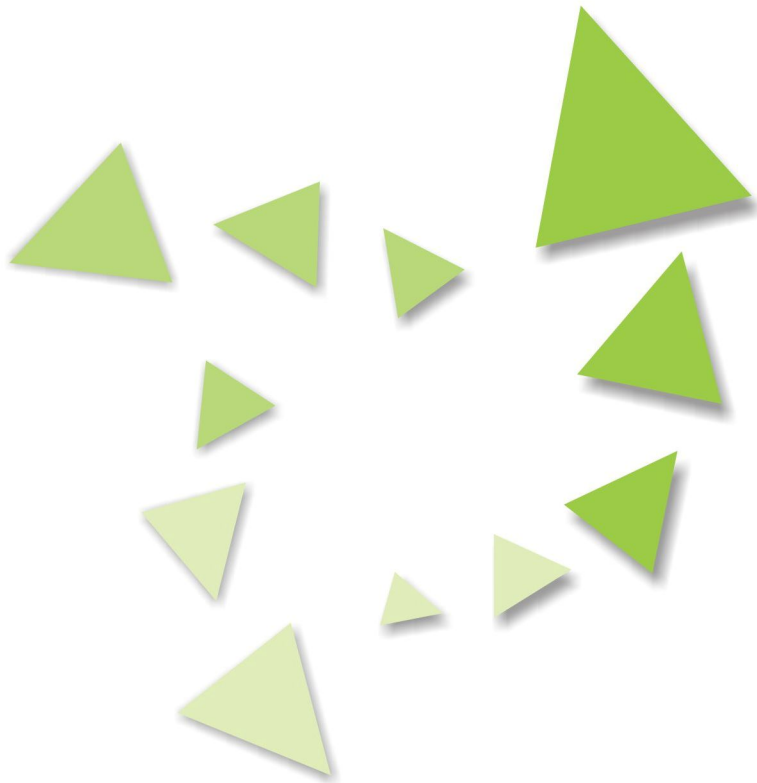


HEINRICH BÖLL STIFTUNG
AFGHANISTAN

Strategy Plan
2016-2017

CONTACT GROUP

YOUTHS' POLITICAL PARTICIPATION



Strategy Plan
2016-2017

CONTACT GROUP
YOUTHS' POLITICAL PARTICIPATION

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Preamble from Secretariat

In order to provide a clear direction to the work of the Contact Group in the coming two years 2016-2017, Contact Group through a participatory approach, identified programmatic interventions that will enable the Contact Group to move forward towards achieving its vision and mission. The interlinked interventions are complementary and based on the Contact Group's clients' needs and the capacity of the Contact Group.

A willingness to work together and get engaged the youths participating in political processes at the national level, demonstrate a collective commitment to encourage the marginalized youths who are intended to be included in the political, social and economic and cultural processes, create self-confidence and contribute to sustainable peaceful development are to overall vision of the Contact Group.

For the greater outcome, the Contact Group has to highlight the changes it would like to see in the society and also its contribution and efforts to achieve the expected impact. Within this context, the Contact Group is committed to enhance its professional capacity to effectively and efficiently perform its interventions.

The implementation of this strategy will require carefully structured



approaches consisting of a work-plan for implementation such as Annual Budget-plan, Annual Work-plan and Monthly Action Plans. Each of these will be developed and put in place by the management of Contact Group.

Contact Group management has to be focused on sharing the vision, mission, core values and strategies of the Contact Group with the staff and stakeholders to align them in achieving the vision and mission of the Contact Group.

I would like to cordially thank Heinrich Böll Stiftung (hbs) staff who devoted their time and financial resources and contributed to the development of the Strategic plan. I would also like to appreciate the efforts of Contact Group members to contribute in the development of the Strategic Plan and shared their lesson learned and viewpoints with us based on their firsthand information from the society and working areas of Contact Group.

In order to have a greater impact, the Contact Group must articulate the changes it would like to see in the society and be even clearer about its own contributions towards realizing those changes.

Executive Committee of Contact Group



The strategic planning process

With the consultation of Contact Group, Heinrich Böll Stiftung (hbs) recruited an Afghan independent consultant to develop the Strategic plan. The consultant reviewed Contact Group's existing papers such as Memorandum of Understanding (MoU) and a tentative action plan aimed at understanding the Contact Group overall mandate and programmatic areas. hbs invited all group's members and representatives of Youth Lead Organizations to participate in a three day strategic-plan development workshop which was held in Kabul. Prior to the workshop, the consultant held consultation meeting with the hbs program coordinator to consider his inputs and viewpoints during strategic-plan development. The process adopted in the workshop was participatory through different exercises and trainings; discussions were carried out to develop a practical and workable Strategy Plan.

In a participatory manner, the participants were asked to work on SWOL analysis and develop the impacts and causes of each component of SWOL which were considered during readjusting the Contact Group's prior strategic interventions. Based upon Contact Group's acquired expertise, the participants developed vision; mission and focused on Contact Group's



core values, the strategies toward achieving the vision and mission were discussed, analyzed and drafted. Similarly, the core values of the Contact Group were critically evaluated and articulated within the contexts of the vision and the new mission statement.

Based on Contact Group's current capacity and needs for interventions, the secretariat of the Contact Group had a critical review of the interventions that the Contact Group would like to undertake in order to achieve its vision, mission and strategic goals. During the process of developing the Strategic Plan, the consultant and the members of the Contact Group critically assessed the capacity of the Contact Group. After articulating the vision of Contact Group, a critical review of the mission was conducted, and in the light of the vision, Contact Group's contribution was critically reviewed and articulated as the mission statement and strategic goals for the Contact Group.

In order to be able to implement the approaches and strategies, a systematic pathway was identified with a corresponding timeframe and the responsibilities of staffs which would enable the Contact Group to be focused on its vision and mission. The Strategic Plan comprised two complementary working documents/tools in the form of Annual Contact Group Work-plan and Annual Contact Group Budget. These two documents will serve as the executive tool for the effective management of Contact Group's performance.

The final version of Strategic Plan was circulated to the members of Contact Group which was considered as approved. Later, the Board of Founders, Executive Board and Board of Directors authorized the implementation of the Strategy Plan, fiscal 2016-2017 and expressed his/her commitment to realizing it within the two years.

