



ACBAR

Agency **C**oordinating **B**ody for
Afghan **R**elief & Development

ORGANISATIONAL STRATEGY 2026–2029

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Foreword from the Executive Director

Afghanistan is entering a period of profound transition. Humanitarian needs remain among the highest in the world, while declining international assistance, evolving donor priorities, growing emphasis on localisation, and a rapidly changing operating environment are reshaping how humanitarian and development assistance is coordinated and delivered.

These changes present significant challenges for NGOs. They also present an opportunity to strengthen collective action, improve coordination, and ensure that Afghan communities continue to receive principled, effective and accountable assistance.

For more than three decades, ACBAR has served as Afghanistan's principal platform for NGO coordination. Throughout this time, our greatest strength has been our members. National, local and international NGOs working together have consistently demonstrated that collaboration produces better outcomes than isolated action.

This strategy sets out ACBAR's direction for 2026–2029. It reaffirms our commitment to serving members through stronger coordination, collective advocacy, organisational development, and leadership on localisation. It also reflects our determination to become an even more responsive, field-driven and evidence-informed organisation that delivers practical value to members operating in an increasingly complex environment.

The strategy builds on extensive consultation with members, the Steering Committee, staff and partners. It also reflects lessons learned from previous strategic periods and recognises that success will depend not only on the work of the Secretariat, but on the continued commitment and active participation of ACBAR's membership.

Over the next three years, ACBAR will continue strengthening its role as a trusted convener, an independent collective voice for NGOs, and a bridge between members, authorities, donors, the United Nations and other stakeholders. We will continue to promote principled humanitarian action while supporting greater collaboration across humanitarian, basic human needs and development programming.

The challenges facing Afghanistan require partnership, innovation and collective leadership. This strategy provides a clear roadmap for how ACBAR, together with its members, will contribute to a stronger enabling environment, more effective NGOs and, ultimately, stronger and more resilient Afghan communities.

I extend my sincere appreciation to ACBAR's members, Steering Committee, staff, donors and partners whose continued trust and collaboration make this work possible. I look forward to working together to implement this strategy over the coming three years.

Namik Heydarov

Executive Director

Agency Coordinating Body for Afghan Relief and Development (ACBAR)

Executive Summary

The Agency Coordinating Body for Afghan Relief and Development (ACBAR) is Afghanistan's leading membership organisation representing national, local and international non-governmental organisations. For more than three decades, ACBAR has served as a trusted platform for coordination, collective representation, information sharing, and organisational development. Where mandated by its membership, it supports collective representation on matters of common interest, helping NGOs deliver principled and effective humanitarian and development assistance across Afghanistan.

The operating environment facing NGOs in Afghanistan is undergoing profound change. Declining humanitarian funding, increasing emphasis on basic human needs and longer-term resilience, growing localisation commitments, evolving regulatory requirements, and a complex political environment require new approaches to coordination and collective action. These changes present both significant challenges and opportunities for ACBAR and its members.

The ACBAR Organisational Strategy 2026–2029 sets out the organisation's strategic direction over the next three years. It is designed to strengthen ACBAR's role as Afghanistan's principal NGO coordination platform while ensuring that members receive practical support to operate effectively in an increasingly complex environment.

The strategy is built around four strategic pillars that reflect ACBAR's core functions.

Coordination and Information focuses on strengthening national and sub-national coordination, improving information management, supporting emergency preparedness, and enabling collective action among NGOs and key stakeholders.

Advocacy, Inclusion and Enabling Environment strengthens ACBAR's collective voice by promoting constructive engagement with authorities, donors and humanitarian partners, advancing localisation, supporting women-led and national organisations, and improving the policy and operational environment for NGOs.

Organisational Development, Capacity Strengthening and Localisation enhances the effectiveness and sustainability of NGOs through organisational development, professional training, leadership development, localisation initiatives, and practical support services for members.

Supporting these four pillars is a renewed commitment to organisational excellence. Over the strategy period, ACBAR will strengthen its governance, people, systems, financial sustainability, digital capabilities, and organisational learning to ensure it remains a responsive, accountable and effective institution.

