPS translation in Dari
- ALPS induction workshop in Kabul, Mazar and Sheberghan

Food Security:

- Published food security study report.
- Distributed more than 200 copies of the report among different related NGOs, stakeholders, government ministries and ActionAid Asia offices.
- Launched the International Food Security Network (IFSN) in Afghanistan.
- Interacted with farmers in Kandahar, Kabul and Jawzjan Provinces.
- Trained social organizers and partner NGOs on network formation regarding the food security situation in the country.
- Facilitated linkages with other agencies working on Food Security.
- Conducted background work on two research studies related to Food Security; however, these could not be completed due to the deteriorating security situation in Afghanistan.

HIV/AIDS:

- Collected information from six high risk and vulnerable groups through a Knowledge, Attitudes, Behavior, Practice (KABP) study.
- Established contacts with a wide number of NGOs, the National Aids Control Programme (NACP) and other organizations working in the HIV/AIDS field in Afghanistan.
- As a result of these contacts and experience in the KABP study AAIA has significantly contributed to the formulation of the National Aids Strategic Plan 2006-2010.
- Recognition of AAIA as the lead NGO on HIV/AIDS in Afghanistan.

Policy and Research:

- The policy department conducted a research study entitled "The state of pro poor governance in Afghanistan" on six provinces and twelve villages in Afghanistan. The data was collected from Kabul, Balkh, Jawzjan, Samangan, Kandahar and Bamyan provinces through PRA methodologies, group and individual interviews from the villagers and government employees. The final report is ready to be shared both internally and externally.
- Arranged for the department and two of its partner NGOs to attend the World Social Forum (WSF) held in Karachi, Pakistan in March 2006. AAIA was the lead Afghan delegation which comprised five NGOs. The delegation highlighted the problems still facing Afghanistan before the forum and the AAIA team conducted interviews with national and international media specifically addressing the plight of Afghan women and the deteriorating security situation in the nation. The team also conducted two seminars entitled "Peace building process in Afghanistan: opportunities and challenges" and "Afghan women: Problems and Solutions". The delegation also organized two rallies called "Don't Forget Afghanistan" where Afghan refugees in Karachi and ActionAid International colleagues came together and displayed their solidarity for the nation.
- The department translated core portions of the Afghanistan Constitution and published them into small booklets and brochures. They distributed these among the PSU who further distributed them to the CDCs in order to raise awareness of the basic rights entitled to all Afghans.
- AAIA is the part of Afghanistan Global Call Against Poverty (GCAP) coalition. AAIA helped organize a GCAP event this year entitled *White kites against poverty* where more than 300 children flew kites to symbolically raise their concerns to world leaders attending the Millennium Development Goals summit held in New York. The children flew white kites as a symbol of ensuring that they have greater access to education and health facilities in a world without poverty.
- ActionAid Afghanistan was the leading NGO in forming the Trade Advocacy Group. The group is comprised of Afghan national producers and traders. Afghanistan is currently seeking to be the member of World Trade Organization (WTO) within the next three years; AAIA initiated TAG to help facilitate a better understanding on trade and what membership of the WTO will mean for Afghanistan.
- ActionAid supported the initiation of the Civil Society- Afghanistan National Development Strategy (CS-ANDS) in 2005, which is the official stake holder for the ANDS. The main objective of CS-ANDS is have representation of Afghan Civil Society organizations in the making and monitoring of ANDS for promoting growth, generating wealth and reducing poverty and vulnerability for the future of Afghanistan. AAIA provides input and shares its expertise in the CS-ANDS working groups such as the economics, governance and gender working groups. As well as part of CS-ANDS Advisory Group. CS-ANDS will also provide comments and feedback to the drafts of ANDS that are produced.

HROD Department:

A number of forms and reports have been systematized by AAIA in order to ensure transparency and accountability within the HR department.

