



## **DCA Livestock Programs**

# **Strategic Plan 2020 to 2024**



**Approved by the Board of DCA Livestock Programs, 28 August 2019**

## Table of Contents

Introduction .....	3
1. Background and context .....	4
1.1 Safety, Poverty and Food security.....	4
1.2 Livestock sector, animal production and animal health in Afghanistan.....	4
1.3 Government policies and regulations .....	6
1.4 International Aid .....	7
2. DCA Livestock Programs.....	7
2.1 Organizational Background .....	7
2.2 Geographic Intervention .....	8
3. Strategy .....	10
3.1 Vision, Mission, Core values and operational principles .....	10
3.2 DCA Livestock Programs' goals and strategic objectives.....	10
3.3 Monitoring, Evaluation, Accountability and Learning (MEAL).....	14
4. Epilogue.....	19

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## Introduction

This document outlines program goals and strategic objectives of DCA Livestock Programs (DCA) in Afghanistan for the period 2020-2024.

In the previous five years, DCA successfully implemented a number of large projects and met objectives set in the previous strategy plan. Additionally, activities were performed that had not been mentioned such as projects under the name of CLAP Kuchi, Brooke and UNODC.

As a non-governmental organization (NGO), activities need financial support through donor organizations. However, the scope of donor organizations may not match the defined strategies of DCA. Consequently, DCA tries to actively convince donor organizations of the experiences of DCA working in Afghanistan for over 30 years and its proven approaches.

Obviously, the Government of Afghanistan through the Ministry of Agriculture, Irrigation and Livestock (MAIL) is an important stakeholder to DCA. These days, collaboration is becoming more critical because international donors fund projects in which the finances are channelled through the Afghan ministries. As a result, less donor funds are directly assigned to DCA and it was realized that acquisition and lobbying within Afghanistan is a priority.

In addition, DCA believes in public-private partnerships and foresees to play a networking role.

The first chapter (1) of this Strategy document discusses the current situation in Afghanistan, in particular the importance of the livestock sector for securing food security in Afghanistan. The second chapter (2) discusses the organizational structure of DCA and its geographical reach through its 2018 projects. Key to this document is chapter 3. It outlines vision, mission and core values of DCA. Next, it defines the program goals of DCA (chapter 3.1): Food security and food safety; Improved animal health and production; Sustainable veterinary services through Veterinary Field Units (VFUs). The model of VFUs will be continued, extended, and possibly brought to a higher level to provide more livestock keepers with access to private veterinary services and extension to increase overall livestock health and production.

In order to support these program goals, three DCA organisational objectives are defined in chapter 3.2: 1. Key-networking institution with public, private and donor communities; 2. Knowledge management; and 3. Organizational sustainability.

In chapter 3.3, these goals and objectives are defined by performance indicators and targets. Chapter 3.4 discusses the importance of monitoring, evaluation, accountability and learning.

DCA intends to establish a system to have a near real-time overview of its outcomes and impact through program wide indicators. This will allow to better apply lessons learned from the past. In chapter 4, a short epilogue is given.

Last but not least, the World Organization for Animal Health (OIE) has recently assessed the paravet curriculum as delivered by the DCA Training Centres. It appreciated the six-months curriculum and the training approaches employed.

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## **1. Background and context**

### **1.1 Safety, Poverty and Food security**

The fragile security situation in Afghanistan has decreased further during the last years. Several groups of Taliban extended their influence in many regions in Afghanistan and more attacks are performed in the cities. The number of injured and killed civilians has increased up to more than 5,000 per year. Due to ongoing instability and insecurity, living conditions in Afghanistan are rapidly decreasing. This has consequences for the implementation of projects in rural areas; NGOs may be a target, however, up to now DCA never is attacked directly. VFUs are in all regions of Afghanistan, also in Taliban controlled districts. The impression is that the rural population including Taliban is aware of the benefit of their good work: VFUs contribute to improvement of animal health and production and thus improve the livelihood and availability of food for the rural population.