The successful implementation of this strategy will depend on strong partnerships. As a member-based organisation, ACBAR's impact is achieved through the active participation of its members, collaboration with national authorities, constructive engagement with donors and United Nations agencies, and continued investment by development partners.

By 2029, ACBAR aims to be recognised not only as Afghanistan's leading NGO coordination platform, but also as a trusted partner that strengthens collective action, improves the enabling environment for NGOs, advances localisation, and contributes to more effective humanitarian, basic human needs and development assistance for the people of Afghanistan.

ACBAR at a Glance

Vision	Effective NGOs, Stronger Communities
Mission	To provide an efficient platform that enables members to deliver effective humanitarian and development assistance across Afghanistan.
Who We Are	Afghanistan's leading membership organisation supporting the collective representation of national, local and international NGOs.
Strategic Role	To coordinate, support collective representation, strengthen and enable NGOs through collective action, evidence-informed advocacy and institutional support.
Planning Period	August 2026–August 2029
Primary Beneficiaries	ACBAR member organisations and, through them, the people of Afghanistan.
Strategic Pillars	1. Coordination & Information. 2. Advocacy, Inclusion & Enabling Environment. 3. Organisational Development, Capacity Strengthening and Localisation. 4. Organisational Excellence.
Cross-Cutting Priorities	• Localisation • Inclusion • Accountability • Digital Transformation • Field Leadership • Strategic Partnerships
Implementation	Annual Implementation Plans supported by Results Frameworks, departmental workplans and donor-funded projects.

1. Strategic Context

A Changing Environment

Afghanistan's humanitarian and development landscape is undergoing a period of profound transformation. Humanitarian needs remain extensive, while declining international assistance, evolving donor priorities, increasing emphasis on basic human needs and resilience, and growing commitments to localisation are fundamentally reshaping the way assistance is financed, coordinated and delivered.

At the same time, NGOs continue to operate in a complex political and regulatory environment characterised by evolving policies, operational constraints, and varying administrative practices across national and sub-national levels. These conditions require NGOs to remain agile, coordinated, and well-informed in order to sustain principled humanitarian and development action.

The humanitarian-development landscape is also changing. While humanitarian assistance remains essential, greater attention is being given to longer-term resilience, basic human needs, and locally led approaches. This transition requires stronger collaboration between humanitarian and development actors, improved coordination across sectors, and increased investment in national and local organisations.

For NGOs, these changes present both significant challenges and new opportunities. Organisations must adapt to declining resources, increasing accountability expectations, more complex compliance requirements, and rapidly evolving operational realities while continuing to deliver quality assistance to communities across Afghanistan.

Implications for ACBAR

These changes reinforce the importance of a strong, independent and member-driven coordination platform.

Over the next three years, ACBAR will strengthen its role as the collective platform through which NGOs coordinate action, share information, address common operational challenges, and engage constructively with authorities, donors, the United Nations and other stakeholders. Increasingly, ACBAR's role will extend beyond facilitating coordination meetings to enabling collective solutions, supporting evidence-informed decision-making, and strengthening the overall effectiveness of the NGO sector.

To remain responsive to members' evolving needs, ACBAR will place greater emphasis on field-informed coordination, stronger sub-national engagement, practical operational support, organisational development, localisation, and strategic partnerships. The organisation will also invest in stronger internal systems, improved information management, digital transformation, and adaptive management to ensure that its services remain relevant, efficient and sustainable.

This strategy therefore represents not simply a continuation of ACBAR's previous work, but an evolution of the organisation to meet the changing needs of its members and the broader humanitarian and development community.

2. Organisational Identity

Who We Are

Established in 1988, the Agency Coordinating Body for Afghan Relief and Development (ACBAR) is Afghanistan's leading NGO membership and coordination platform. ACBAR brings together national, local and international non-governmental organisations to strengthen collective action, improve coordination, promote principled humanitarian and development assistance, and support a more enabling environment for NGOs operating across Afghanistan.