- Systematic documentation of all staff files is now in place at AAIA with all required information filed properly.
- The department has also documented all HR procedures, process and formats which has been made available to staff.
- A general format has been established to advertise vacancies for AAIA; this format has been shared with all relevant PSUs.
- HROD department has initiated proper follow up and monitoring of all recruitment processes (interview questions, recording of the process, short listing and finalization of the candidate) in the organization. This is to ensure that the policy of the organization is followed up by the team involved in the recruitment process.
- TORs for all staff members are now required and a standard TOR format has been established, which is to be filled out by the concerned line manager and sent to HR for authorization. The HR department now facilitates the development of each TOR and ensures that each individual in the organization has one.
- HR department developed a new leave format which is available at the reception; all leave records are updated by HR and information can be made available to staff and line managers prior to going on leave.
- Standard contract and offer letter formats have been established for candidates recruited by AAIA
- A Field Travel Information Sheet has been developed by the HR department to follow up on staff traveling to the field. Especially for security reasons, each staff member traveling to the field must fill this out prior to their trip.
- A Staff Clearance form has been developed by the HR department; every staff leaving AAIA must fill out the form and have it endorsed by administration, finance, HR and their line manager before the staff can receive their benefits.
- An authorization form to work on holidays has been created and staff require permission to work on weekends and holidays as time in lieu.
- Staff Capacity Enhancement Initiative: A form is developed to be filled out by each staff attending workshops, seminars and training in order for HR to assess the capacity of the organization.
- In case any staff misplaces their mobile telephone, a form has been developed so the administration can follow up on the incident.
- Expatriate staff members must fill out an R&R form and have their leave authorized by the country director. This is to monitor and document all R&R by the expatriate staff. The R&R forms have been established in line with the R&R policy of AAIA.

- Key Result Area (KRA) Process has been reviewed and a simpler version has been revised by the HROD department which is now being utilized.
- The AAIA HROD Policy has recently been finalized; the new policy has integrated all AAIA general policies and is now in line with the International HROD Policy.
- A clear guest house policy for expatriates has been developed
- HROD facilitated the development of the Security Policy which has been finalized and shared widely within the organization. This was developed in light of the growing security concerns in Afghanistan.
- In case of emergency and evacuation, a contingency plan is being developed for AAIA. This plan will encompass the evacuation of international and national staff from Afghanistan and how AAIA will be managed in such an insecure environment.
- In 2006, two female senior staff members joined AAIA; previously, the organization did not have any female as members of the senior management team.

Information Technology Department:

- Switched Wireless Internet Connection to VSAT Technology, VSAT Shared Bandwidth 256/256
- Installed Wireless LAN in the entire office; now almost all AAIA wireless clients can have access to internet through wireless connection
- Installed a Data Server
 - A drive is mapped on every user's computer and they are advised to copy their important data and mails in that drive regularly
- Installed Sun Server
 - Sun is accounting software used in the finance department; All finance users are connected to this server
- Installed CMIS Server
 - CMIS (Contract Management Intelligence System) is used in the Partnership Development (PD) Department to upload project documents and proposals which can be viewed by all PD staff in ActionAid International.

Child Sponsorship:

- AAIA initiated the Child Sponsorship programme at the beginning of 2006. The programme concept was shared with the District Governor in the Development Areas (DA), Community Development Council (CDCs), village elders and the general community. Their acceptance and cooperation was sought at the beginning of the programme in order to avoid any problems in the future.
- After discussion with field staff, two DAs were identified and selected for Child Sponsorship, 10 villages of Chimalt districts in Balkh province and nine villages of Murdian district in Jawzjan province.
- AAI Child Sponsorship staff visited AAIA in March in order to conduct a Child Sponsorship orientation to AAIA senior staff of AAIA.
- DA appraisals for DA1 and DA2 were completed and sent to the Funding Affiliate.
- 750 child history (CH) profiles and photos were collected and entered on NK DA1 and another 750 children were identified for DA2.
- AAIA Nkonson Konson (NK) was installed and setup by a colleague from AAI Pakistan. Training on NK was also provided by AAI Pakistan.
- The Child Sponsorship coordinator attended a STARR workshop in Pakistan.