The Afghanistan Central Statistics Organization (CSO) estimated that in 2018, 54% of the Afghan population was living under the poverty line, compared to 38% in 2014. This poverty brings along food insecurity, one of the main problems in Afghanistan. The estimation is that the Afghanistan population has grown to more than 35 million people and analyses indicate that around 30% of Afghanistan's population have a caloric intake that is insufficient to sustain a healthy and active life. For children under five, the estimation is that approximately 40% are suffering from malnutrition. There are publications that 60% of the population is under 25 years and 40% under 15 years of age. Work is difficult to find; the percentage unemployment is high. The income of a (big) family often depends on 1-2 persons.

Most people depend on livestock for their livelihood; animal products are an important part of the food for the Afghan people. Droughts have been severe in recent years, adding to starvation of livestock and stress to food production. Any increase in food production is overtaken by the growth of the Afghan population so that the food security does not improve easily. There is a lot import of food products; in the big cities there is more money available to buy these products than in the rural areas. On top of that the transport opportunities are very limited because of the fragile security situation.

With regard to food safety, the situation is dire. Few people are aware of risks of zoonosis and few regulations are in place and enforced.

### **1.2 Livestock sector, animal production and animal health in Afghanistan**

- Livestock Sector

The Afghan livestock population presently consists of 22 million sheep, 10 million goats, 3.7 million cattle, 1.6 million equines and 10.3 million poultry (FAO 2003 and ALCS 2016-2017).

In 2018, about 75% of the Afghan population lived in rural areas. People in rural areas often have to make their living on animal husbandry and, when there is enough water, also on horticulture. In irrigated areas the small family farms have besides the horticulture a little herd of some sheep, 1-2 cows and a donkey. In rain fed rangeland there is some wheat production with normally low harvest results.

There are still millions of nomadic Kuchi people in the country and for most of them livestock raising is common practice. Around 45% of the geographical area in Afghanistan consists of rangeland; here

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Kuchi travel during summertime with their relatively big herds over long distances from province to province to feed their animals. The herds consist mainly of sheep and goats who can survive under the hard circumstances of the rangeland.

Livestock provides livestock keepers with a range of animal products; meat and milk being the most important. Most of the farmers still are farming in a traditional way, living mainly from their land and livestock. They often sell only lambs and the ewes which are not fertile anymore; the milk products often are for family use. Value chains of animal products in the countryside are often traditional via middle men and markets.

In the neighbourhood of the fast-growing cities livestock farms (dairy and poultry) become bigger and reach better production; value chains for animal products are being developed. Important limiting factors are the availability of sufficient feed and lack of skills with livestock managers.

In some projects, DCA is developing value chains for poor livestock farmers to deliver their products to small processing plants and middle men who bring the processed products to a consumer market in a city.

- Animal Production

Animal production is still much too low in Afghanistan, a big problem in the livestock sector is low access to feed sources like fodder and concentrate. On average 53% of animals do not have access to sufficient quality feed and/or concentrate (NRVA 2011-2012). Besides that, livestock owners/keepers do not have enough knowledge and/or experience on good feeding practices, like collection of winterfeed in the growing season. In addition, much of Afghanistan has been affected by a devastating drought, caused by a shortage of precipitation during the winter months. Pastures dried up, prices of fodder increased, and tens of thousands of sheep and goats died or were sold for slaughter. Fodder often is of bad quality (wheat straw ) and there is lack of concentrate production. It is very difficult to find out the quality of (the raw materials of) concentrate because of lack of expertise and laboratories.

However, in the last winter (2018/2019) a lot of snow, and during spring of 2019 a lot of rain is fallen. This means better availability of feed and this makes farmers more optimistic. It will support the increase of animal production and give more motivation to improve animal health and production. Some people think that this is due to the worldwide climate change, however, others predict more severe droughts in Afghanistan in the future.

It is very much justified to continue to organise good extension programs on animal production for livestock owners/keepers by the Herd Health Packages as developed before by DCA in EU projects. VFUs with their educated paravets are very useful to reach the livestock owners/keepers in their villages/district. Besides nutrition important extension messages are on housing, animal wellbeing and animal health for the different species of livestock.

- Animal Health

The veterinary care in the country side is mainly performed by private veterinary paraprofessionals. There is a network of Veterinary Field Units (VFUs) covering the biggest part (about two-thirds) of the country, who supply veterinary services like vaccinations, treatments and deworming, but also perform extension to livestock owners to increase animal production.