For more than three decades, ACBAR has provided a trusted platform through which members coordinate operational responses, exchange information, strengthen institutional capacity, and collectively engage with government authorities, donors, United Nations agencies, and other stakeholders. Through this convening role, ACBAR helps reduce duplication, promote collaboration, and amplify the collective voice of Afghanistan's NGO community.

Today, ACBAR represents 230 member organisations through an elected Steering Committee and a professional Secretariat headquartered in Kabul with seven regional offices across Afghanistan.

This national presence enables ACBAR to combine strategic engagement at the national level with strong operational understanding of regional realities, ensuring that member perspectives from across the country inform coordination, advocacy, and decision-making.

Our Vision

Effective NGOs, Stronger Communities

Our Mission

To provide an efficient platform that enables members to deliver effective humanitarian and development assistance across Afghanistan.

Our Mandate

ACBAR exists to serve its members by strengthening the effectiveness, accountability, and collective impact of Afghanistan's NGO community. It fulfils this mandate by:

- Coordinating national, local and international NGOs to promote effective and complementary humanitarian and development action.
- Supporting collective representation of members where mandated through evidence-informed advocacy and constructive engagement with key stakeholders.
- Facilitating information sharing, analysis and knowledge management to support informed decision-making.
- Strengthening the organisational capacity and leadership of NGOs, with particular emphasis on national and local organisations.
- Promoting humanitarian principles, ethical standards, accountability, localisation, and collaborative approaches across the sector.

Our Strategic Identity

ACBAR is more than a coordination mechanism. It is a member-owned institution that enables collective action across Afghanistan's NGO community.

As Afghanistan's leading NGO membership and coordination platform, ACBAR performs five complementary functions:

- Convene NGOs through trusted national and sub-national coordination mechanisms.
- Support collective representation of members, where mandated through collective advocacy and strategic engagement with authorities, donors, the United Nations and other stakeholders.
- Strengthen organisational effectiveness through capacity development, leadership support, localisation and shared learning.
- Inform decision-making through information management, analysis, research and knowledge sharing.
- Enable a stronger operating environment by supporting collaboration, practical problem-solving and institutional partnerships.

Together, these functions position ACBAR as a trusted intermediary between NGOs and the wider humanitarian and development system, ensuring that member organisations are better equipped to deliver effective, principled and accountable assistance to the people of Afghanistan.

Our Comparative Advantage

ACBAR's strength lies in its ability to bring together diverse organisations around shared objectives while remaining independent, member-driven and operationally grounded.

Unlike implementing organisations, ACBAR does not deliver assistance to the people in need directly. Instead, it creates value by enabling hundreds of NGOs to work more effectively through stronger coordination, collective representation where mandated by members, organisational development, and shared services to the benefit of the people in need in Afghanistan.

Its nationwide membership, regional presence, trusted relationships with stakeholders, and longstanding institutional experience uniquely position ACBAR to bridge national policy discussions with operational realities in the field. This combination of legitimacy, convening power and practical experience enables ACBAR to support solutions that no single organisation could achieve alone.

3. Theory of Change

Creating Collective Impact

ACBAR believes that effective coordination is not an end in itself. Coordination creates value when it enables NGOs to work more effectively, strengthens collective representation, improves the operating environment, and ultimately contributes to better outcomes for the people of Afghanistan.

This strategy is based on the understanding that no single organisation can address Afghanistan's humanitarian and development challenges alone. Sustainable progress depends on strong partnerships, effective coordination, locally led solutions, and an enabling environment that allows NGOs to operate safely, efficiently and in accordance with humanitarian principles.

Over the next three years, ACBAR will strengthen these foundations by supporting members through coordinated action, collective advocacy, organisational development, information management and strategic partnerships. These functions reinforce one another, creating greater effectiveness across the NGO community than could be achieved by individual organisations acting independently.

By strengthening the capacity and collective effectiveness of NGOs, ACBAR contributes to more coordinated responses, stronger local leadership, improved access to decision-making, and ultimately better humanitarian, basic human needs and development outcomes for Afghan communities.

This theory of change recognises that ACBAR's impact is primarily achieved through its members. The organisation therefore measures success not only by the quality of its own services, but by the extent to which those services strengthen the effectiveness, influence and sustainability of the NGO sector in Afghanistan as a whole.