Women's Rights Department:

- A Women's Rights department was established at AAIA and a coordinator was recruited to spearhead all women's rights initiatives.
- A proposal entitled "Violence against School Girls" was approved and is in the process of being implemented in 39 high schools in Kabul.
- The Women's Rights department has strengthened the relationship with its local partner, Afghan Women's Network (AWN) and is implementing the REFLECT programme with AWN entitled "Afghan Women Affecting Change" in two provinces, Kunduz and Ghazni.
- A presentation on the current situation of women in Afghanistan was made by the Women's Rights department at the World Social Forum (WSF).
- The department has made linkages with other organizations working on Women's Rights and strengthened communication with different departments within the organization nationally and internationally.

Major Challenges:

- Increasing security threat in some of our programme areas has restricted our mobility and posed a big challenge in effective and timely implementation of our programs and projects.
- Low level of literacy of communities, especially the CDC members.
- Potential influence of local commanders and other influential people in the decision making process.
- Dispute and disruptions among communities and different ethnics.
- Culture barriers with regard to women's participation and decision making at the local level.
- Bureaucratic system of NSP, including WB, MRRD and OC which have affected the process of proposal submissions, approvals, budget disbursements and project implementation.
- Non-availability of technical and other relevant required staff in the field.
- In a few instances, extremely vulnerable former child soldiers could not be persuaded to participate in the classes established for them, as they had to earn money for their family. In some places these problems were able to be resolved through community discussions, but some children were unable to participate in the Demobilization Reintegration (DR) programme.
- One of the largest challenges of the DR programme was the various locations of the disarmed and demobilized children; it was difficult to bring them together in one place for training.
- The data base provided by UNICEF for the DR programme had some errors as children were reported to live in different districts or villages, causing time to be spent in ensuring that the records were correct.
- Weather itself was a problem, as there were heavy snowfall and rain during winter and spring which reduced mobility and caused delay in programme implementation.

Lessons learned:

- In NSP, some extremely poor communities could not be persuaded to cover their own community contribution of 10% of the project budget. This limited communities' interest to participate actively in the project implementation, as they had difficulties in earning money for their own family.
- As the CDC member do have their own working patterns and priorities at one hand and their role in the projects implementations are at the other hand, therefore a small amount of money is required to pay as a stipend to them otherwise there is a threat they will refuse to be member of the CDC. (NSP)
- As the result of analysis of the issues and problems with CDC we learnt that the CDCs do not have independent offices. Currently, CDCs are working out of someone's house, but they should have appropriate offices to maximize capability and ensure transparency and accountability.
- There are difficulties and resistance with regard to transparent implementation of the project with the some people and groups. However, through regular consultation and sharing information of the project, this has been solved some how but still need lots of time to have the transparency and accountability mechanism in place. (NSP)
- Working with ex child soldiers and war affected children and young people, as an organization, we should have given more attention towards their seasonality of work. As they do have their own working patterns and priorities. (DR)
- As we work with the poorest part of the communities, they have to toil everyday to earn their living. It is, hence, not an easy task to organize them. As the immediate livelihood needs of these poorest requires to be addressed while organizing them.
- The very poor children refused to enter the DR program as they had to continue to earn money for their family. The children should be paid a small stipend to cover expenses during the duration of the programme.
- Working through alliances and coordination with other NGOs in the area is immensely important for effective programs implementations, especially in conflict situation when security of staff, programmes and community people becomes crucial.
- Child focused programmes are essential in all programme areas to strengthen AAIA's legitimacy and to ensure accountability to children while initiating Child Sponsorship.
- An internal and external communications strategy needs to be developed so that information can be disseminated appropriately and effectively.
- AAIA has to strengthen relationships with Government agencies and other NGOs.
- While a security protocol and policy has been put in place, AAIA must ensure that this is followed, especially when staff is traveling in the field.

