

AWN: Leading gender equality and women's empowerment policies, planning, implementation, research and advocacy in Afghanistan.

AWN: A leader, thinker, doer and persistent and passionate watchdog for inclusive development in Afghanistan. It sees women and girls as national assets who have a right to be valued, nurtured and live a life with dignity.

AWN: Supporting the implementation of existing international commitments and Afghanistan's national development plans for advancing gender equality and women's empowerment proactively.

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The strategic plan is a road map for the AWN to enhance its capacity to become a vibrant civil society member, working for the development of Afghanistan and Afghan women. AWN believes its plan will enable it as network organization to ensure gender equality and women's empowerment policies, planning, implementation, research and advocacy in Afghanistan.

AWN hopes, through its strategies and activities to continuing being a leader, thinker, doer and persistent and passionate watchdog for inclusive development in Afghanistan. It sees women and girls as national assets who have a right to be valued, nurtured and live a life with dignity.

With its partners, AWN supports the implementation of existing international commitments and Afghanistan's national development plans for advancing gender equality and women's empowerment proactively.

Acronyms

ACBAR	Agency Coordinating Body for Afghan Relief
AIHRC	Afghanistan Independent Human Rights Commission
ANCB	Afghan National Coordinating Body
ANDS	Afghanistan National Development Strategy
ANSF	Afghan National Security Forces
APRP	Afghanistan Peace and Reconciliation Program
ARTF	Afghanistan Reconstruction Trust Fund
AWN	Afghan Women's Network
CEDAW	Convention on Elimination of All Forms of Discrimination Against Women
CSWGs	Civil Society Women's Groups
DOWA	Department of Women's Affairs
EVAW	Elimination of Violence Against Women
GoA	Government of Afghanistan
GRB	Gender Responsive Budgeting
HPC	High Peace Council
MOFA	Ministry of Foreign Affairs
MOI	Ministry of Interior
MOJ	Ministry of Justice
MOWA	Ministry of Women's Affairs
NAPWA	National Action Plan for the Women of Afghanistan
PPC	Provincial Peace Committees
PRTs	Provincial Reconstruction Teams
SGBV	Sexual Gender Based Violence
UN SCR	United Nations Security Council Resolution

Executive Summary

In 2015, the AWN is the largest national women's rights advocacy organizations in Afghanistan representing 125 women's NGOs and 3500 individual members. As an umbrella organizations, the AWN is the cornerstone of Afghanistan's growing women's movement and women's organizations operations in the country.

The AWN was founded in 1995, following the United Nations Fourth World Conference on Women in Beijing, the People's Republic of China. Afghan women living in Pakistan and attending the Conference were inspired and with the supporting of the international community, formed groups in Peshawar and Islamabad to discuss and debate about Afghan women's rights. When the Taliban were defeated in 2001, many of the groups moved to Afghanistan, as did the AWN.

AWN is governed by its Constitution updated by end of 2015. According to this the organizational structure consists of a General Assembly, a Board of Directors, a Core Group and a Management Committee.

AWN is headquartered in Kabul with offices in seven zones which in turn carry out its mandate in the provinces.

Since the AWN began its activities in 1995 it has grown and changed. Over the last decade the AWN has worked in advocacy and lobbying, networking, and capacity building. Its three strategic focus areas have been women's political participation and leadership; women's social and legal Protection and women in peace and security.

In preparation for the Strategic Plan for 2015-2017 a review of literature was conducted along with a SWOT analysis based on interviews with the AWN Board, Core Groups, staff and other stakeholders. A log frame and budget were prepared with contributions from management staff.

The Strategic Plan for 2015-2017 will focus on both internal and external developments of the AWN. Internally, it will focus on organizational sustainability. This will involve putting in place systems to review and update its organizational goals, management, outreach, communications, and advocacy. It will review and strengthen relationships between the AWN Secretariat, Board of Directors, the Core Group and members. It will build improved systems of capacity building of the Secretariat staff and network members will lead to a stronger organizations. It will improve its systems to measure its impact, report writing, communications and networking skills. It will develop strategies to move it towards financial sustainability by considering a reserve fund and diverse income generation

activities. And, it will work to strengthen its office in the provinces by building capacity, improving networking and advocacy.

Externally, the AWN will have closer ties through its networking strategies with government agencies, the donor community, strategic partners, other CSO networks and organizations. The AWN will work closely with the National Unity Government to offer advice the major issues on women's rights and empowerment and seek to see their implementation through the various ministries and state institutions in Afghanistan.

The AWN will seek to develop the capacities of its Network members, Ministries, other CSOs, women in the provinces and especially young women.

AWN will strengthen its advocacy on women's rights and empowerment and work closely with the government, its Network members, other CSOs. It will further develop its work to research laws that discriminate against women as well as laws that protect women. It will seek out dialogue and cooperation with the coordination of Ministry of Haj and pilgrimage leaders on women's rights issues.

AWN will deliberately and strategically work with the global women's movement, international strategic partners and stakeholders that have an interest and investment in Afghanistan and Afghan women's empowerment.

In summary, the AWN will do what it has been doing better and seek innovative ways to respond to its changing environment.

The total budget for the implementation of the AWN strategic plan for the years 2015-2017 is US \$ 7,447,242.00

Afghan Women's Network Strategic Plan 2015-2017

Introduction

In 2015, the AWN is the largest national women's rights advocacy organization in Afghanistan representing 125 women's NGOs and 3500 individual members. As an umbrella organisation, the AWN is the cornerstone of Afghanistan's growing women's movement and women's organization's operations in the country.

The AWN safeguards women's rights in Afghanistan and ensures that women are represented in creating a strong and stable Afghanistan. It is a robust, outspoken and visible umbrella organisation, working with the government, Parliament and civil society organisations at the national and provincial levels.

The AWN works to ensure that policies, programmes and mechanisms are in place to advance women's empowerment and gender equality in Afghanistan.

The AWN brings to national consciousness the needs and views of women by speedy and purposeful responses.

The AWN serves as an advocate of women's interests in international meetings and conferences.

The AWN has a strong presence in the capital Kabul with regional offices in the provinces of Kunduz, Bamyan, Mazar, Paktika, Kandahar, Herat and Jalalabad. The staff strength in Kabul is 42 and the total staff strength in the provinces is 65. From Kabul and its regional offices the AWN conducts its advocacy, capacity building and networking activities, working with and through local partners and AWN member organisations. In this, the AWN fulfills its function as a network of organizations and conducts its own advocacy and capacity building on women's empowerment, gender-based violence, youth empowerment and girl's education.

Women's Rights and Gender Equality in Afghanistan

The AWN was founded in 1995, following the United Nations Fourth World Conference on Women in Beijing, the People's Republic of China. Afghan women living in Pakistan and attending the Conference were inspired and with the support of the international community, formed groups in Peshawar and Islamabad to discuss and debate about Afghan women's rights. When the Taliban were defeated in 2001, many of the groups moved to Afghanistan, as did the AWN.

Following the Taliban's ouster, Afghan women worked hard to reverse the damage wrought by more than two decades of a civil war that deprived them of the limited progress towards gender equality experienced in earlier times. As a result of international support, donor aid and their own efforts, women are now an essential part of the post-Taliban order and have played a major role in reconstructing the state and its institutions.

Progress, however, has been uneven.