Core Values

Commitment

Belief in vision and mission

Rule of Law

Equal and non-discriminated law enforcement

Pluralism



Belief in diversity and culture of coexistence

National Unity

Inclusive nation and state-building

Accountability

Considering & respecting the highest interest of clients and stakeholders

Integration

Focusing on coherent and consistent approaches

Social Justice

Inclusive political, social, economic and cultural participation

Vision

A sustainable peaceful Afghanistan where Youths enjoy political, economic, social and cultural development

Mission

Realizing sustainable political, economic, social and cultural development through youths' meaningful inclusion in power and decision-making, enhancing the culture of convergence and tolerant, advocating for non-discrimination, motivating and encouraging the youths, civil and political institutions to influence on national processes

Beneficiaries and Stakeholders

- Clients/Beneficiaries: Youths
- Government Institutions: Ministry of Women Affairs, Ministry of Cultural and Information (Youth affairs), Presidential Administrative office and other relevant government ministries
- Technical Partner: Heinrich Böll Stiftung (hbs)



Introduction & Background of Contact Group

The democratic environment over the last decade provided a crucial opportunity for civil and political activities in Afghanistan in which not only political parties but also civil society organizations, youth groups and networks were founded to consolidate democracy and endeavor to push forward their participation in politics and society. In terms youth organizations and activities, their first experience and steps were effective but they have act individually and their activities were limited which undermined their leading role as social and political dynamism in Afghan society and politics. Therefore, a small civil-political youth groups and organizations raised the idea of coming up to start an informal series of track2 meetings. Initially the track2 meetings held in The Liaison Office (TLO) with representatives of Afghanistan 1400, Afghanistan Awareness and Analysis (A3), Wadan Afghanistan, and Solidarity Network for Change, New Line Organization, Afghanistan 3rd Trend later few more groups like and Afghanistan Green Youth National Coalition, Young Activists Network for Reform and Change and Afghanistan Forward

The Contact Group which is an umbrella of youth groups, networks and organizations has been serving as a platform for young civil-political



actors since January 2014. The platform aims at providing the ground for systematic exchange of ideas and strategic clarification of political vision that reflects the interest of youth as well as identify and integrate the scattered youth groups, networks and organizations to ensure their leading role in democratic development and successful transformation in the coming decade (2015-2024).

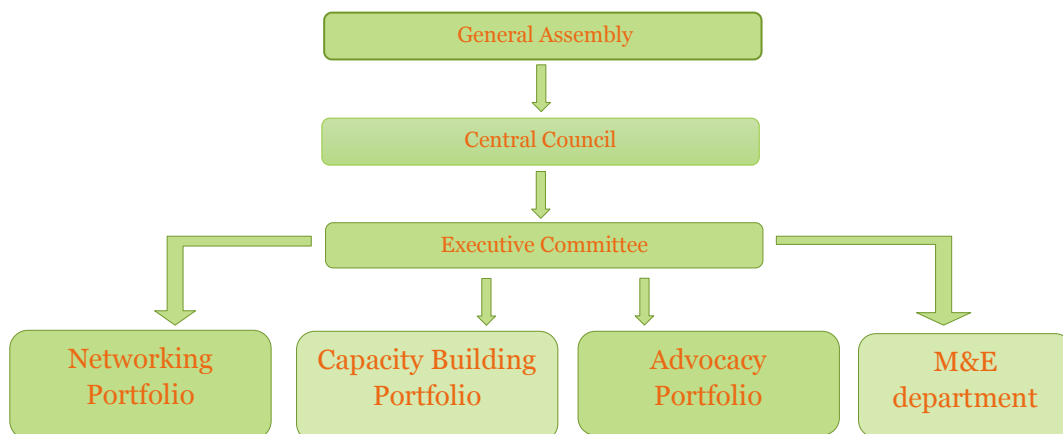
The Contact Group would facilitate the ground for youth engagement in dialogues and strive to act as a collective measure to influence government related policies, strategies, programs and agenda to reflect and ensure the interest of young people in future.

Achievement so far

- Drafting a Policy paper out of the three conferences facilitated by the Lesion office (TLO) by the name of The Age of Youth: The Peaceful Shaping of Afghanistan's Transition Decade. Link: <http://af.boell.org/2014/07/17/age-youth-peaceful-shaping-afghanistans-transition-decade>
- Finalizing the Memorandum of Understanding for contact Group
- Finalizing MoU between Contact Group and HBS office, Kabul
- Conducting several meetings with EU Parliamentarians in Kabul, German Embassy, Afghanistan Government Officials who work in youth affairs
- Conducting two workshops for preparation of strategic Plan for Contact Group
- Drafting Action Plan for the year 2015 including developing the strategic plan
- Launching events in Kabul for youths in Youths Day with more than 120 youths
- Launching a three-day workshop for youths Strategic Plan Foundation
- Drafting a ToR for the General Secretary of the Group
- Drafting a ToR for the Board of Directors



Contact Group Structure



SOWL analysis

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|--|--|
| <p>Strengths:</p> <ul style="list-style-type: none"> • Qualified and trustful members Cause: educated committed youths Impact: quality performance • Capacity for political inclusion and participation Cause: relevant education and qualification Impact: raised youths' voice at the national and international levels | <p>Weakness:</p> <ul style="list-style-type: none"> • Lack of ownership of initiatives among Contact Group members Cause: lack of self-confidence, socialism and national sentiment Impact: missed opportunities for political participation • Frustration and radicalism Cause: traditional practices and beliefs Impact: lack of convergence amongst Contact Group members • Emotionality |
|--|--|