4. Strategic Pillars



Strategic Pillar 1: Coordination and Information

Strategic Objective

To strengthen national and sub-national coordination, information management and collective action, enabling NGOs to operate more effectively, respond to emerging challenges, and deliver better humanitarian, basic human needs and development assistance across Afghanistan.

Intended Impact

Effective coordination is fundamental to the success of Afghanistan's NGO community. As the operating environment becomes increasingly complex, NGOs require trusted mechanisms that facilitate collaboration, timely information sharing, collective problem-solving and constructive engagement with key stakeholders.

ACBAR's role extends beyond convening meetings. It provides the structures, relationships and information that enable organisations to work together more effectively, reduce duplication, strengthen operational coherence and respond collectively to emerging opportunities and challenges.

Over the coming three years, ACBAR will further strengthen its position as Afghanistan's principal coordination platform by ensuring that coordination with and among the stakeholders, including, increasingly, with the authorities, is field-driven, evidence-informed and focused on delivering practical value for members.

Strategic Priorities

During 2026–2029 ACBAR will:

- Strengthen national and sub-national coordination mechanisms that enable effective collaboration among members and key stakeholders.
- Position seven (7) Regional Teams as the principal multi-stakeholder coordination platform supporting integrated humanitarian and basic human needs planning and coordination at the regional level.
- Improve information management through timely analysis, digital platforms, knowledge products and evidence that support operational and strategic decision-making.
- Strengthen emergency preparedness and coordinated response mechanisms that improve collaboration before, during and after emergencies.
- Enhance communication with members through accessible, timely and practical information products that support informed decision-making.
- Foster greater participation of national, local and women-led organisations within coordination structures at both national and regional levels.

Expected Outcomes

By 2029:

- National and regional coordination mechanisms operate more effectively and respond more consistently to members' priorities.
- NGOs have improved access to timely information, stronger collaboration and reduced duplication.
- Regional coordination increasingly informs national advocacy and strategic decision-making.
- Members demonstrate greater confidence in ACBAR as their primary coordination platform.
- Emergency preparedness and operational coordination are strengthened through improved collaboration among NGOs and other stakeholders.
- National and local NGOs increasingly share leadership roles within ACBAR-supported coordination mechanisms.

Success Indicators

Progress will be measured through indicators such as:

- Member satisfaction with coordination services.
- Participation and engagement across national and regional coordination platforms.
- Increase in the number and proportion of ACBAR-supported coordination mechanisms with national or local NGO co-leadership.
- Utilisation of ACBAR information products and digital services.
- Evidence that coordination contributes to improved operational collaboration and collective action.
- Strengthened participation of national, local and women-led organisations in coordination mechanisms.

Strategic Pillar 2: Advocacy, Inclusion and Enabling Environment

Strategic Objective

To strengthen the collective voice of NGOs towards the stakeholders by promoting constructive dialogue, evidence-informed advocacy and an enabling environment that supports principled, inclusive and effective humanitarian, basic human needs and development action.

Intended Impact

Individual organisations often face operational, policy and regulatory challenges that cannot be effectively addressed alone. ACBAR enables members to engage collectively with authorities, donors, the United Nations and other stakeholders, ensuring that operational realities and field perspectives that affect the people of Afghanistan inform policy discussions and decision-making.

Advocacy is most effective when it reflects the collective experience of members and is supported by credible evidence. Over the next three years, ACBAR will continue strengthening its role as a trusted intermediary that facilitates dialogue, promotes practical solutions and supports a more predictable operating environment for NGOs.

At the same time, ACBAR recognises that inclusive coordination strengthens humanitarian action. The organisation will continue promoting meaningful participation of national NGOs, local organisations and women-led organisations in local and international fora, while advancing accountability to affected populations and localisation as central principles of effective coordination.