In 2015 more than 8 million students are enrolled in school, including more than 2.5 million girls.¹ According to the Inter Parliamentary Union in 2015 women are 27.7 percent in the lower house and 17.6 in the upper house.²

However, only one percent of the Afghan National Police and 0.3 percent of the Afghan National Army are women.³

A survey by the International Development Law Organization (IDLO) found that in 2013 women made up just over 8 percent of the country's judges, 6 percent of prosecutors and less than one fifth of lawyers. The study also pointed out that the majority of women in the legal field are working in the capital Kabul, in sharp contrast with the countryside where fewer than one in 30 prosecutors are women. Afghan women need more female judges and prosecutors to get justice.⁴

In 2015, constitutional articles, laws and policies are in place to guarantee women's rights, and women are far more visible, especially in towns and cities. There is more support for women's rights in government and all Ministries have gender departments and focal points.

Despite the knowledge of crimes against women, especially gender-based violence, more women are speaking out and even getting justice. In September 2014 seven men were given the death penalty for gang raping four women on their way home from a wedding.⁵ Normally, such cases would go on for years.

Yet, the struggle for civic and human rights for women and indeed, all of Afghan society still has a long way to go. Three decades of war have left a country devastated in many ways – of morale, will and institutions. There is desire, anticipation and fear of change. Women feel a threat to their lives, in and outside their homes. Women in the workplace face discrimination and segregation as

¹ Afghanistan | Education | U.S. Agency for International aid, March 3, 2015. www.usaid.gov

² Women in National Parliaments. Inter-Parliamentary Union. <http://www.ipu.org/>

³ *Supporting Afghanistan's Female Soldiers*. Michele Barsa. The Daily Beast. December 21, 2013.

⁴ Thomas Reuters Foundation. Mar 19, 2014.

⁵ *Afghan court sentences seven men to death for gang rape in case that shook capital*. Hamid Shalizi. Reuters, Sep 7, 2014.

Afghan society continues to be segregated. Women activists are often called names, labelled and ridiculed in society.

Post transition, in 2015 Afghan women, including parliamentarians and rights activists, are concerned that the hard-won political, economic and social gains achieved since the U.S. led intervention in 2001 may be rolled back or conceded in negotiations with insurgents. Afghanistan's stabilization ultimately rests on the state's accountability to all its citizens, and respect for constitutional, legal and international commitments, including to human rights and gender equality. There will be no sustainable peace unless there is justice, and justice demands that the state respect and protect the rights of women, half its population.

With the withdrawal of international troops from Afghanistan at the end of 2014, there is additional concern that narrow and incomplete interpretation of Islamic law among some groups can roll back the hard-won progress that has been made by women in Afghanistan. There is apprehension that without the visible presence of the international community, interest in women's rights may decrease, along with financial allocations for ensuring that women's concerns stay central to Afghan development.

But, the Unity government promises to build up on the achieved gains towards women's right and empowerment and plans to further promote and protect women's rights. For the first time since 2002, the first Lady is visible and committed to women and their rights.

In Afghanistan, the struggle for gender equality has to be a joint effort of the government, CSOs and community based organisations. In this the AWN and its network members play an important and visible role.

AWN Structure

The AWN is governed by its Constitution which was updated by end 2015. According to this the organizational structure consists of a General Assembly, a Board of Directors, a Core Group and a Management Committee (which includes the director, deputy director and head of departments).

The AWN is headquartered in the capital Kabul with coordination centres in the provinces of Kunduz, Bamyan, Mazar, Paktika, Kandahar, Herat and Jalalabad. The staff strength in Kabul is 42 and the total staff strength in the provinces is 75.

AWN Vision

The AWN envisions an Afghanistan in which women, men, children live in a just and discrimination free society.⁶

AWN Mission

The AWN is a non-partisan, non-profit network of women and women-focused organizations to empower Afghan women and ensure their equal representation and participation in Afghan society.⁷

The AWN is a women's rights network striving to build and strengthen movements for equal rights, justice and political participation. Its work is grounded in the realities of Afghan women, reflecting their voices in the policy arena to ensure just laws, equal rights and full representation in leadership positions.

The AWN's strength is its members throughout Afghanistan, connected through consultations and strategic action.

The AWN builds and shares knowledge, organizes campaigns and lobbies community elders, the government and international stakeholders.

The AWN's mission is to enhance effectiveness of its members by fostering partnerships and collaboration between them, building their individual capacities and undertaking advocacy and lobbying.

AWN Values

The AWN, to effectively organize and carry out its mission, to promote and support common purpose and to avoid real or perceived conflicts of interest, will operate under the following core organizational principles and values:

- **Honesty:** In all communications, services, materials and support, the network will operate in the role of an honest broker
- **Consensus:** AWN will operate on a consultative and consensus-building model.
- **Transparency and Accountability:** The Network will be transparent and accountable in all its services, materials and support to its members and

⁶ AWN Constitution

⁷ AWN Constitution

women at large and will engage in full public acknowledgement of all (1) participants/members contribution (2) sources and expenditure of funds, (3) activities and events where security of individual and organization members is ensured.

- **Human Rights and Democratic values:** All members will adhere to human rights and democratic values in their policies, relations, work and outputs
- **Professionalism:** In all circumstances the management and Board will adhere to the core principles and values of the Network in operations and program.

AWN Goals

Long term goal

The long term goal of AWN is to ensure that policies, programmes and mechanisms are in place to advance women's empowerment and gender equality in Afghanistan by 2019.

Short term goals

The short term goals of the AWN are to:

1. Continue and redefine its advocacy, networking and capacity building to ensure policies, programs and mechanisms are in place to empower women by working in its strategic focus areas.
2. Develop better capacity for its Secretariat, the offices in the eight zones, its Network members and its partners in the government and CSOs.
3. Improve and expand its communications, networking and advocacy within the Secretariat, the Network members and its partners in the government and CSOs.
4. Intensify its networking and advocacy in the provinces.
5. Proactively bring young women into the Network.
6. Integrate gender perspectives into its work.

AWN So Far

Since the AWN began its activities in 1995, it has grown and changed. Over the last decade the AWN has worked in three specific areas with advocacy and lobbying, networking, and capacity building as its strategies. More specifically:

Strategic Focus Area 1: Women's Political Participation and Leadership

Since 2002, the fall of the Taliban, AWN has worked to promote women's political leadership throughout the constitution-making process. During the first democratic elections in 2004-2005 and the first body of a democratically-elected National Assembly, AWN supported the participation of women as Loya Jirga delegates, resulting in the Afghanistan Constitution containing a quota for women on both the Provincial Councils and the Wolesi Jirga (Lower House of the National Assembly).

During 2009's presidential and provincial council elections in Afghanistan, two women ran for president, seven for vice president, and about 38 percent of the 4.5 million newly registered voters were female (although official registration figures do not account for significant over-registration that likely occurred due to voter card fraud).⁸

In the first round of the 2014 elections, around seven million people turned out to vote, of which nearly 60 percent were men and 35 percent women. According to the country's Independent Election Commission, around 38 percent of women participated in the electoral process this time around.⁹ Additionally, 308 women ran for provincial council seats and 97 won positions.¹⁰

These numbers represent a historic increase in Afghan women's political participation and give a sense of the remarkable strides Afghan women have been making toward greater political participation, both as voters and as candidates.

At the same time that these figures inspire optimism, a number of obstacles still impede women's full political participation. Though equal enfranchisement for women exists on paper, as codified in the Afghanistan Constitution and Afghan Electoral Law, prevailing cultural and social norms continue to challenge women's equal participation in reality.

Aside from physical insecurity, which remains a risk for all Afghans, Afghan women face additional social constraints that limit their ability to participate in the political process. The public and political domain, for instance, is commonly regarded as a space reserved for males, and some Afghan women feel they need permission from their husbands or families to vote or run for office.