SWOT Analysis:

Strengths:

- Being part of an established international organization;
- Large number of committed, experienced, hard working and cooperative staff members;
- Transparent and accountable systems;
- People centered working approach;
- Good relationships with the community;
- Field staff is sensitive to the local culture;
- Internal resource (financial) mobilization;
- Major organizational policies such as HROD and security protocol are in place;
- Positive working environment in the organization;
- Robust presence in areas of operation;
- Five year working experience in Afghanistan which has helped establish better relationships and understanding of the country;
- Establishment of strong functional departments such as HROD and child sponsorship;
- AAIA is now a full fledged country programme;
- Ability to manage 174 staff members at the national and provincial level;
- Gender sensitive;
- Cost effective.

Weaknesses/Areas of Improvement:

- Absence of reward systems to encourage staff members to improve their performance and work ethic;
- Lack of sufficient communication and transportation tools/equipments;
- Lack of strategic interventions by the organization;
- Inability to identify and build capacity of local partners;
- Roll out and practice/reference of/to policies and procedures of the organization (including salary and benefits of the staff).
- No coordinated sharing of experiences and knowledge;
- In the process of developing a Country Strategy Paper;
- Lack of clarity in the authority, responsibility and communication of individual positions, departments and units.

- More effective coaching mechanisms needed at all levels of management. Coaching mechanisms means, line manager providing the direction without undermining the scope of individual creativity.
- Need to improve relations with other I/NGOs and Government authorities;
- Need to develop and allocate department wise budgets;
- Need to be more strategic while working in the community to get assurance from them about our security and safety;
- Lack of relevant experience and expertise in thematic involvement;
- Need for proper internal communication strategy.

Opportunities:

- Presence of international support for Afghanistan;
- Community's acceptance to programmes and projects being implemented by AAIA thereby demonstrating their openness to work with AAIA;
- Space to advocate for policy changes/implementation in the country, especially with the establishment of elected government;
- AAI's direct and constant support to AAIA regionally and globally;
- With the growth of AAIA, there are more opportunities for the national staff to expand their capabilities;
- Engagement in NSP provides an opportunity for AAIA to have better rapport with community, Facilitating Partners and government;
- Development of Country Strategy Paper
- Presence of CDCs and local NGOs where AAIA operates;
- Afghanistan, as a post-conflict, developing country provides immense development opportunities
- Initiation of Child sponsorship programme provides opportunity for regular funding.
- Presence of developmental goals in strategies such as Afghanistan Compact (5 year plans) and I-ANDS provides scope for greater engagement with the Government and alignment of our interventions with these goals.

Threats:

- Fragile security situation in the country due to policies of the international community;
- Inability to retain staff members;
- Implementation of Government projects (such as NSP) due to security and financial reasons;
- Involvement of military personnel in humanitarian work;

- Diversion of donor interests to other countries, issues and regions within the country where AAIA does not operate;
- Geographical shift in the insurgency to areas where AAIA operates;
- Negative Government attitude and policies towards the NGOs;
- Lack of access to rural communities;
- Inability of community members to distinguish between NGO staff and Government functionaries.

Conclusion:

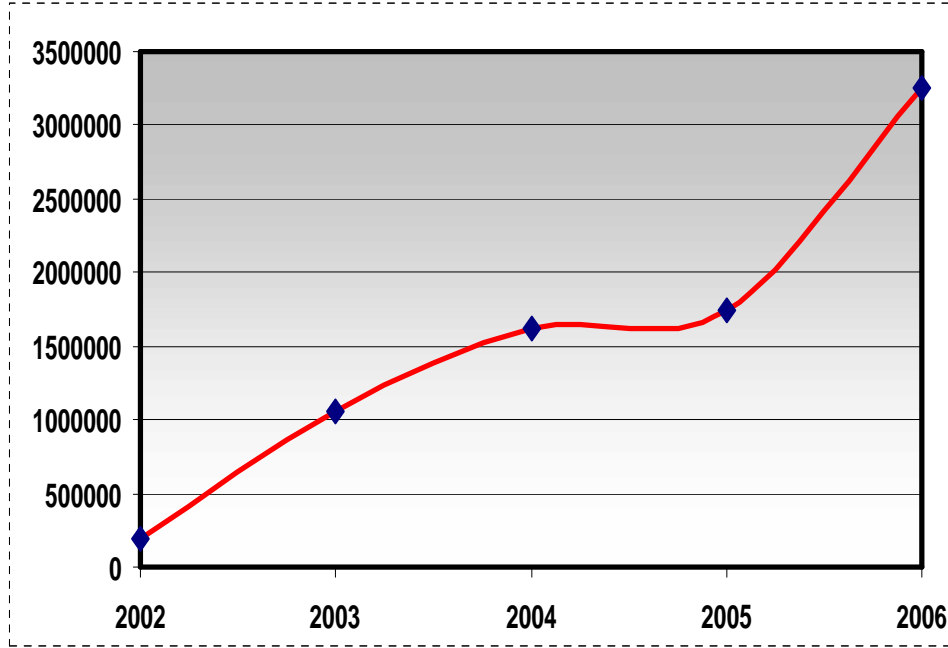
Since this was the first time that the PRRP was conducted at a wider level with greater involvement of communities, stakeholders, government representatives and other NGOs, it provided a great opportunity for AAIA to internally reflect on its programme, while external participants were further informed about our activities and priorities.

Based on the findings from PRRP, there are some recommendations for AAIA:

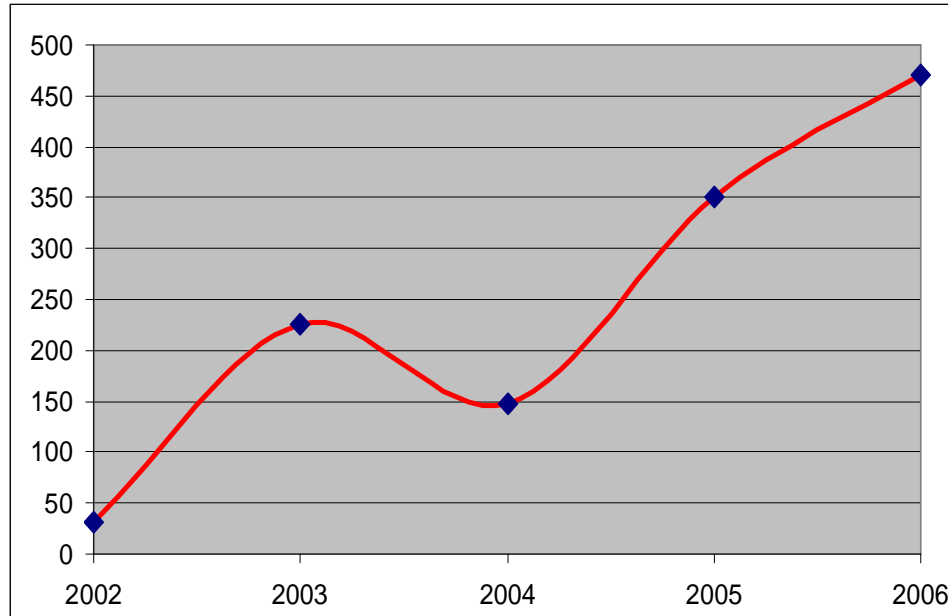
- Need to deepen the understanding of staff on ALPS and the International Right to End Poverty strategy.
- Need to ensure that every staff member is oriented on the HROD policy of AAIA.
- Need to ensure more communication and coordination among and across the various departments, teams and themes.
- Need to improve the documentation of our activities and to ensure the balance of both quantitative and qualitative dimensions while reporting the achievements.
- Need to analyze the impact of our activities in the lives of poor and vulnerable groups with whom we work.
- As an organization, AAIA should expand its scope of work and try to identify long term programmes and resources in Afghanistan.
- There is a need to build the capacity of communities by engaging in long term programmes in order to bring about social changes.

Annex 1 – Growth of AAIA from 2002-2006

ActionAid Afghanistan Expenditure Trend



ActionAid Afghanistan Communities Coverage



ActionAid Afghanistan Staff Trend