Strategic Priorities

During 2026–2029 ACBAR will:

- Support collective representation on matters of common interest where mandated through evidence-informed advocacy and constructive engagement with authorities, donors, United Nations agencies and other stakeholders.
- Strengthen policy dialogue with stakeholders that supports a more predictable, enabling and principled operating environment for NGOs.
- Promote localisation by strengthening the leadership, participation and influence of national and local organisations.
- Advance inclusion, equal opportunities and meaningful participation across ACBAR's coordination, governance and advocacy mechanisms.
- Strengthen accountability to affected populations by ensuring that community perspectives increasingly inform coordination, advocacy and policy engagement.

- Build strategic partnerships that amplify the collective voice and influence of Afghanistan's NGO community nationally and internationally.

Expected Outcomes

By 2029:

- NGOs report improved engagement with key stakeholders and stronger collective representation.
- Policy dialogue increasingly reflects operational realities and member priorities.
- National and local NGOs play a greater leadership role within coordination and decision-making structures.
- Community perspectives are more consistently reflected in collective advocacy.
- ACBAR is recognised as the leading representative platform for Afghanistan's NGO sector.

Success Indicators

Progress will be measured through indicators such as:

- Member satisfaction with advocacy and representation.
- Evidence of policy, regulatory or operational improvements influenced through collective engagement.
- Participation of national, local and women-led organisations in governance and coordination structures.
- Integration of community feedback into advocacy priorities and policy dialogue.
- Growth in strategic partnerships supporting ACBAR's advocacy objectives.

Strategic Pillar 3: Organisational Development, Capacity Strengthening and Localisation

Strategic Objective

To strengthen the institutional effectiveness, leadership and sustainability of Afghanistan's NGO sector by promoting organisational development, professional learning, localisation and collaborative approaches that enable national, local and international NGOs to deliver higher-quality humanitarian, basic human needs and development programmes.

Why This Matters

Strong organisations deliver stronger results. As Afghanistan's humanitarian and development landscape continues to evolve, NGOs require more than technical training. They need stronger institutions, capable leadership, sustainable partnerships, improved access to resources, and opportunities to learn from one another.

ACBAR has supported organisational capacity development for many years. Building on this experience, the organisation will adopt a broader organisational development approach that moves beyond traditional training towards long-term institutional strengthening. This approach recognises that sustainable change is achieved not only by improving individual skills, but by strengthening organisations, promoting peer learning, supporting leadership development and creating an enabling ecosystem for Afghan NGOs.

Localisation remains central to this vision. ACBAR will continue to promote localisation as a long-term transformation of the humanitarian and development system by strengthening the leadership, influence and institutional sustainability of national and local organisations while fostering more equitable partnerships across the sector.

Strategic Priorities

During 2026–2029 ACBAR will:

- Deliver integrated organisational development and capacity strengthening services that respond to the evolving needs of member organisations.
- Strengthen leadership development, peer learning and communities of practice that encourage collaboration, innovation and organisational learning across the NGO sector.
- Expand high-quality professional training opportunities aligned with emerging humanitarian, basic human needs, development and organisational priorities.
- Lead Afghanistan's localisation agenda by strengthening the participation, leadership and institutional sustainability of national and local organisations.
- Facilitate stronger engagement between national NGOs, donors, international NGOs and other stakeholders to promote equitable partnerships and improve access to funding opportunities.
- Promote research, learning and knowledge exchange that strengthens evidence-informed programming and organisational improvement across the NGO community.

Expected Outcomes

By 2029:

- Member organisations demonstrate stronger institutional capacity and organisational performance resilience.
- National and local NGOs play an increasingly influential role within Afghanistan's humanitarian and development architecture.
- Organisational development, professional learning and leadership support are recognised as core value-added services provided by ACBAR.
- Localisation commitments increasingly translate into measurable changes in leadership, participation and partnership practices.
- Collaboration, learning and innovation become stronger features of Afghanistan's NGO community.

Success Indicators

Progress will be measured through indicators such as:

- Member satisfaction with organisational development and capacity strengthening services.
- Evidence of improved organisational performance among participating NGOs.
- Participation in professional learning, leadership development and organisational support programmes.
- Progress against agreed localisation commitments and strategic action plans.
- Increased engagement between national NGOs, donors and strategic partners.