The AWN initiated the Five Million Afghan Women Campaign and in its statement said: full democracy is unattainable without women's independent and active participation, and all Afghan women must realize the value of their votes and

⁸ United States Institute of Peace, Brief 44, August 11, 2010.

⁹ *High turnout in Afghan runoff elections*. Deutsche Welle June 14, 2014

¹⁰ *Equal Vote, Equal Voice: Afghan Women Racing to Win*. Frontlines, Online Edition, Afghanistan. November/December 2014. By Zeba Noori and Dawn Carmin.

consider their social responsibility in participating in elections. The AWN continued its work of the campaign over the next years.

In 2014, AWN initiated a research project "Women's Political Participation in Afghanistan" to understand the challenges faced by Afghan women legislators and political decision-makers in the government.

The AWN initiated monitoring activities for the election processes and studied the impact of the first phase of the transition process in 2014; it contributed to the peace negotiation processes and lobbied for inclusion of women in peace talks.

AWN has been in the forefront of knowing the pulse of what Afghan women want. On March 8, 2014 - International Women's Day - AWN launched "Women Vision 2024" paper, developed through consultation meetings of leading women's rights activists and organizations in all 34 provinces of Afghanistan.

AWN played a key role in mobilizing women across all regions of Afghanistan to participate in the 2014 presidential elections through a "Civic Education with Focus on Electoral Participation" project by informing women of their political, social and civic rights and to get them to go out and vote. Workshops and community and media awareness campaigns were conducted in 28 provinces and 84 districts.

Prior to the elections in April 2014, AWN met with 9 of the presidential candidates to discuss women's situation and requested their commitment to support women's rights activism in Afghanistan if any of them are elected as president of Afghanistan.

In June 2014, AWN developed and presented a six-point petition to the Presidential candidates, Dr. Abdullah and Dr. Ashraf Ghani. Both candidates signed the petition on June 12, 2014 – two days before the second round of elections. The Petition was based on the document Women Vision 2024 and addressed 6 key policy areas and 30 recommendations in the areas of education, health, political leadership, access to justice, peace & security and economy.

The candidates agreed to implementation of the existing policies and laws including the EVAW law, the NAPWA and other commitments that Afghanistan has agreed on in international conferences. The signing of the petition by the two presidential candidates indicated a strong commitment to enforce a gender sensitive national policy in the upcoming years by the elected president.

A follow up meeting was held with President Ashraf Ghani after his appointment as the new president of Afghanistan when AWN requested the help of President to establish women's advisory board. A process to put such a Board is now in place.

The AWN, recognizing that young women are the future of Afghanistan, have developed and initiated a young women's leadership program to increase the representation of qualified young women in governance and political processes.

AWN expanded its work into 8 provinces and 8 public resource centres to serve as information and communication hubs for active CSOs and individuals.

It developed strong and strategic relationships with media interacting with them, issuing press releases, holding press conferences and campaigns. It built alliances with other women activists and civil society organizations.

The AWN set up women's advocacy coalitions at the sub-national level and engaged in strategic skill development among women to encourage and increase women's advocacy.

Strategic Focus Area 2: Women's Social and Legal Protection

Progress in women's awareness and access to their legal rights has improved relatively well, considering women's limited access to justice than a decade ago. Awareness raising initiatives by civil society organizations have been proven fruitful in spreading knowledge among communities in the rural as well as urban areas of the country. However, there are still many challenges that prevent women from accessing justice.¹¹

One of the major obstacles in preventing women access to justice is the social and cultural censures of Afghan society that prohibit external interventions in the family's internal household affairs

Women are often unaware of their rights. Whether it is rights within or outside the household in terms of work, health, education, political and social participation, even when rights are guaranteed under the Constitution, they are unimportant till women are aware of them.

To address this, in 2014 it organized a media campaign to raise awareness about women's legal and social rights. Legislative information messages were broadcasted through various radio channels. These messages focused on women education, women's right to inheritance, marriage laws and women social participation in accordance with the Afghan constitution and civil laws.

Building on increased awareness and implementation of laws, AWN's monitored compliance with the Convention on the Elimination of all forms of Discrimination against Women (CEDAW) and coordinated the preparation of the CEDAW Shadow report. This is an important step as it parallels the government's report to the UN, and acts as a report card on its commitments.

¹¹ AWN Annual Report, 2014

The AWN has also lead and actively participated in advocacy and lobbying to bring changes in the Government policy. An important contribution has been leading the process of the Bill on Elimination of Violence against Women (EVAW).

AWN organized several capacity building workshops on the content and implementation of the EVAW law with a total of 120 government officials such as, the Family Response Units, Ministry of Interior, Attorney General's Office and the Ministry of Justice. In addition, AWN provided a short course on the SHARI'A law to 25 lawyers that actively work as women's rights defenders.

AWN's gender based violence program has continued in partnership with its member NGOS. It also coordinated the "One Billion Rising" (OBR) - global campaign to end violence against women and promote gender equality globally - activities in 2014, joining a global campaign against violence against women, and on that day 1,000 participants marched in solidarity.

AWN's created a Rapid Response Initiative (RRI) in May 2012 to provide legal and social protection services through AWN's member organizations. The RRI unit recorded and managed over 906 cases of violence against women (VAW) since 2012. All cases reported to the unit are referred to relevant AWN members that offer legal aid services, conduct advocacy at the national level and that follow up with cases that have been referred to the justice officials.

In April 2014, the RRI unit initiated a new project "Hotline Service 3434", with MoWA and placed a focal point in MOWA. The unit also continues to refer the cases to relevant inter-departmental discussions and mediation. The Hotline Service currently has 21 focal points to assist women in the provinces through providing legal suggestions and coordinating applicants with the legal consultants. Since April 2014, the Hotline has recorded and managed 55 VAW cases.

Besides the RRI Unit, AWN, through its Legal Aid Bureau (LAB) project, were able to handle more than 1000 family cases by female and male defense lawyers in different courts. The project provided more than 1,500 legal consultations to referred applicants, all focusing on family aspects. Apart from this, number of applicants cases, which had no family aspects and had criminal facets received consultations and directions according to the laws and were then referred to other Legal Aid Organizations for further assistance.

The LAB Project organized monthly meetings attended by government and non-government legal and justice organizations, Legal Aid Organizations, NGOs, Human Rights agent, UNAMA, International Legal Assistance Organizations and other related institutions. The recommendations of the meetings were shared to improve and promote the rule of law, women rights, and rights of citizens and access to justice.

AWN is also involved in several research related activities through its research department. For instance, a research on the status of Markaz-e- Eslah recently took place, where AWN put in several recommendations for the welfare of the under age children who have committed crimes etc. as well as living condition of women in children in prisons.

The AWN also has a project to research and study laws that are discriminatory towards women and propose policy changes. It identified need for specific laws to protect women and children.

Strategic Focus Area 3: Women, Peace and Security

In Afghanistan, since 2007 there have been various peace initiatives. None have included women. The High Peace Council (HPC) was created as a part of national peace process in 2010 to lead negotiations with the Taliban and implement the Afghan Peace and Reintegration Program (APRP). Nine out of the 70 members of the HPC are women. And there is now a gender unit.

AWN has built stronger relationships with the HPC and its provincial peace councils, through joint advocacy efforts with member organizations. At the provincial level, AWN and its network members have convinced provincial peace councils to allow 7 women with relevant backgrounds in peace building to participate in the work of the councils as volunteers.