| | |
|---|--|
| <ul style="list-style-type: none">• Diverse members in-term of religion, culture and ethnicity Cause: joint vision to realize youths' rights Impact: enhanced solidarity and national unity• Shared values for political stability Cause: understanding the Afghan context Impact: replacing classic and traditional governance with modern democratic governance• Members commitment towards civil and political participation and desire for change and transformation Cause: sense of responsibility and patriotism Impact: opened space for youths political inclusion• Ability to establish contact amongst youths at the central and provincial levels Cause: social networks and technological facilities Impact: somehow linked the youths at the national level | <ul style="list-style-type: none">Cause: lack of experience in political participation Impact: losing opportunities for political participation• Gender imbalance Cause: lack of civil and political awareness young female Impact: male-dominated initiatives• Lack of clarity among CG members regarding the CG and individual organizations goal, activities and programs Cause: lack of ownership, secretariat's inability and procrastinating the due activities Impact: mismanagement in CG activities• Lack of structures within the Contact Group Cause: not paying attention on developing a codified policy and strategic plan, lack of procedural policies Impact: losing potential members, deviation in CG principles and activities• Inadequate commitment amongst some of CG members Cause: not considering the CG |
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| <p>Opportunity:</p> <ul style="list-style-type: none"> • Talented youths supporting the Contact Group and interested to be part of the Contact Group <p>Cause: interested to be part of the political participation and decision-making at the national level</p> <p>Impact: visible and constructive presence of youths in the society</p> <ul style="list-style-type: none"> • Opportunities for civil and political activities <p>Cause: democratic environment</p> <p>Impact: public sense enhancement</p> <ul style="list-style-type: none"> • Space for emerging youths' talents <p>Cause: youths ability to emerge their talents</p> <p>Impact: motivating the entire youths population for self-confidence building</p> <ul style="list-style-type: none"> • Space for advocacy in different fields <p>Cause: democracy and freedom of protests</p> | <p>agreement</p> <p>Impact: not holding regular meetings in the leadership council</p> <p>Limitation:</p> <ul style="list-style-type: none"> • Generation gap and deficit of pro-youth politics <p>Cause: extreme discrimination, influence of tribal leaders, ruling tribal political parties</p> <p>Impact: marginalized the youths from civil and political participation</p> <ul style="list-style-type: none"> • Penetration on youths to misuse youths' power <p>Cause: lack of civil and political awareness amongst youths</p> <p>Impact: marginalizing the youths from political participation</p> <ul style="list-style-type: none"> • Legacy of political leadership and governance <p>Cause: continuance of traditional leadership</p> <p>Impact: monopolizing power in the hands of specific groups</p> <ul style="list-style-type: none"> • Lack of transparency in government departments while getting employed <p>Cause: relation preferences rather</p> |
|---|--|



| | |
|---|--|
| <p>Impact: getting involved the youths in political and social participation for policy changes and recommendation</p> <p>• Presence of funding agencies</p> <p>Cause: supporting the civil institutions to establish a democratic society</p> <p>Impact: inclusive civil and political participation</p> | <p>than rules and regulations</p> <p>Impact: wide administrative corruption</p> <p>• Administrative corruption</p> <p>Cause: corrupted governmental officials</p> <p>Impact: lack of employability and deprived of political inclusion</p> <p>• Fundamentalism</p> <p>Cause: traditional practices and lack of belief in modernization</p> <p>Impact: misuse of traditional power</p> |
|---|--|

Context analysis

Participation is a fundamental right. It is one of the guiding principles of the Universal Declaration of Human Rights that has been reiterated in many other Conventions and Declarations. Through active participation, youths are empowered to play a vital role in their own development as well as in that of their communities, helping them to learn vital life-skills, develop knowledge on civil and political participation, citizenship and to promote positive civic action. The international community has reaffirmed its commitment to youth participation through UN General Assembly resolution 58/133, which reiterates the “importance of the full and effective participation of youth and youth-led organizations at the local, national, regional and international levels.

Development programs in Afghanistan have largely ignored the voices of young people. Afghanistan has one of the world’s fastest growth rates at 2.8%, and two thirds of the country (63%1) is under the age of 24, yet the policies that shape their future are being formulated with little understanding



of who the youth are, or what they exactly want.¹ Afghan youths remain largely outside the radar of policy-makers; while reconstruction and development have not matched their high expectations and many young people still feel politically disenfranchised. Insurgent groups in some parts of the country use this growing frustration to recruit more young people in their ranks. In other words, the segment of the population that could be utilized as an engine to rebuild Afghanistan could instead become a threat.

Political Participation:

The interest in politics is clear for the majority of Afghan youth whether they are very interested in politics (42%) or somewhat interested in politics (22.8%), politics is part of Afghan youth's reality. The top four provinces with the highest interests in politics are Kabul, Herat, Kunduz and Balkh. On the other end of the spectrum, in Kandahar and Paktia, those who are not at all interested in politics outnumbered those who are. In the remaining 30 provinces, the majority of youths interested varying degree of interest in politics. 18.1% of women are very interested in politics, most of whom are based in Kabul. Given the conservative nature of society, the number of women who are not interested in politics is highest in Kandahar (47%), Paktia (64.3%) and Nangarhar (39.8%). This interest is not reflected in the degree and nature of participation in political activities. 80.9% of the youths are not actively involved in any political party. Of those who are, 8.9% are a part of a student or youth association whilst 6.4% are a part of religious groups.² The lack of youth participation could be indicative of not enough platforms that allow youth to participate in political activities or a lack of initiative and desire in the youth themselves to translate their interest into participation.

Being a Politician

Those who want to be politicians come mostly from the 4 main provinces Kabul, Herat, Balkh and Nangarhar. The majority of them (49.9%) are

¹ Afghanistan's Future-in-Transition, A participatory assessment of the Afghan Youths

² Ibid



between 17 and 19 years of age located in urban locations. Being a politician is connected with the preference for government jobs as a means of secure employment. It is also connected with an implicit assumption that being a politician mean being a leader, highlighting youth perceptions of who yields power in Afghan society. However, it is not clear whether these aspirations pertained to being politicians at the local, district leaders or at the national level seeing themselves as ministers and the President. Anecdotal evidence suggests that it is a mixture of both, with aspirations being for the national level, but a more realistic aim being leaders at the local level. These aspirations are also predominant amongst men rather than women.³

Beyond 2014, it is less clear what role youth will play in Afghan politics. There is a demographic inevitability to the sheer number of young people who will join the national political and social processes. These youths will face economic and political challenges, yet also have great potential. A far greater percentage of them are educated than in their parent's generation, and they are more likely to have spent time abroad, to have been exposed to new ideas through television and other forms of media, and to have come of age during one of the most democratic periods in Afghanistan's history. And yet in a political system that stifles opposition, these characteristics of post-2001 youth may engender disillusionment or worse, radicalization, as occurred in the generation of young people active in the 1960s and 1970s.⁴

The youths appear to be more concerned with building the country's future than litigating their past, which has been dominated by warlords, ethnic conflicts, and civil wars. There are yet ethnic conflicts and division amongst elders, but the youths seem to be united as the younger generation's emergence as a powerful political force has gone beyond symbolic actions by participating in national process.