Strategic Pillar 4 (Internal Facing): Organisational Excellence

Strategic Objective

To strengthen ACBAR's governance, leadership, people, systems and institutional sustainability to ensure effective implementation of the Strategy.

Building a Stronger Institution

Delivering greater value to members requires a strong, well-managed and financially sustainable organisation. Over the next three years, ACBAR will continue strengthening its own institutional capacity to ensure that it remains an effective, trusted and resilient membership organisation capable of responding to an evolving operating environment.

Rather than viewing organisational development as an internal administrative exercise, ACBAR recognises that strong governance, capable people, effective systems and sustainable financing directly influence the quality of services delivered to members.

The organisation will therefore pursue excellence across six institutional priorities.

Governance and Leadership

ACBAR will strengthen governance arrangements by promoting clear accountability, effective leadership, transparent decision-making and constructive collaboration between the Steering Committee and the Secretariat. Leadership development, succession planning and delegated decision-making will support a more agile and responsive organisation.

People and Organisational Culture

ACBAR will continue investing in its people by strengthening recruitment, staff professional development, performance management, wellbeing and duty of care. The organisation will foster a collaborative, inclusive and high-performing culture that attracts, develops and retains talented professionals.

Operational Excellence and Digital Transformation

ACBAR will modernise its operational systems by strengthening finance, procurement, administration, information technology and digital information management. Greater use of digital solutions, data analytics and integrated management systems will improve efficiency, accountability and service delivery across headquarters and regional offices.

Financial Sustainability and Resource Mobilisation

Recognising the changing donor landscape, ACBAR will pursue a diversified and sustainable resource mobilisation strategy that strengthens institutional resilience while maintaining independence and member

focus. The organisation will continue expanding strategic partnerships and pursuing funding opportunities that support both institutional priorities and member services.

Learning, Innovation and Knowledge Management

Continuous learning will remain central to ACBAR's organisational culture. The organisation will strengthen monitoring, evaluation, learning and knowledge management systems to support evidence-informed decision-making, organisational improvement and adaptive management.

Risk Management and Organisational Resilience

Operating in Afghanistan requires flexibility and resilience. ACBAR will strengthen organisational risk management, business continuity, data protection and adaptive planning to ensure that it can continue supporting members effectively under changing circumstances.

Expected Outcomes

By 2029:

- ACBAR is recognised as a well-governed, efficient and financially sustainable membership organisation.
- Members experience consistently high-quality services across headquarters and regional offices.
- Digital systems and organisational processes improve efficiency, transparency and organisational learning.
- Staff engagement, organisational performance and institutional resilience continue to strengthen.
- Diversified funding and strategic partnerships enhance ACBAR's long-term sustainability and independence.
- Organisational learning and adaptive management become embedded across ACBAR.

Success Indicators

- Governance effectiveness and implementation of Steering Committee decisions.
- Overall member satisfaction with ACBAR services.
- Progress in digital transformation and operational efficiency.
- Staff engagement, retention and performance management outcomes.
- Growth and diversification of institutional funding and strategic partnerships.
- Implementation of organisational learning and improvement initiatives.

5. Cross-Cutting Strategic Priorities

The four strategic pillars are supported by six cross-cutting strategic priorities that guide ACBAR's work across the organisation. These priorities influence programme design, advocacy, organisational development, partnerships and institutional decision-making throughout implementation of the Strategy.

5.1 Strengthen Localisation

ACBAR will continue to champion localisation as a long-term transformation of Afghanistan's humanitarian and development system by strengthening the leadership, representation and institutional sustainability of national and local NGOs, promoting equitable partnerships, improving access to funding opportunities and increasing participation in decision-making.

5.2 Promote Inclusion

ACBAR will promote meaningful participation of women-led, national and local organisations across its coordination, governance, advocacy and organisational development functions. Inclusion will remain a guiding principle for programme design, representation and institutional engagement.

5.3 Strengthen Accountability

ACBAR will strengthen accountability to members, partners and affected populations by promoting transparent governance, evidence-informed advocacy, community engagement and continuous organisational learning. Feedback and operational realities from the field will increasingly inform organisational priorities and collective action.