AWN also provided capacity building trainings through two rounds of workshops on peace and conflict resolution for 24 women in the provinces. As a result of these workshops, the 24 women are now promoting peace building process in their respective communities.

AWN has conducted awareness-raising activities about UNSCR-1325 in 28 provinces of Afghanistan and conducted a study to evaluate the implementation of the APRP and its gender policy, to determine to what extent Afghans are aware of the APRP and its gender policy and to understand that how women in the communities are included in the APRP. It has been monitoring the implementation of UNSCR 1325 since 2011. In 2014, it carried out another monitoring round in all 34 provinces of Afghanistan.

In 2014, AWN held a National Conference for drafting Afghan women's position paper for the November 2014 London Conference on Afghanistan. Over 100 women participated in the consultative process in Kabul and surrounding provinces to present Afghan women's views and needs through the position paper.

The position paper recommended solutions in 8 critical areas: good governance; peace and security; access to justice; political participation; economic development; healthcare; education; and donor support for the government of Afghanistan.

It highlighted the passive response of Ministry of Interior and Defense to implement and report on the recommendations of the Afghan National Development Strategy (ANDS) and National Action Plan for Women of Afghanistan; the exclusion of community consultations in recruiting process of Afghan National Security Forces including Afghan Local Police (ALP) and the unequal funds allocation within security sector – annually, huge amount of aid being allocated to support women in security sector however, there are no clear implementation plans and certainly, no consultation with women's groups and organization.

Under this strategic focus are, the AWN identified and worked with several institutions and organisations to ensure women's participation in peace and security issues. Over the years, it has increased its advocacy efforts aimed at promoting representation of women's rights concerns in peace building efforts through the High Peace Council (HPC), Provincial Peace Committees (PPC's) and the Afghanistan Peace and Reintegration Program (APRP).

With the HPC, it worked to integrate gender into its activities and ensured women are included and participated in the decisions by having a minimum of 30 percent women as participants.

In the Afghanistan Peace and reintegration Programme (APRP), the AWN has worked to ensure women's participation, protection and promotion of women's role in overall peace processes and conflict resolution mechanisms at national and sub-national levels.

In preparation for the NATO Summit of September 2014, AWN facilitated consultation meetings with more than 500 women activists across 8 regions of Afghanistan. It developed recommendations for the government and international community on securing women's rights and protection as the transition period ends. At the national level, more than 100 governmental decision-makers, NATO officials and media representatives were present at a conference organized by AWN to share their recommendations.

Afghanistan is signatory to the United Nations Security Council Resolution (UNSCR) 1325. The AWN has worked to ensure women's participation in the development of the National Action Plan in full consultation and participation of Civil Society Women's Groups (CSWGs) around the country.

It has monitored the security and development transition process as the country takes responsibility for security to be handed over to the Afghan National Security Forces.

The activities of the AWN under the three strategic focus areas have been successful and need to be continued in the future with some mid-course corrections. The SWOT analysis conducted in November-December 2014 highlights what can be continued and what could be added to the three year strategic plan.

SWOT Analysis and Assessment

The SWOT analysis was conducted with the AWN staff, management, Board of Directors, Core Group, network members, representatives of donors in preparation for this strategy plan. The contents of this section are verbatim and not the views of the person conducting the SWOT analysis.

Strengths

The AWN is seen as a successful network representing Afghan women since 1995. In the last decade its work has been recognised nationally and internationally. It has credibility in national and international meetings. Nationally, it is the largest network unifying women from all walks of life – Ministers, MPs, First Ladies and others – who feel they are part of it. Its membership is composed of well know and influential women and organizations.

The AWN is an important platform benefitting women, a bridge between CSOs and the government. It has had an impact and is listened to. It draws on the specific strengths of its members. It has evolved and grown, keeping its vision, free from politics and vested interests. It has monitored laws and given women access to justice. There is good coordination and networking.

Weaknesses

The weaknesses mentioned by people interviewed for the SWOT analysis come roughly in the areas of the organizational structure, Secretariat, its relationships to its network members and its stakeholders.

AWN Organizational Structure

While on paper relationships between the Secretariats, the Board, Core Group and members is spelt out, in reality it is different. The Constitution clearly spells out the advisory nature of the Board yet, in practice decision making processes require intensive consultation with Core Group and Board. This results in delays and eventually loss of quality of work, often undermining the professionalism of the staff.

AWN Secretariat

Poor planning and prioritizing of the Secretariat's work can facilitate more quality performance. However, there will be emergencies and the management and staff will need to develop mechanisms to deal with them. A smaller but targeted number of issues will help in not overloading the Secretariat. It will also allow for a more proactive approach by the Secretariat to the issues that confront and challenge the AWN.

Poor planning of activities and budgeting will assist in better performance too. For example if the AWNs presence is required at a regional or international event it can be planned at the beginning of the year and budget allocated. Donors cannot respond to last minute requests from AWN as processes take time. Systems by which donors and AWN can understand each other's needs will be helpful in efficient mechanism in terms of program and financial reporting. If the AWN does not have the in-capacity for any work, it needs to consider contracting external consultants that can assist with this.

No Communications Unit: Is at the heart of any organisation and AWN, as a network, needs a stronger Unit that can take care of its various communication needs, including communications with network members. This unit then can work on social media as well as internal and external communication needs.

The technical department needs a plan to meet its growing needs - more hardware and software.

Missing from Strategic Focus Areas: The AWN has spelt out its strategic focus areas but needs to upfront include *gender and gender perspectives* in its work, which would include men and boys. This would also strengthen its mandate into communities, especially in the provinces where family ties are strong and work only with women could lead to resentment by men in the community and thereby, backfire. Additionally, sometimes it is difficult to find women in the provinces, especially remote areas to work and men are already collaborating with the AWN.

An important aspect of AWNs work is on *social and legal justice for women*. In this, it can build capacity to work with the Islamic Scholar's Council to get their support its campaigns. More attention to AWN's legal department and closer relationships with High Court, Ministry of Justice and Parliament to place its advocate on its legal views. Additionally, advocacy with High Courts, Ministries, Parliament, and educational institutions.

Improved cooperation with government agencies needs to be at the highest level. This means better coordination with various Ministries. While there are MoUs with some Ministries, the AWN can make more effort to involve the Ministries in their

projects through the gender departments which can serve as a bridge between the Ministry and the AWN.

The AWN has initiated *offices in the provinces*, which can be strengthened further in the areas of advocacy, networking and capacity building.

As AWN grows and expands, it needs more *strategic partnerships at the international level*.

AWN and the network

The network has existed for many years and the membership is varied. There are those members who go back to the start of the network in Pakistan and others who joined recently. The organisations they represent vary widely in their activities but mostly focus on women's needs. Some network members feel their work and experience are not appreciated by the Secretariat. There is competition among them which takes away from the strength of collaboration. Other members expect the AWNs funding to be shared with them. They want more information on projects and activities being implemented, an annual report and more transparency.

More rigorous processes are needed to deal with the network issues. Better communication, updated database of AWN members and their capacities and the possibility of AWN sub-contracting projects to network members. As all members are not the same and have different levels of experience, a process to grade them could be created.

Opportunities

The year 2015 presents opportunities for the AWN. There is a new National Unity government. President Ghani and the first lady have declared their commitment to work for Afghan women. AWN's reach to the President and access to senior government agencies and structures are also opportunities. There is a Constitution and laws and policies that favor women rights. Through its linkages hundreds of women's groups and thousands of women who represent women's perspectives.

