

ANNEX A: STRATEGIC RESULTS FRAMEWORK (2026–2029)

PURPOSE

The Strategic Results Framework provides the overarching framework for monitoring progress towards the implementation of the ACBAR Organisational Strategy 2026–2029. It identifies the strategic outcomes and performance indicators that will be used to assess progress over the strategy period. Annual workplans and donor programme logframes will be shared with ACBAR Steering Committee on a semi-annual basis and with all members at the annual General Assembly to demonstrate progress across all strategic pillars.

STRATEGIC PILLAR 1: COORDINATION AND INFORMATION

Strategic Objective	Strategic Outcomes (by 2029)	Strategic Performance Indicators	Means of Verification
Strengthen national and sub-national coordination, information management and collective action.	National and regional coordination mechanisms operate more effectively and respond consistently to members' priorities.	Member satisfaction with coordination services.	Annual Member Survey
	NGOs have improved access to timely, reliable and actionable information for operational and strategic decision-making.	Participation and engagement across national and regional coordination platforms.	Participation records; meeting reports
	Regional coordination increasingly informs national coordination, advocacy and strategic decision-making.	Utilisation of ACBAR information products and digital services.	Website analytics; publication statistics
	Members recognise ACBAR as their primary coordination platform.	Evidence of improved operational collaboration and collective action among member organisations.	Annual coordination review
	Emergency preparedness and operational coordination are strengthened through improved collaboration.	Participation of national, local and women-led organisations in coordination mechanisms.	Membership and coordination records
	National and local NGOs increasingly share leadership roles within ACBAR-supported coordination mechanisms.	Increase in the number and proportion of ACBAR-supported coordination mechanisms with national or local NGO co-leadership.	Annual mapping of coordination mechanisms; governance records; Terms of Reference; annual coordination review.

STRATEGIC PILLAR 2: ADVOCACY, INCLUSION AND ENABLING ENVIRONMENT

Strategic Objective	Strategic Outcomes (by 2029)	Strategic Performance Indicators	Means of Verification
Strengthen the collective voice of NGOs through evidence-informed advocacy and constructive engagement.	NGOs benefit from stronger collective representation, where mandated, and more effective engagement with authorities, donors and strategic partners.	Member satisfaction with advocacy and collective representation services, where mandated.	Annual Member Survey
	Policy dialogue increasingly reflects operational realities and member priorities.	Evidence of policy, regulatory or operational improvements influenced through collective engagement.	Advocacy reports; stakeholder feedback
	National and local NGOs play a stronger leadership role within coordination and decision-making structures.	Participation of national, local and women-led organisations in governance and coordination mechanisms.	Membership and governance records
	Community perspectives increasingly inform advocacy and policy engagement.	Integration of community feedback into advocacy priorities and policy dialogue.	AAP reports; advocacy products
	ACBAR is recognised as the leading representative platform for Afghanistan's NGO community.	Growth in strategic partnerships supporting advocacy objectives.	Partnership agreements; annual reports

STRATEGIC PILLAR 3: ORGANISATIONAL DEVELOPMENT, CAPACITY STRENGTHENING AND LOCALISATION

Strategic Objective	Strategic Outcomes (by 2029)	Strategic Performance Indicators	Means of Verification
Strengthen the institutional effectiveness, leadership and sustainability of Afghanistan's NGO sector.	Member organisations demonstrate stronger institutional capacity, organisational performance and resilience.	Member satisfaction with organisational development and capacity strengthening services.	Annual Member Survey
	National and local NGOs play an increasingly influential leadership role within Afghanistan's humanitarian and development architecture.	Evidence of improved organisational performance among participating member organisations.	Organisational assessments; follow-up reviews
	Organisational development, professional learning and leadership support are recognised as core value-added services provided by ACBAR.	Participation in professional learning, leadership development and organisational support programmes.	Training and programme records
	Localisation commitments increasingly translate into measurable improvements in leadership, participation and partnership practices.	Progress against agreed localisation commitments and strategic action plans.	Localisation monitoring reports
	Collaboration, organisational learning and innovation become stronger features of Afghanistan's NGO community.	Increased engagement between national NGOs, donors and strategic partners.	Partnership records; annual review

STRATEGIC PILLAR 4: ORGANISATIONAL EXCELLENCE (INTERNAL FACING)

Strategic Objective	Strategic Outcomes (by 2029)	Strategic Performance Indicators	Means of Verification
Strengthen ACBAR's governance, leadership, people, systems and institutional sustainability to ensure effective implementation of the Strategy.	ACBAR is recognised as a well-governed, efficient and financially sustainable membership organisation.	Governance effectiveness and implementation of Steering Committee decisions.	Governance review; SC minutes
	Members experience consistently high-quality services across headquarters and regional offices.	Overall member satisfaction with ACBAR services.	Annual Member Survey
	Digital systems and organisational processes improve efficiency, transparency and organisational learning.	Progress in digital transformation and operational efficiency.	Internal performance reviews; system reports
	Staff engagement, organisational performance and institutional resilience continue to strengthen.	Staff engagement, retention and performance management outcomes.	Staff Survey; HR reports
	Diversified funding and strategic partnerships enhance ACBAR's long-term sustainability and independence.	Growth and diversification of institutional funding and strategic partnerships.	Financial reports; donor portfolio analysis
	Organisational learning and adaptive management become embedded across ACBAR.	Implementation of organisational learning and improvement initiatives.	Annual learning review; management reports