In 2013, under the leadership of the Ministry of Information and Culture's Office of the Deputy Ministry of Youth Affairs, and with the participation of all 13 line ministries, The Afghanistan National Youth Policy has been developed. The policy aims at serving different purposes but the one which legitimize the youths' political participation and strategy plan development

³ Ibid

⁴ Youth Mobilization and Political Constraints in Afghanistan, UISP, Anna Larson and Noah Coburn, 2014



is focused on “Promoting opportunities for political, economic, social and cultural youth participation at the national, sub-national and local level”.⁵

Central Committee authorization

It is a great honor to have Contact Group's Strategic (CG) Plan for the period of 2016-2017. The Strategic Plan has been developed in a participatory manner which incorporates the viewpoints of CG's Central Committee, members. The representative of Member youth groups have the pleasure to approve this strategic plan for the period of 2016-2017 and will support its implementation. The signatories of this strategy would like to request the Executive Committee to make the necessary efforts towards the realization of the vision and mission of the CG. It is obvious that all the plans need to be fully understood, implemented, monitored, evaluated and revised if necessary. It is the job of the Executive Committee CG to share the plan with all members and make systematic efforts towards its proper implementation, and monitoring the progress with respect to its implementation.

| Name | Represented organizations | Signature |
|---------------------|-------------------------------|-----------|
| Maisam Ehsani | Yarnc | |
| Abdul Rahman Rahman | AGYNC | |
| Manizha Ramizy | NLO سازمان خلق نو | |
| M. yar yar | غزلب درون جوانان ا.و.ا.ت.س | |
| Kawue Tajhish | AP 1400 | |
| Reza Farzi | A3 | |



Contact group Strategy and Intervention outline

| | |
|--|---|
| Strategy: Youths' Political participation | |
| Strategic Goal: Enhancing youths' political participation aiming at transforming political leadership from charismatic and traditional practices into modern youths-led practices | |
| Target Group | Youths (both female and male political and civil activists) |
| Interventions Outline: | |
| Intervention 01: Networking | |
| Intervention 02: Capacity Building | |
| Intervention 03: Advocacy | |
| Intervened Provinces: 34 provinces of Afghanistan | |

Intervention 1: Networking,

Goal: Building networks amongst youths-led institutions and individual civil and political activists aimed at establishing a single political address

Why we want to work on this Strategic Goal?

Social networking through different tools has played a significant role in the lives of Afghan youth to establish networks around the country. The use of technology is common to the attempts of young people to get mobilized politically, previous and recent social and political gatherings could be the best examples for mobilizing and connecting to youths. Most of the groups and individual social and political activists have Facebook pages that they use to communicate, but there is no adequate and concrete evidence of this inspiring serious political change; many of the commanders in the political elite also have such pages. If in the West and recently in the Middle-East Twitter and Facebook have allowed individuals to share information with each other quickly in order to protest injustices by politicians, in Afghanistan, where youth action is being strictly limited, sharing such information does little to change the system itself. It has actually accentuated some of the



negative aspects of the existing system, with ethnic tensions playing out even more aggressively online than they do in reality due to the Internet providing anonymous platforms for voicing opinions. By thinking more broadly, however, there are ways to encourage political spaces for young people that are not dominated by certain parties or national-level political leaders. Spaces that on the surface appear apolitical associations such as sports clubs can still encourage young people to organize and discuss their political concerns in a forum that is free from the control of local elites. Such spaces need not be physical. Television, particularly talk shows that discuss political issues, and the Internet allow for politically transparent conversations that are not available for young people elsewhere.⁶ The widespread use of new media and communications technology have provided youths a space for new forms of civic and political participation, and increased opportunities in volunteering but such communication needs to be consistent and coherent aimed at establishing a single voice for youths' political participation.

How we want to work on this Strategic Goal?

The Contact Group (CG) aim to initially build the CG's administrative structure and specified Website then launch meetings with group members to establish common good amongst the existing members. An assigned team would arrange provincial trip to visit similar-minded youth groups to share its common interests or grounds, shared values and experience. In order to keep the network functional, the CG would launch debates, dialogues through social networks such as Facebook, Twitter, and Weblogs and CG website.

What changes we will bring?

- Traditional and elder-dominated government structures has changed and youths have had enough rooms to occupy political sets and positions
- Youths' individual political movements has changed into a single pressure tool to influence and include the youths in national political decision-making processes and policies
- Youths have had meaningful influence on political settings

⁶ Youth Mobilization and Political Constraints in Afghanistan, UISP, Anna Larson and Noah Coburn, 2014



| | | | | | | |
|------------------------|---|---|-------------|------|-------------------|-------------------|
| Intervention 1: | | Networking | | | | |
| Client Group | | Youths (both female and male political and civil activists) | | | | |
| Objectives | <ol style="list-style-type: none"> 1. To increase the number of Contact Group members from 5 to 50 members by the end of 2016 2. To launch 2 conference/gathering by the end of 2016 3. To facilitate 2 youth's regional dialogues inviting participants from India, Pakistan and Afghanistan by the end of 2017 4. To establish social networks such as CG website, face-book, twitter, Google+ by the end of March 2016 5. To publish and print out 12 bimonthly magazines by the end of 2017 6. To establish networks amongst youths' institutions and youth social and political activists by travelling to eight zones by the end of 2017 7. To facilitate 5 gatherings (National events.....) through inviting youths' institutions and youth social and political activists and government officials by the end of 2017 8. To establish eight volunteer sub-committees in Balkh, Herat, Nangarhar, Kandahar and Bamyán by the end of 2016 9. To establish linkages with German Green Youth party and EU youth Parliament by the end of 2016 | | | | | |
| Output | <ol style="list-style-type: none"> 1. The number of Contact Group members increased from 5 to 50 members and a number of 45 new members joined Contact Group 2. 2 conference/ gathering, debates and seminars launched 3. 2 youth's regional dialogues facilitated in India, Pakistan and Afghanistan 4. Social networks such as website, face-book, twitter, Google+ established 5. 12 monthly magazines published and printed out 6. Eight trips to establish networks amongst youths' institutions and youth social and political activists arranged 7. Eight gatherings inviting youths' institutions and youth social and political activists and government officials facilitated 8. Eight field volunteer sub-committees in Balkh, Herat, Nangarhar, Kandahar and Bamyán established | | | | | |
| Outcome | <ol style="list-style-type: none"> 1. The Contact Group members has been converted into a single interlinked political power 2. The contact Group has positively influenced the policies and political decisions 3. The networks of Contact Group have actively taken part in national and international processes related to Afghanistan 4. By meaningful inclusion, the networks of Contact Group have supported good governance in Afghanistan 5. The networks of Contact Group have participated in political leadership by physical presence to occupy seats and provide consultation | | | | | |
| Impact | Youths' groups have meaningfully linked with the national and international political entities | | | | | |
| Networking | Key Activities | Who | When | | Indicators | Assumption |
| | | | 2016 | 2017 | | |