There is interest from the donor community in Afghan women's empowerment and development and the AWN. Raising core funds is essential. There are new opportunities which could be capitalized upon to generate funds for network partners as well.

There is an opportunity to do further work on laws related to sexual harassment, family law and marriage registration proactively and on encouraging debate and dialogue on women's unity and women's rights.

There is a possibility to advocate to have the EVAW law passed under Presidential decree. The AWN has a rapid response initiative to EVAW cases and a follow up to them. Reports could be compiled and sent to stakeholders. There is the opportunity

to continue facilitating and engaging with the President's Advisory Board on Women.

Two essential policies are on paper and the AWN can assist with getting them off the ground: NAPWA and gender budgeting. The AWN could support the development of a process and a robust program to engage with sector Ministries. The AWN will require expertise to do this.

There are opportunities for better coordination and networking with other CSOs and national networks including youth and by proactively bring young people into the AWN.

Threats

According to people who were part of the SWOT analysis process, the AWN faces threats of many kinds.

The changing political and security situation in Afghanistan could mean a slide back on gains. The new government, while says it's committed to women's rights, may not be so in action. Due to poor coordination within AWN this could backfire in many ways. AWN has worked hard on issues such as the EVAW and its possible there can be a backlash and ground gained can be lost.

The AWNs mandate and agenda are constantly under threat. Women in Afghanistan, due to restrictions imposed on them by tradition and religion are afraid to stand up for their rights, especially in the provinces and remote areas. Security mechanisms are not in place and women's protection is difficult. Women activists and rights workers often they have to leave the country if their activities are perceived as threats.

Illiteracy and poverty are deterrents to progress for women. As women are more economically dependent on men, their decision making abilities in many aspects of their lives are restricted.

All organizations face internal threats and AWN is no exception. In the AWN these relate to relationships between Network members; between the members and the Secretariat and the workings of the Secretariat. Limited coordination, feeling of exclusion, misconceptions of network members, individual competition, lack of processes and understanding in the network leads to demotivation, less participation and eventually, could result in loss of credibility.

AWN Strategic Areas of Work

The AWN in its past strategic plans has focused on three areas. For the future, most of the work they undertake, roughly comes under these three areas.

It is therefore suggested that the AWN continue with the following focus areas for its work in the strategic plan period 2015-2017:

Focus Area 1: Women's Political Participation and Leadership

Focus Area 2: Women's Social and Legal Protection

Focus Area 3: Women, Peace and Security

The strategies to achieve the goals would be advocacy, networking and capacity building.

AWN Priorities for the Strategic Plan period 2015-2017

During the plan period the AWN's priorities would be:

Strategic Planning and Capacity building: AWN strategic planning would be of a high standard and be more specific. Focus would be on capacity building in all areas of its work. (See details in the Sustainability section below)

Assertive advocacy: Ensuring that no gains are lost and building on research results of laws that discriminate against women and other laws from a women's rights perspective.

Outreach with international stakeholders: The AWN needs to develop a plan for external engagement and outreach to its strategic partners, international stakeholders and well-wishers. One way to achieve this would be for AWN to appoint an International Advisory Committee that would assist in developing a strategy for this priority.

Enhanced collaboration with government: AWN can enhance its collaboration with government and Ministries. Almost all line ministries are mandated to work on gender mainstreaming and AWN is in a good position to be a partner to the Ministries to ensure that gender is incorporated in all policies and programs of the government.

Enhanced collaboration with Network members: The Network members are a powerful base. Together the Core Group, Board of Directors and the Secretariat must come together to work out ways in which they can fulfill each other's needs and be a more effective and efficient organization.

Documentation of AWN activities: A system to document activities for communications, networking, outreach and archival purposes.

Delivering the Goals

The AWN has been a good advocate for Afghan women's rights and has successfully represented their needs and aspirations. In 2015 and the years to come, AWN can use its position to strategically work with the government, other CSOs, multi and bilateral organizations, media and other stakeholders. For this, it must work on its sustainability.

Sustainability

Organizational Sustainability

Every organization needs sustainability. This means that the organization is changing and moving forward, conscious of its goals, mission and vision, among other things and does what is essential to stay alive and be successful.

The AWN is a network, but it is also an organization. And, there are several challenges in managing the Secretariat and the Network and its members. For example, the goals, objectives, mission, vision, values and priority focus areas need to be amended from time to time. In the current Constitution, where these parameters are defined, some changes are needed. The short term goals will also be need to be refined on a periodic basis based on the changes in the external environment in which the AWN is situated.

A great challenge for the AWN is to manage its various relationships – between the Core Group, the Board of Directors and the Secretariat. While this is spelt out in the Constitution, some Committees may be needed to keep track of these relationships. The AWN needs a Board development pan.

The AWN is currently undertaking a survey of its staff development needs. The HR department needs to keep this practice in place and work with its staff on an ongoing basis. The AWN needs a Staff Development and Organizational Culture plan which includes needs Assessment; evaluation & Review; training and team building.

The AWN needs a long range fund-raising Plan which includes needs and resource assessment; donor cultivation and grant writing. Included in this could be setting up a gender institute, consider using its facility in Kabul more creatively; creating a reserve fund and creating a Friends of the AWN Fund, where individuals could make financial contributions. This details and feasibility of this would have to be checked with the Ministry of Economy, the AWN is registered with.

The following 7 components of organizational sustainability can be a useful guide for the AWN.¹² The AWN could follow these components in its planning in this three year period and the future years.

1. Organizational Identity: Vision; Mission; Values; Branding; Messaging; Strong Leadership
2. Long-Range Strategic Plan: Goals; Objectives; Benchmarks
3. Annual Operational Plan: Objectives, Activities & Timelines; Staffing; Program Needs; Committed Resources
4. Financial and Other Systems Administration: Budget; Cash Flow Analysis; Audit;
5. Long-Range Fund-Raising Plan: Needs and Resource Assessment; Donor Cultivation; Grant Writing
6. Board Development Plan: Needs Assessment; Evaluation; Recruitment; Orientation; Maintenance/Team Building
7. Staff Development and Organizational Culture: Needs Assessment; Evaluation & Review; Training; Team Building

Details of these processes are appended to the Plan.

AWN's Future

The future of the AWN is bright. A new Government, new opportunities after the transition process and the past successes of its activities place it at an important juncture in the history of women's rights in Afghanistan. As the transition period comes to an end in 2015, a new transformation decade (2015-2024) begins in Afghanistan.

Two recent global events located AWN at the centre of developments: The London Conference on Afghanistan in December 2014, co-hosted by the governments of the UK and Afghanistan and the Oslo Symposium on Advancing Women's Rights and Empowerment in Afghanistan in Norway in December 2014 organized in cooperation with the Afghan and US governments.

The London Conference provided a platform for the government of Afghanistan to set out its vision for reform and for the international community to demonstrate enduring solidarity and support for Afghanistan.

The Oslo Symposium was a show of international support for Afghanistan's women and to set the course for further cooperation.

¹² *The Seven Components of Organizational Sustainability*. Debra Hauser, MPH and Barbara Huberman, RN, MEd © 2008 Advocates for Youth.

It recommended an “increased participation of women is essential and the a quota system for elections must be maintained which ensures solid women’s representation at all levels of government, until quotas no longer are necessary. It suggested increasing the quota for parliament above 25 per cent.”

It observed that “recently lawmakers in Afghanistan had reduced the quota to 5 per cent for provincial councils and 0 per cent for district councils. In order to ensure women’s representation in the planned process of Constitutional reform, amendments to re-instate higher quotas for provincial and district councils will be critical.”