5.4 Advance Digital Transformation

ACBAR will modernise its information management, digital communication and organisational systems to improve coordination, knowledge sharing, organisational efficiency and evidence-informed decision-making. Digital innovation will support better services for members and stronger organisational performance.

5.5 Strengthen Field Leadership

ACBAR will continue investing in its regional presence to ensure that coordination, advocacy and organisational support are informed by operational realities. Greater emphasis will be placed on Regional Teams, emergency preparedness and ensuring that field perspectives influence national coordination and decision-making.

5.6 Strengthen Strategic Partnerships

ACBAR will strengthen partnerships with members, authorities, donors, United Nations agencies, civil society, academia and the private sector to promote collaboration, improve coordination and support more effective humanitarian, basic human needs and development action.

6. Monitoring, Learning and Adaptive Management

Measuring Progress and Driving Continuous Improvement

The successful implementation of this strategy depends on disciplined execution, continuous learning and the ability to adapt to a rapidly changing operating environment. ACBAR will therefore adopt an adaptive management approach that combines regular performance monitoring with organisational learning and evidence-informed decision-making.

Rather than treating monitoring as a compliance exercise, ACBAR will use performance information to improve services, strengthen accountability to members, inform strategic decisions and continuously refine organisational priorities.

Implementation of the strategy will be supported by four complementary management tools:

- Annual Implementation Plans, translating strategic priorities into annual organisational objectives and activities.
- Results Frameworks, defining the outcomes, indicators and performance targets used to measure progress.
- Departmental Workplans, aligning organisational priorities with departmental responsibilities.
- Project Workplans, ensuring that donor-funded programmes contribute directly to ACBAR's strategic objectives.

Progress will be reviewed regularly by the Secretariat Senior Leadership Team (SLT) and Steering Committee (SC), with annual strategic reviews assessing achievements, lessons learned and emerging priorities. Where necessary, ACBAR will adapt implementation approaches to respond to changes in the operating environment while maintaining the overall strategic direction established by this document.

This approach reflects ACBAR's commitment to transparency, accountability, organisational learning and continuous improvement.

7. Member Commitments

A Shared Responsibility

ACBAR's success depends upon the active participation and collective commitment of its members.

As a membership organisation, ACBAR derives its legitimacy, influence and effectiveness from the strength of its membership. While the Secretariat is responsible for facilitating coordination, advocacy and organisational support, achieving the objectives of this strategy requires active engagement by member organisations.

ACBAR therefore encourages all members to:

- Participate actively in coordination platforms, working groups and governance processes.
- Contribute operational knowledge, evidence and practical experience to strengthen collective advocacy and decision-making.
- Promote constructive collaboration, information sharing and mutual support across the NGO community.
- Uphold humanitarian principles, ethical standards and the ACBAR Code of Conduct.
- Support localisation, inclusion, accountability and organisational learning across the sector.
- Contribute to the implementation and periodic review of this strategy through regular dialogue and feedback.

By working collectively, members strengthen not only ACBAR, but also the effectiveness, credibility and sustainability of Afghanistan's NGO community as a whole.

8. Looking Ahead

Afghanistan's humanitarian and development landscape will continue to evolve over the coming years. New challenges will emerge, funding patterns will change, operational realities will shift, and the expectations placed upon NGOs will continue to grow.

Throughout these changes, ACBAR's purpose remains constant: to serve its members by strengthening collective action, promoting principled humanitarian and development assistance, and creating an environment in which NGOs can work more effectively together than they could individually.

This strategy represents more than a roadmap for organisational development. It is a shared commitment between ACBAR, its members, partners and stakeholders to strengthen coordination, promote constructive dialogue, invest in national leadership and build a stronger, more resilient NGO community capable of responding to Afghanistan's changing needs.

Success will ultimately be measured not only by the activities ACBAR undertakes, but by the value it creates for its members and, through them, for the people of Afghanistan.

By remaining member-driven, evidence-informed and committed to partnership, ACBAR will continue to strengthen its role as Afghanistan's leading NGO membership and coordination platform, supporting effective NGOs and contributing to stronger communities across the country.