| | | | | | | |
|---|--|-----------------|--|--|--|---|
| To increase the number of Contact Group members from 5 to 50 members by the end of 2016 | Conducting a survey through which CG could identify the total numbers of Youths' political/ civic activist groups across the country | Contact group | | | Survey report & number of groups identified | Budget limitation and instability may not let the CG to conduct a country-wide survey |
| | Establishing a Database with required detailed information on these groups | Networking Team | | | Established database | |
| | Filtering the groups based on CG requirements | Networking Team | | | Filtered groups list | |
| | Drafting membership procedure | Networking Team | | | Drafted membership procedure | |
| | Selection Process: Selection of 65 active groups to become member of CG (45 as members and 20 pipeline/ waiting list) | Networking Team | | | Listed of selected and waiting members | |
| | Contacting the selected groups and negotiate the terms and conditions of becoming member of CG | Networking Team | | | List of contacted members and minutes of negotiation meetings held | |
| | Finalizing the process of membership of at least 50 groups | Networking Team | | | | |
| To launch 2 conference/ gathering by the end of 2016 | Organizing the national youth conference in August 2016 | Networking Team | | | Conference report, list of participants attended the conference | |
| | Organizing a gathering on a current political issue such as Parliamentary Election or Electoral Laws and Mechanisms in May 2016. | Networking Team | | | Seminar report, list of participants attended the seminar | |



| | | | | | | |
|--|---|-----------------|--|--|--|---|
| To facilitate 2 youths' regional dialogues inviting participants from India, Pakistan and Afghanistan by the end of 2017 | Organizing the second one week youth regional dialogue in December 2016 in Islamabad for 3 civil activists of Afghanistan, Pakistan and India | Networking Team | | | youth regional dialogue achievements and report | Budget limitation |
| | Organizing the third one week youth regional dialogue in August 2017 in Central Asian Countries for 3 civil activists of Afghanistan, Iran and Central Asian's Republic | Networking Team | | | youth regional dialogue achievements and report | Budget limitation |
| To establish social networks such as CG website, facebook, twitter, Google+ by the end of March 2016 | Establishing the CG social networks and promoting the webpages in March 2016 | Networking Team | | | Established functioning webpages and other social networks | Available telecommunication technology |
| | Designing Contact Group website by the end of May 2016 | Networking Team | | | Established functioning CG website | |
| To publish and print out 12 bimonthly magazines by the end of 2017 | Calling for articles and collecting/ editing the new coming articles in March 2016. | Networking Team | | | Established and printed monthly Bulletin | Youths' interests in being updated with youths' affairs |
| | Printing and distributing the first issue by the end of March 2016. | Networking Team | | | Printed and distributed the first monthly Bulletin | |
| | Working on the monthly Bulletin for 20 next coming months and issuing 20th issue by the end of October 2017 | Networking Team | | | Number of monthly Bulletin printed and distributed | |
| To establish networks amongst youths' institutions | Working on assigning the zonal teams to visit and work with youths in different zones in March 2016 | Networking Team | | | Name of assigned zonal team, report of achievement | Budget limitation and security concerns |
| | Visiting Mazar-e-Sharif and meeting with Youth activists in Northern Provinces April/ May 2016 | Networking Team | | | Minutes of meeting and achievement of visits | |



| | | | | | | |
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| and youth social and political activists by travelling to eight zones by the end of 2017 | Networking visit to Bamyan province in August 2016 | Networking Team | | | Minutes of meeting and achievement of visits | |
| | Arranging a networking trip to Herat to meet with youth's representatives in the western provinces in November 2016 | Networking Team | | | Report of output & outcome of networking trip | |
| | Arranging a networking trip to Nangarhar Province in December 2016 | Networking Team | | | Report of output & outcome networking trip | |
| | Visiting Kandahar province in March 2017 | Networking Team | | | Report of output & outcome networking trip | |
| | Visiting Kunduz, Takhar and Badakhshan during June 2017, launching discussions and debates with the youth's activists | Networking Team | | | Report of output & outcome networking trip | |
| | Discussing on Establishment of sub-committees for the provincial partners. | Networking Team | | | Number of functional sub-committee established | |
| | To facilitate 5 gatherings (National events.....) through inviting youths' institutions and youth social and political activists and government officials by the end of 2017 | Finalizing the invitees list – whom to be invited | Networking Team | | | Finalized invitees list |
| Selection of dates on which the gathering to take place | | Networking Team | | | Report of gathering | |
| Selection of types of gatherings like Folkloric Music evenings, Sports events life Screen show, Political Events like parliamentarian election, etc. | | Networking Team | | | Reports of events, photos, videos | |



| | | | | | | |
|--|---|-----------------|--|--|--|---|
| To establish eight volunteer sub-committees in Balkh, Herat, Nangarhar, Kandahar and Bamyan by the end of 2016 | Arranging zonal trips to establish CG sub-committees | Networking Team | | | Number of sub-committees established | Budget limitation and security concerns |
| | Revising the structure of the CG to define the sub-committees and their role in the CG | Networking Team | | | Revised structure of CG available | |
| | Drafting a mechanism to how engage these sub-committees in decision making process of CG | Networking Team | | | Drafted mechanism available | |
| To establish linkages with German Green Youth party and EU youth Parliament by the end of 2016 | Conducting a research on Youth's Political/ Civic active groups across the globe | Networking Team | | | Research report available | Budget limitation |
| | Identifying the groups who fits the requirements of CG to be further negotiated for signing an affiliation/ MoU with these groups | Networking Team | | | List of identified youth groups, signed MOUs available | Budget limitation |
| | Contacting Green Youth Party and EU Youth Parliament through Email and social media. | Networking Team | | | Contact detail of clients, achievement reports | Budget limitation |
| | Preparing the grounds for traveling a delegation to Europe to meet with these groups face to face and discuss the MoU contents. | Networking Team | | | Reports of trips, signed MOUs | Budget limitation |

Intervention 2: Capacity-building,

Goal: Increasing youth's awareness on their political participation rights and build the relevant skills to gain a full understanding of youth's role in the social and political participation

Why we want to work on this Strategic Goal?