It also recommended “an increase in women’s civic education as a means to ensure that elected officials represent their constituencies and prioritize public needs and service delivery. Since the level of women employed in the government administration and security sector remains low, implement affirmative action policies with a threshold level of 33 per cent and a timeline.”

It said that “broad alliances in politics, civil society and beyond are most effective at promoting women’s issues; mobilizing male constituencies is important.”

It called for “funding, implementing and monitoring the national action plans for UNSRC 1325 and Women’s Affairs. Women’s concerns and women’s representation are pivotal in any peace process. Women should participate directly in all channels of negotiation. Peace talks also should be rooted in consultative processes with civil society.”

The AWN was present at both the events and made an important contribution to the processes.

The Afghan government is also signatory to the ‘New Deal for Engagement in Fragile States’ an agreement on a new global direction for engagement with fragile states. It was developed by the International Dialogue on Peacebuilding and State building. The New Deal was endorsed by 40 countries and international organisations in 2011 at the Fourth High-Level Forum on Aid Effectiveness in Busan.

The key elements of the New Deal are: a focus on the Peacebuilding and State building Goals (PSGs); support to country leadership and ownership and a push for international and domestic resources to be better utilized.

In addition, there will be an opportunities for AWN to work alongside other emerging efforts on women’s rights.

For example, USAID’s Promote program the Transformation Decade (2015-2024), is a joint commitment by the U.S. and Afghan Governments that will work to empower

75,000 women between the ages of 18-30 and help ensure these women are included among a new generation of Afghan political, business, and civil society leaders. USAID has committed \$216 million to fund the program, making it the largest women's empowerment project in the US Government's history. Other international donors are able to contribute an additional \$200 million to help expand the program.

The AWNs mission and vision statements reflect its goals of being involved in the development of Afghanistan by participating in its policies and programmes and being a representative of women's rights organisations. Through its advocacy, networking and capacity building activities of the last 12 years, the AWN gets more efficient in determining and meeting the needs of its beneficiaries, i.e. Afghan women and girls and society at large.

The external environment of the AWN

The external environment of the AWN includes its stakeholders – the government, bi and multilateral aid organizations, other CSOs and networks and its donors. The AWN is perceived well by the government and bi and multilateral aid agencies and other CSO networks. Having said this, AWNs relationships with its external partners could be improved by paying more attention to their needs and perceptions of the AWN. Its interaction and cooperation with other civils society players and national networks can provide checks and balances of its activities.

The internal environment of the AWN

The internal environment of the AWN needs to be strengthened to face its future. Its network members can act as a source of strength or weaken the organisation from its mission and vision if they do not speak in one voice. A membership of 135 NGOs and 3500 individual women suggests there is bound to be controversy and difference of opinion on policies and working methods. A challenge for the AWN Secretariat, the Board and the Core Group is to develop mechanisms by which decision making and consensus building is a priority.

The relationship of the General Members, the Core Group, the Board of Directors and the Management needs review. Over the years, the management has moved to more professional staff and a more rigorous agenda of work. This requires management mechanisms that efficient in quality and time. The Board needs to be more advisory in nature with the Director, Deputy Director and senior management team (heads of all departments) having more say in the day to day operations and functioning of the Secretariat.

Future Funding Map

The AWN currently receives core and project grants. For the future, donors could consider core funding for the AWN, as smaller project grants detract from the

advocacy and networking strategies of the organisation. For the years 2015-2017, the AWN has total grants of US \$1.5 million a year.

In addition it would need approximately another US \$ 1,238,930.00 to meet its goals.

AWN Log Frame 2015-2017

This Log Frame is a condensed version of the more detailed Log Frame. The detailed version includes a budget line for the years 2015-2017. The Log Frame covers AWN plans in the three strategic Focus Areas and its strategies of capacity building, networking and advocacy.

Capacity Development

Goal: To develop and build the capacity of AWN Secretariat, Network members, NGOs and young women

	Activities	Output	Persons Involved	Means of Verification	Risks/assumptions
1.	1.Capacity Building & Training of Advocacy Coalition - 4 zones, 16 provinces 2.Preparation of Training Manual	1.Eight Workshops 2. Training Manual	AWN Departments - Programme, Admin, Finance, Advocacy team and Provincial Managers	1.Pre and post assessment for capacity building & training 2.Manual	R: 1. Security 2. Manual may not be ready 3.Mitigate risk by assessing capacity of the Advocacy Coalition
2.	Assessment of institutional capacity building of AWN Secretariat	1.To gauge capacity building needs in Secretariat staff 2. To gauge systems needed for better functioning of AWN	KPMG and AIA	1.Pre and post assessment 2. Policies and procedures for AWN 3. Follow up on assessment	R:Firms may not complete the task due to security issues
3.	Resource Centres in 4 zones of Afghanistan	1. Cater to local needs of information, advocacy and networking 2. Development of data bases	Bakhtiar Solution and AWN programme staff	1.Pre and post assessment 2. Data bases developed 3. Quarterly reports from the centres	R: 1.Lack of interest by people to use the centre 2. Lack of relevant material for centres
4.	Upgrading AWNs IT systems	Dedicated server hardware, security systems, firewall	AWN's technical and programme	1.Pre and post assessment	R:Inability to raise additional funds

		and anti-virus	staff		
5.	Capacity building of AWN Heads of Department	Improved capacity in their work	Heads of departments	1.Pre and post assessments	R:Inability to raise additional funds
6.	Capacity building of provincial staff – 15 staff/1 year/4 times a year	.Improved capacity in their work	AWN	Pre and post assessment	R: Inability to raise additional funds
7.	Organising capacity training for advocacy 4 for regions (Tawanmandi)	Improved capacity in their work	AWN	Pre and post assessment	R: None
8.	1.Capacity building for 40 AWN network member organizations in proposal writing, financial management, reporting, trust building, advocacy and fund raising 2.Development of training manuals	1.Improved capacity for proposal writing, financial management, reporting, trust building, advocacy and fund raising 2. Training manuals	AWN and consultants	1.Pre and post assessment 2.Development of training modules	R: 1.Expectations from member organisations may be too high 2. Inability to raise the needed funds
9.	Capacity building in networking for AWN members and Tawanmandi Projects - 4 trainings	Improved skills in networking of 80 people	AWN Networking and Consultant	Pre and post assessment	R: .Lack of interest of the participants
10.	Installing accounting software (Quick book) at 7 regional offices	Enabling 7 regional officers to improve their skills of financial management	AWN Finance Manager & regional finance officers	Pre and post assessment	R:One time training may not be enough
11.	Capacity Building on gender for AWN members	Better understanding of gender perspectives and incorporation into their work	AWN Secretariat		A: 1.Cooperation and interest of AWN Members 2. Ability to raise the funds

12.	Capacity building on gender for gender focal points of NGO's	Better understanding of gender perspective and incorporate it in their work	AWN secretariat and AWN gender committee	Pre and post assessment	A; 1.Coooperaiton of NGOs 2. Ability to raise funds
13.	1. To improve the gender perspective in government ministries, in cooperation with the gender departments of ministries 2. Conduct training and workshops	Better understanding of gender perspective and incorporation into their work	AWN secretariat and AWN gender committee	Pre and post assessment	A: 1.Cooperation of Ministries 2. Ability to raise funds
14.	1. Identify young women with leadership potential 2. Capacity building and leadership training for the identified young women	To develop the capacity of a new generation of leaders interested in promoting development and women's rights in Afghanistan	AWN Secretariat	Results of pre and post assessment	R: 1.The pool of candidates may not be up to the mark 2. Ability to raise funds
15.	Internship placement	To get experience	AWN secretariat and departments of ministries	Pre and post assessment	A: 1.Getting good placements for the interns 2. Ability to raise funds
16.	5 Junior parliament members to participate with Parliamentarians	Hands on experience in leadership and politics	AWN secretariat and MPs	Pre and post assessment reports	A: 1. Getting cooperation of Parliamentarians 2. Ability to raise funds
Budget for Capacity Development					\$ 586,350.00