The Afghanistan National Youth Policy considers youth's political participation as one of their fundamental rights. It clearly explains that the future of the nation is heavily dependent on the youths who comprise a large



portion of Afghanistan's populace. Throughout generations Afghanistan has seen its youth sidelined from all national decisions and issues and this has created a monopoly on politics by the older generation. The youths have been victims of generational gaps, limited opportunities, any real participation and capacity building platforms, while also the social upbringing and patriarchal society are playing their roles too. To change this, the youths need to take the initiative and embark on a drastic course of political participation and for that a certain level of awareness, knowledge and skills are required which will ensure a proper, suitable and inclusive political participation.

To realize youths' meaningful participation and leadership, youths, and especially marginalized youths both female and male, need to be empowered through capacity development, skill development, and greater access to their basic social, civil and political rights, such as quality education, youth-friendly and gender sensitive healthcare, social and political participation, poverty alleviation and productive and decent employment. Efforts to create a supportive environment for participation, engagement and volunteering for youths, including through youth-led organizations, need to be multiplied in order to allow them to shape their fate and future, and should aim to build their capacities and increase their social and political participation. Efforts will also require the development of sustainable programs that focus on long-term institutionalization of meaningful youth participation. In addition, existing social, political, environmental and economic institutions need to increase their efforts of preparing to work together with youth and youth-led organizations through sustainable partnerships.⁷

How we want to work on this Strategic Goal?

The Contact Group secretariat will hire an independent consultant to conduct a CG members' capacity-building and training needs-assessment so that the CG is able to design needs-based awareness and training sessions. Besides that, the Contact Group will design tailor-made training package to conduct versions rights-based trainings aimed at raising youths' awareness on their political participation rights and build the relevant skills to gain a

⁷ Enhancing youth political participation throughout the electoral cycle "a good practice guide" 2012



full understanding of youth's role in the society. These trainings will mainly focus on awareness raising and skills building sessions required for proper and meaningful political participation.

What changes we will bring?

Capacity development includes the development of knowledge and skill regarding the importance of meaningful youth participation. Knowledge and skill development would further assist the youths and youths-led institutions in how these institutions and youths, through meaningful and skillful processes, can create a safe participatory space for political inclusion of youth from various backgrounds, including youths from central and provincial areas. Through conducting rights-based awareness raising and skills building session, trainees would be able to initiate and develop gender sensitive and inclusive political participatory mechanisms to ensure the meaningful participation and leadership of youth and youth-led institutions. The youths who have received needs-based trainings would be able to institutionalize sustainable mechanisms for youths' meaningful and sustainable participation at all levels.

The overall goal of this intervention is to change the social norms and perceptions that view youth participation and leadership negatively, especially regarding young women that has caused social reluctance to include young women in decision-making processes. So, the awareness raising sessions will address such social reluctance through increased space for dialogue to positively transform social norms and perception.

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|-----------------|--|
| Intervention 2: | Capacity-Building |
| Client Group | Youths (both female and male political and civil activists) |
| Objectives | <ol style="list-style-type: none">1. To conduct training needs assessment (TNA) and Skills profiles by the end of April 20162. To conduct 5 training and awareness raising workshop by the end of 20173. Provide 2 internships for six months for 40 young graduates in political institutions such as the parliament by the end of 2017 |



| Output | <ol style="list-style-type: none"> 1. The training needs assessment conducted and training needs identified 2. A number of 5 trainings and awareness raising workshops conducted and a number of? participants received awareness raising trainings 3. A number of 40 youths received hands-on and practical training in political participation | | | | | |
|---|---|-----|------|------|--|--|
| Outcome | <ol style="list-style-type: none"> 1. Sense of political participation in national decisions-making has been created and enhanced 2. Youths' level of understanding on their political participation rights has increased 3. Youths have become active members of the society interested in the politics and future of their country | | | | | |
| Impact | Youth are seen as important elements of nation's politics | | | | | |
| Networking | Key Activities | Who | When | | Indicators | Assumption |
| | | | 2016 | 2017 | | |
| To conduct training needs assessment (TNA) and Skills profiles by the end of April 2016 | Planning training needs-assessment including hiring consultant, developing the required tools | | | | Consultant TOR & contract, interview forms, TNA forms and questionnaires available | A suitable consultant is not found and the target audience is not identified in time |
| | Conducting detailed training needs-assessment | | | | TNA forms, questionnaires, interview sheets available | |
| | Identifying needs-based capacity-building trainings and point out the training gaps | | | | Type of training sessions identified | |
| | Developing capacity-building training toolkits and modules | | | | Training toolkits and modules developed | |
| To conduct 5 training and awareness raising workshop by the end of 2017 | Conducting the planned awareness raising sessions | | | | Participants list, photographs, video, trainer contract, training agenda & training report available | |



| | | | | | | |
|---|--|--|--|--|---|--|
| Provide 5 internships for four weeks for 200 people in political institutions such as the parliament by the end of 2017 | Establishing contacts with the target institutions and signing MOUs | | | | Contact lists, meeting minutes, signed MoUs & photographs on hand | |
| | Introduction of youth to the target mentors and political institutions | | | | List and number of youths introduced to political institutions | |
| | Review the list of youth and assign youth to specific political institutions and politicians as per their talents and skills | | | | List of nominees introduced to political institutions available | |
| | Review and debrief of youth after their internship completion | | | | Exit forms on hand | |

Intervention 3: Advocacy

Goal: Realizing youths inclusive and meaningful civil and political participation through lobbying and advocacy

Why we want to work on this Strategic Goal?

Youths' right to participation in formal decision-making processes and in social, economic and political institutions remains limited and their potential as a valuable resource to sustainable development, is often not recognized. Youths have actually no opportunity to meaningfully participate in decision-making processes, limited access to social, economic and political institutions in the Afghan society, resulted that youths feel excluded and marginalized in their society. The social exclusion of youths is not only a lost resource for the development of society, but also presents the risk of youths to get engaged in negative behaviors. Besides that, there is no practical advocacy-based mechanisms to lobby for youths political and civil participation. The Contact Group is committed to launch advocacy gatherings, media debates, round-tables and seminars aimed at:

- ✓ Encourage the youths both female and male, to get engaged in political decision-making processes



- ✓ Launch advocacy demonstrations to condemn religious, tribal, geographical and genders-based discriminations
- ✓ Launch lobbying gathering to enforce the implementation of youths' related policies, strategies, conventions, laws, rules and regulations

How we want to work on this Strategic Goal?

The Contact Group is aimed at launching advocacy-based gathering, seminars, media round-tables, and publishing needs-based advocacy-focused statements. Besides this, the Contact Group would hold meetings with government officials, parliamentarians, and politicians, national and international stakeholders to discuss the vital role of youths in governance so that the youths are able to raise their voice on any political, social, cultural and economic affairs at the national and international levels. The Contact Group would launch advocacy gathering through religious scholars in the mosques and hold round-tables broadcasted through mass-media. The Contact Group would hold meetings with the Ministry of Higher Education and Ministry of Education to standardize the educational curriculum and youths-related rule and regulations. For law enforcement, the Contact Group would launch peaceful demonstrations so that law is equally applied to all Afghan citizens. As most of the intellectual and Afghan elites are leaving the country, the Contact Group would launch awareness raising programs about the dangerous results of seeking asylum in other countries, in order to avoid illegal migration and encourage the youths to stay in Afghanistan, the Contact Group would launch advocacy demonstrations so that the Afghan government provide them relevant employability and space to join political positions. The Contact Group would launch advocacy debates through mass-media so that youths are aware of their civil and political rights.

What changes we will bring?

The advocacy initiatives would definitely enhance youths' civil and political participation highlighting the following changes:

- ✓ Youths would have visible and vital role in political participation and political decision-making process
- ✓ Youths overall social and economic welfare enhanced



- ✓ Youths believe in diversity and pluralism and they would be tolerable in regards to ethnicity and religious cohesion, political opinion and social coexistence
- ✓ Social coexistence enhanced towards establishing nation and state-building where youths enjoy peaceful and sustainable developed society
- ✓ Youths would raise their voice on corruption, misapplication of laws, rules and regulations, insecurity, peace talks, constitutional reform, election etc.
- ✓ Youths would take meaningful part as active and professional resource in symmetrical development
- ✓ The culture of civilization and non-violence enhanced where youths enjoy their human basic and fundamental rights

| | |
|-----------------|---|
| Intervention 3: | Advocacy |
| Client Group | Youths (both female and male political and civil activists) |
| Objectives | <ol style="list-style-type: none"> 1. To launch 8 debates/discourses/gatherings to advocate for civil and political interests of youths by the end of 2017 2. To hold 10 ad hoc press conferences aimed at lobbying for youths' political-life's continuance and political inclusion by the end of 2017 3. To publish 10 statements, manifesto and prospectus based on circumstances, events and matters by the end of 2017 4. To hold 12 meetings with government figures by the end of 2017 |
| Output | <ol style="list-style-type: none"> 1. A number of 8 debates/discourses/gatherings aimed at advocating for civil and political interests of youths launched 2. 10 ad hoc press conferences aimed at lobbying for youths' political life and political inclusion launched 3. 10 statements, manifesto and prospectus on circumstances, events and matters published 4. 12 meetings with government figures held |
| Outcome | <ol style="list-style-type: none"> 1. Sense of political theory and political thoughts among youths created 2. Youths due reaction on current youths' affecting matters enhanced and reflected through mass-media 3. Youths' voice on youths' political presence and political inclusion raised 4. Youths' political concerns through statements, manifesto, and prospectus reflected 5. Youths relationship with government figures enhanced and strengthened |



| Impact | Youths participation is increasingly recognized, and youth groups have played an important advocacy role in the national political processes | | | | | |
|--|--|---------------|------|------|---|--|
| Networking | Key Activities | Who | When | | Indicators | Assumption |
| | | | 2016 | 2017 | | |
| To launch 8 debates/discourses/gatherings to advocate for civil and political interests of youths by the end of 2017 | Preparatory meeting to discuss the topic and agree upon it | Contact group | | | Preparatory meetings conducted | Agreement on the topic among the youth groups |
| | Prepare the agenda and invitation letter (participants, high profile government official and media) | Advocacy team | | | Agenda and invitation prepared and submitted to relevant stakeholders | Youths willingness and political interests |
| | Arrange the venue | Secretary | | | Quotations taken and payment made | Well-suited venue available for the advocacy program |
| | Conduct the actual program (debates/discourses/gatherings) | Contact group | | | Speakers, participants present and resolution made | Security is ensured |



| | | | | | | |
|---|---|------------------------------|--|--|--|---|
| To hold 10 ad hoc press conferences aimed at lobbying for youths' political-life's continuance and political inclusion by the end of 2017 | Pre-meeting or communication make to discuss the topic | Contact group | | | Agreement made on the topic | The contact group members has consensus on the topic |
| | Assign the person to draft the resolution | Contact group | | | Draft of resolution made | Expertise available |
| | Draft and share resolution with members | Responsible person | | | The resolution is finalized | Comments from the members on resolution |
| | Prepare invitation and Invite the media | Advocacy team plus Secretary | | | Media is invited and press conference confirmed | CG outreach to invite the media |
| | Conduct the press conference | Contact group | | | Media presence and Press conference is conducted | Rooms for disseminating the contend of the resolution via media |
| To publish 10 statements, manifesto and prospectus based on circumstances, events and matters by the end of 2017 | Discuss over the topic | Contact group | | | Agreement achieved on the topic | There is consensus over the topic |
| | Draft the statement | Assigned person | | | The statement is drafted | The assigned person accomplish her/his task on time |
| | Share the statement with members | Contact group | | | Members comments on the draft | Members read and further strengthen it |
| | Finalize the statement | Assigned person | | | The statement is finalized | CG members' commitment and expertise |
| | Media is identified (newspaper, magazine, radio, TV etc.) | Advocacy Team | | | The media is selected | Media agree to publish the statement |
| | Publish or disseminate the statement | Advocacy Team | | | People reacted against the statement | The statement is disseminated and read by the people |