Networking

Goal: Networking with Network members, government agencies and Tawanmandi partners

Activities	Outputs	Persons involved	Means of verification	Risks/assumptions
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1.	Monthly networking meetings at national level with AWN and Tawanmandi partners – 50 persons	Better networking skills and relationships	AWN Networking Department	Minutes of the meeting	R:Lack of interest and other priorities
2.	Monthly networking meetings at zones with AWN Tawanmandi partners - 20 persons	Better networking skills and relationships	AWN provincial managers + AWN Secretariat	Minutes of the meeting	R:Lack of interest and other priorities
3.	Developing of Networking Manual	Better networking among AWN partners	AWN Networking Manager and consultant	Manual	A:Manual will be helpful for networking
4.	Two high level meetings with government, network members and Tawanmandi partners	Improved relationships and opportunity to strategize on common issues	AWN networking	Minutes of meetings	R:Schedule of the government authorities
5.	AWN joint networking strategy between members and Tawanmandi partners	Improved relationships & opportunity to develop joint networking strategies	AWN networking and consultant	Minutes of the meeting and joint networking strategy	R: Finding qualified consultant and the quality of strategy and implementation
6.	Development of AWN Membership policy	A policy that meets the changing realities of networking	AWN networking and consultant	Membership policy	R:Finding qualified consultant and building consensus
7.	All networking meetings in four regions under AusAid grant	Better information for all partners involved in the meetings; better understanding between regions	AWN networking and consultant	Minutes of the meeting and pre and post	R:Lack of interest and security
8.	Staff dedicated to networking with AWN network members	To have improved communication with members	AWN Secretariat	Improved relationships and communications	A:Dedicated staff to network members will improve relationships
Budget for Networking					\$ 110,710.00

Advocacy

Goal: To do advocacy in provinces and zones, in resource centers and with media and government. To develop advocacy tools

	Activities	Outputs	Persons involved	Means of verification	Risks/Assumptions
1.	Monthly Meetings at 5 provinces (Helmand, Zabul, Samangan, Jawzan and Daikundi), 120 people per province per year	Improved advocacy and working relationships between Advocacy Coalitions in provinces	AWN Advocacy Department	1.Minutes of the meetings 2. Evaluation of the advocacy methods 3. Follow up of the issues raised at meetings	None
2.	Monthly meetings in 5 zones for advocacy (AusAid)	Improved advocacy and working relationships between Advocacy Coalitions in provinces	AWN Advocacy Department	1.Minutes of the meetings 2. Evaluation of the advocacy methods 3. Follow up of the issues raised at meetings	None
3.	Monthly meetings at four Resource Centres	Improved advocacy and working relationships between Advocacy Coalitions in provinces	AWN Advocacy Department	1.Minutes of the meetings 2. Evaluation of the advocacy methods 3. Follow up of the issues raised at meetings	R: Issues raised at grassroots level may not be relevant at national level
4.	Finalising the draft Advocacy Manual	The Manual	AWN Advocacy Department	The Manual	
5.	Monthly press conferences	To highlight AWNs activities in the media	AWN advocacy department	Attendance at press conferences	R:Schedules and interest of media
6.	Two outreach meetings with print and AV Media a year	To build better short and long term relationships with media	AWN Advocacy department	Attendance at the outreach meetings and better coverage of AWN issues in media	R:Schedules and interest of media
7.	Two high level advocacy meetings with Government & International Partners	To discuss follow up to Afghanistan's national and international commitments	Advocacy Department	1.Minutes of the meeting 2. Follow up agenda from the meetings	R:Availability of government people

8.	Toolkit for advocacy and networking	Toolkit	Advocacy Department	Toolkit	A: Availability of funds
9.	Documentation of AWN activities; an AV and an Annual Report	1.Documentation of activities 2. AV 3. Annual Report	Advocacy Department	1.Documentation of activities 2. AV 3. Annual Report	A: Availability of funds
Budget for Advocacy					\$ 110,790.00

Focus Area 1: Women's Political Participation

Goal: To encourage women to run for office, build their capacity, develop media campaigns for their candidature, civic education, post-election assessment and observation of polling booths.

	Activity	Outputs	Persons Involved	Mean of verification	Risks/Assumptions
1.	Assessment for identifying qualified women to run for Members of Parliament elections in provinces	1. Results of assessment 2. List and profile of women	AWN and regional offices	List of profiles & assessment report	R:1.Security 2.Women not interested in nomination themselves
2.	1.Capacity building of MP candidates through workshops 2.Capacity building manual	1.Better capacity of candidates 2. Manual	AWN secretariat and regional offices	Manual and list of the women and assessment result	
3.	Introduction of women candidates through discussions and debates in Kabul and regions	1.Build confidence of the candidates 2. For voters to get to know them	AWN secretariat and regional offices	Report and CD of coverage	R:Due to elections, people will be distracted
4.	Media campaign for women candidates through debates to be covered on radio and TV	Visibility of the candidates and awareness to general public	AWN secretariat	Report and CD of TV and radio coverage	R: Cannot get space on prominent TV channel and women may hesitate to attend the debate
5.	Post-election assessment in zones	Post-election assessment report	AWN secretariat and zonal offices	Post-election assessment report	No risk (security)
6.	Civic education on elections through AWN network members in provinces	1.Voters will have better information about candidates	AWN and network members	Report of pre and post assessment	R:Capacity of network members to carry out activity, lack of interest

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7.	Observations from polling stations during the election - 34 provinces	To ensure transparency in conduction of elections	Secretariat and zonal offices and network partners	Report of the assessment	R: Security
8.	Snap assessment on conduct of elections	To get people's views on the MP election in 2015	AWN secretariat (MRU)	Small report	R: None
9.	Celebration of candidates' success	To recognise the win ability of women candidates	AWN secretariat and network members	Coverage of the party	R: None
10.	1. Advocacy and campaign for 25% quota of women representatives in district councils. 2. Consultancy meetings in 4 region	To ensure 25% women in district level election	AWN Secretariat and members	Success in getting the 25 % women in the district councils	R: President may not issue the required decree
11.	Field visits to observe the activities	To get first-hand experience of the activities	AWN plus donor	Monitoring report	R. None
12.	Advocacy meeting with all partners	To ensure 25% women in district level election	AWN secretariat and members	Success in getting the 25 % women in the district councils	R: President may not give the required decree
13.	Strengthen national women's networks for advocacy NEW DEAL, media workshop, civil society workshop	To include gender component in NEW DEAL	AWN and members	Report of advocacy work	A: The New Deal will not have gender perspective
14.	Celebration of 8 th of March Tawanmandi	To raise awareness of people about women's right	AWN secretariat and members	Report of event	R: None
15.	Capacity Building of the Advisory Group to the President	Stronger and well-functioning advisory group	AWN and advisory group	Pre and post assessment	
Budget for Women's Political Participation					\$ 1,119,839.00

Focus Area 2: Women's Legal and Social Protection

Goal: Research and advocacy on EAW, monitoring of CEDAW, offering pro bono services and awareness raising on women's rights.

	Activities	Impact	Persons Involved	Means of Verification	Risks Assumptions
1.	1. Research on laws affecting women's legal and social protection 2. Six workshops based on the research results with Ministry of Justice, MPs and CSO representatives	Based on the research, develop advocacy	Legal and research departments	1. Reports on the laws 2. Reports of workshops	A: Parties who are involved in workshops are interested
2.	Defending women prisoners: 2015: 20 women prisoners 2016: 30 women prisoners 2017: 30 women prisoners	To give women access to justice	AWN secretariat and provincial office plus members	Report of cases	R: May not find a qualified defence lawyer and when case is filed, women may change their minds
3.	Publication/ translation of results of research of laws on women	More awareness about the laws relating to women	AWN secretariat	Report	R: None
4.	Conference on publication/translation of EAW	Awareness about the implementation of the EAW law	AWN secretariat	Monitoring report	R: None
5.	Advocacy campaign and broadcasting	More awareness about the EAW law	AWN secretariat	CD of spots	R: None
6.	Round tables in districts of Kabul	More awareness about the EAW law	AWN secretariat	Minutes of the meetings	R: None
7.	Training for ministries	More awareness about the implementation of EAW law	AWN secretariat	Report	R: The Ministries schedule
8.	Establish EAW law working group and coordinate monthly meetings	To monitor the implementation of the EAW within the judicial system			A: Follow up with judicial system

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9.	Legal Advice Bureau (LAB): Legal advice for women who cannot pay for a lawyer	Justice for the victims of the violence	AWN provincial office	Documentation of the cases	A: Availability of lawyers and to follow up the cases
10.	Hotline 2 Legal advice and help on phone	More immediate justice for victim women	AWN secretariat and members	Documentation of cases	A: People will use the hotline R: Fake calls
11.	Networking meetings with 19 provinces -1	Sharing the information	AWN with members	Minutes of the meetings	R: None
13.	Networking and advocacy at sub-national level	For better coordination and information	AWN's members	Minutes of the meetings	R: Members may not be responsive
14.	Awareness raising brochures, media spots, publications and design cards	Outreach to the community	AWN Secretariat and members organisations	CD spots cards and brochure and all the material used in this activity	R: Community may not accept the idea
15.	Advocacy (press conference)	Awareness raising through media	AWN secretariat and members	Press coverage	R: None
16.	Publication of quarterly report	Documentation and awareness	AWN secretariat	Report	R: None
17.	Developing the Shadow CEDAW report	To supplement the Government of Afghanistan's report	MRU and Secretariat	Report	R: None
18.	Pro bono work for women who need legal assistance, Workshops, press conferences	Legal assistance for women	AWN regional office	Documentation of cases and workshop report and press conference	
19.	1. Pilot project of Mentoring project with AWN members 2. Building Capacity of 20 young women	Bringing young women into AWN activities in partnership with members	AWN secretariat and network members		A: 1. Members are interested in the project 2. Young women are interested in the project
Budget for Women's Social and Legal Protection					\$ 595,104.00

Focus Area 3: Women, Peace and Security

Goal: To work with the APRP, HPC, PPCs and create processes to ensure capacity building and networking among stakeholders

	Activities	Impact	Persons Involved	Means of Verification	Risks/Assumptions
1.	1. Monitoring the impact of first phase security transition on women 2. Launching quarterly and final report and press conferences	Awareness on how this effects women	AWN and members	Reports and press coverage	R: May not produce the report on time as field work done by contracted parties may be delayed
2.	Setting up of Project management committee	More efficient implementation of the project	AWN and Committee members	Minutes of the meeting	R: The committee members may not be available
3.	AWN advocacy meeting	To strategize	AWN and partners	Minutes of the meeting	A: Interest and availability of people
4.	Printing of 2 reports	Sharing the findings of report	AWN	Report	
5.	Feedback meeting	Feedback on the report	AWN	Minutes of meeting	R: None
6.	Four Provincial peace committee meetings in four zones. Total 16 meetings	Greater involvement of women in regional offices	AWN secretariat and zone offices	The numbers of women may be increased	R: The joint secretariat may not want to enrol more women
7.	Provincial peace committee meeting - 16 meetings, 3 years	More women's involvement in this process at the regional offices	AWN secretariat and zone offices	The numbers of women may be increased	R: The joint secretariat may not be happy to enrol more women
8.	APRP monitoring & research report	Better information on the of APRP process and women's involvement	AWN secretariat and CSOs	Report	R: APRP may ignore the report
9.	Monitoring & implementation of UNSCR 1325	To highlight gaps in implementation of NAPWA	AWN secretariat and CSOs	Report	A: Cooperation from government
10.	Training of Trainers workshop for the focal points and sub-national level	Increased awareness	AWN member organisation	Report of the NAP	R: May not reach all targets

11.	Launch of the UNSCR 1325 report	To inform people on the implementation and monitoring mechanisms	AWN secretariat	Monitoring Report	A: Recommendations will be considered by government and international community
12.	Support for the participation and representation of the AWN at events for UNSCR 1325, CEDAW, London conference, etc.	For visibility, advocacy & networking	AWN secretariat and members	Sharing of findings and presentation	R: Visa process and timely communication with participants of the meetings
13.	Coordination meeting with High Peace council (HPC)	Sharing of information, advocacy and networking	AWN secretariat	Reports of meetings	R: Will the HPC continue or not?
14.	Round table discussions with PPC and provincial governors	Sharing information and networking	AWN secretariat members and provincial offices	Minutes of meetings	R:The roundtable may not happen due lack of PPC interest
15.	Regional conference on the APRP monitoring research	Sharing information, networking, & planning next steps	AWN secretariat members and provincial offices	Report of the conference	R:The regional conference may not happen due lack of PPC interest
16.	Training of police women in Mazar- e-Sharif and Bamyán provinces and police women shuras	To empower women police to resolve their professional problems	AWN secretariat	Minutes of the trainings	R:The police women may not get full benefit of the training due to illiteracy
17.	National conference for police women	To encourage other women to join police and shuras	AWN secretariat and MOI	Report of the conference	R:MOI schedule
Budget for Focus Area 3					\$ 944,630.00

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3. Quarterly Report on EVAW, October 2012
4. Quarterly Report on EVAW, July 2012
5. Quarterly Report on EVAW, April 2012
6. AF CEDAW NGO Report, 2012
7. AWN Annual Report 2013
8. Project Impact Assessment Report on Civic Education on Election, April 2013-2014
9. Afghanistan: Monitoring Women's Security in Transition, October 2013
10. Afghan Women's Newsletter Issue No 1, June 2014
11. Afghan Women's Newsletter Issue No 2, July 2014
12. Quarterly Report on EVAW April 2014
13. Presidential Election Observation Report -2nd Round, 2014
14. UNSCR 1325 In-Country Monitoring Report, 2013
15. Steps towards AWNs Institutional Development and Stability (STAIDS)
16. Program Design Document Submitted to the Department of Foreign Affairs and Trade (DFAT), Australian Government, March 2014
17. Afghan Women's Network Strategic Plan 2013-2015
18. Women's Rights and Empowerment: Setting the Agenda Afghan Women's Network (AWN), Symposium, Oslo, November 23, 2014.
19. AWN Annual Report, 2014.

List of People/Organizations Interviewed

1. AWN management, AWN department managers: Advocacy, Networking, Program, Finance, Capacity Building, RRI Hotline
2. AWN Members
3. AWN Board Members
4. AWN Founder Members
5. Donors
6. AWN Core Group
7. Afghan Networks

AWN Organization Chart