| | | | | | | |
|--|---|---------------|--|--|--|---|
| To hold 12 meetings with government figures by the end of 2017 | CG Members are selected to attend the meeting | Contact group | | | Members are selected | Members are ready to attend the meeting |
| | Key agenda issues to be identified and agreed upon it | Advocacy team | | | Agreement on key agenda issues | Members discuss and agree on certain key issues |
| | Meetings are arranged | Contact group | | | Venue is selected and members are invited | Members are present to the venue |
| | Discussion made in the meeting | Contact group | | | Members actively participated in the meeting | Members raise the youth demands and interest and influence the government figure for necessary changes in respective working areas. |

Strategy Plan Implementation

A committee to oversee the implementation of the Strategic Plan will be established which is consisted of Contact Group's representatives and Central Committee headed by the CG Executive Committee.

Monitoring, Evaluation and Audit

Why Monitoring and Evaluation is important to Contact Group?

- It provides the only consolidated source of information showcasing project Progress, Failures and Successes;
- It allows actors to learn from each other's experiences, building on expertise and knowledge;
- It provides awareness on unintended outcomes
- It contributes to transparency and accountability, and allows for lessons to be learned and shared with relevant stakeholders;
- It reveals mistakes and offers paths for learning and improvements;
- It provides a basis for questioning and testing assumptions;



- It provides a means for agencies seeking to learn from their experiences and to incorporate them into policy and practice;
- It provides a way to assess the crucial link between implementers and beneficiaries on the ground and decision-makers;
- It provides a more robust basis for raising funds and influencing policies; and...
- It helps build Contact Group resilience

The monitoring and evaluation will have a clearly defined work-stream in Contact Group Annual work-plan and Annual budget-plans, with resource allocated to it. There will be a line-item in the project budget specifically relating to the monitoring and evaluation, with a minimum of 5 % of the project budget allocated to it, so that finance is ring-fenced to allow the Contact Group deliver against these requirements in Funding Agreement with the donors. It is also intended to use external consultants to perform end of project evaluation which needs to allocate additional funding to Annual Budget-plan.

Monitoring: The project manager is responsible for the progress of the project. To review progress of the project, the project manager will use a set of project management indicators and monitoring checklist. These indicators are chosen from different aspects of the project to give a view of the schedule and budget of the project. The results of the project monitoring will be used to inform Management Team and this will also be part of the project reporting to the respective stakeholders.

Internally- The secretariat and senior management of Contact Group will monitor the projects and strategy implementation with the support of the monitoring and evaluation department M&E. The establishment of a single Contact Group monitoring system is inherent in the strategic objective of the Strategy Plan. The department would provide the data-base for measuring Contact Group achievements but will be supplemented with independent external performance assessment.

Externally - The effectiveness of Contact Group in implementing the



strategy will be continually monitored by all those to whom Contact Group is accountable. This includes communities; government, donors and affiliated partners. Contact Group will seek, listen and respond to critical feedback.

Evaluation- By looking at what works and doesn't work in a program, evaluation is vital to improve the Contact Group services to its clients, meet the funder's needs and help attract future funding for desired interventions. Contact Group highly emphasize on the importance of understanding what changes have resulted from its interventions and learn about the models/approaches which have been used to achieve these changes. Evaluation helps the Contact Group to learn "for whom, where and under what circumstances did it work?" Contact Group believe that program evaluation is increasingly moving to qualitative measurement which looks at people's actual experience and the impacts of programs on their lives.

Evaluation has to answer several questions, like: Does it work? How does it work? Why does it work? Who makes it work? With whom does it work? Can it be replicated? Can it be transferred? Can it be adapted? Can it be scaled?

For more in-depth evaluation, Contact Group will use DAC criteria such as:

- Coordination
- Coherence
- Relevance
- Coverage
- Efficiency
- Effectiveness
- Appropriateness
- Impact
- Sustainability
- Connectedness

Audit

The objective of the annual audit of financial statements by an independent



auditor is to understand the fairness of expenditures, financial position, results of operations and cash flows in conformity with generally accepted accounting principles. It also examines the financial statements, which increases the value and credibility of the financial statements produced by management, thus increase user confidence in the financial statement, reduce risk and consequently reduce the cost of capital of the preparer of the financial statements. Contact Group believe that auditing promotes transparency and accuracy in the financial disclosures made by the institution. Financial analysis and auditing is a vital tool, since it provides unbiased and independently checked information on which to base the Contact Group's interventions in the future. The annual financial auditing will be conducted in early February of up-coming year.

Institutional & members' capacity-building

The Contact Group will conduct a members' capacity-building needs-assessment during 2016 to highlight the training and skills required for quality performance. The institutional and members capacity-building is aimed at transforming the Contact Group into a participatory, decentralized institution, which is responsive to needs at the national level, with a focus on strategy plan, quality services and integrated program management. The CG Executive Committee and groups' representatives will highly put their efforts to convert the CG's opportunities mentioned in SWOL part, into CG's strengths and decrease main weaknesses highlighted as: lack of ownership of initiatives amongst Contact Group members, frustration and radicalism, gender imbalance, lack of clarity among CG members regarding the CG and individual organizations goal, activities and programs and inadequate commitment among some of CG members and tackle with the limitations identified as: penetration on youths to misuse youths' power, legacy of political leadership and administrative corruption.



Contributors Signatures

| No | Name | Organization | Signature |
|----|--------------------------|--|-----------|
| 1 | Abdulrasid Foad | AFJ | |
| 2 | A. Khadiq Sherazi | Roots of Success ^{organization} | |
| 3 | Razia Danesh | Afghanistan Youth Network | |
| 4 | Ahmad Hewad | سازمان جوانان نوین پشیمان | |
| 5 | S. Saadatullah Nabizadeh | Afj YNC | |
| 6 | Sayed Ihsan Taheri | Afg. 3rd Trend | |
| 7 | Fasim Samim | SNC | |
| 8 | Abdullah Atkaji | hbs | |
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