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In Afghanistan the incidence and prevalence of animal diseases is much too high. Too many emerging diseases occur; e.g. there are regular outbreaks of foot and mouth disease (FMD), and peste des petites ruminants (PPR). There is no mandatory vaccination program, but vaccinations are performed in some projects (FAO) and also on a voluntary base by VFUs. VetServ as a commercial offspring of DCA is importing quality vaccines and distributes these to VFUs on request. Livestock owners can invite VFUs to vaccinate their animals against a payment.

There is also a high incidence of the zoonoses brucellosis and anthrax in livestock. For anthrax, VetServ sells a lot of vaccine; which is the only vaccine produced in Afghanistan. Vaccination against brucellosis is sometimes done by projects. Another important vaccination performed by VFUs is against enterotoxaemia.

In 2018, the total VFU network in the country consisted of about 900 VFUs, 607 of which were supported by DCA. On average each VFU serves about 2,500 households and takes care of 5,000 to 15,000 animals. A quick calculation shows that the 607 DCA-supported VFUs covered 1.5 million households, servicing about 6 to 9 million livestock. These services are paid by the households ('fees for services'); VFUs are self-employed private businesses. In 2005, a small study estimated that the average monthly income for a VFU was 150 US\$ (Schreuder et al., 2015)

### **1.3 Government policies and regulations**

The Ministry of Agriculture, Irrigation, and Livestock (MAIL) contains a Directorate Animal Health and Livestock Production. A Law on Animal Health is available, but secondary legislation has to be (further) developed. There is not yet any legislation on veterinary biologicals. There is a lot of uncontrolled import of low-quality medicines and anthelmintics. Furthermore, the use of medications and preventive treatments is not controlled. The huge use and lack of awareness of the risks may cause antibiotic resistant bacteria and anthelmintic resistant parasites.

There is a Sanitary Mandate Contracting Scheme (SMCS) developed, however, up to now only a few of the private veterinary service providers are participating. Because, when used properly, the SMCS is a very good tool for the Directorate of Animal Health to receive reports on animal disease incidence in the field and on the other hand it can be used to have the paraprofessionals performing tasks for the public veterinary service.

All VFUs are registered at the Ministry; the VFU personnel has to pass a test before they are officially registered.

The knowledge and commitment of DCA to the livestock sector is highly appreciated by the Government of Afghanistan. Through MAIL, DCA is involved in the development of the National Livestock Policy and the (further) development of veterinary services.

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## 1.4 International Aid

Since the start of the organization in 1988, many international donors, focusing on rebuilding Afghanistan, financially supported the livestock programs of DCA. Among them are the EC (European Community), IFAD (International Fund for Agricultural Development), USAID (United States Agency for International Development), FAO (Food and Agriculture Organization), World Bank, the Dutch Government, Brooke and GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit).

Presently (mid 2019) DCA receives funding from: IFAD, USAID, US DOS (US Department of State), UNODC (United Nations Office on Drugs and Crime), The Brooke (The Brooke Hospital for Animals), and PUR Development Pte Ltd.

DCA is one of the leading livestock organizations in Afghanistan, covering a large part of the country.

Table 1. Funding sources 2015 - 2018, with their duration.

Project	Donor	Funding total project (million)	Focus	Timeline 2015 - 2022									
				15	16	17	18	19	20	21	22		
CLAP Kuchi	IFAD	\$ 10.1	Kuchi, value chain										
EU II	EU	€ 6.9	VFUs +										
RADP-N	USAID	\$ 3.1	VFUs										
Brooke	Brooke	\$ 2.7	Equine welfare, livelihoods										
BADILL	UNODC	\$ 0.6	Dairy, poultry, vegetables										
PUR Breeding	PUR Projet	\$ 0.4	Breeding cashmere goats										
CCHF	US Dep. St.	\$ 0.4	CCHF mitigation and control										
PPR III	FAO	\$ 0.3	PPR control										

Since the previous Strategy Plan, the annual support from donors varied from 4 to 7 million US\$ per year.

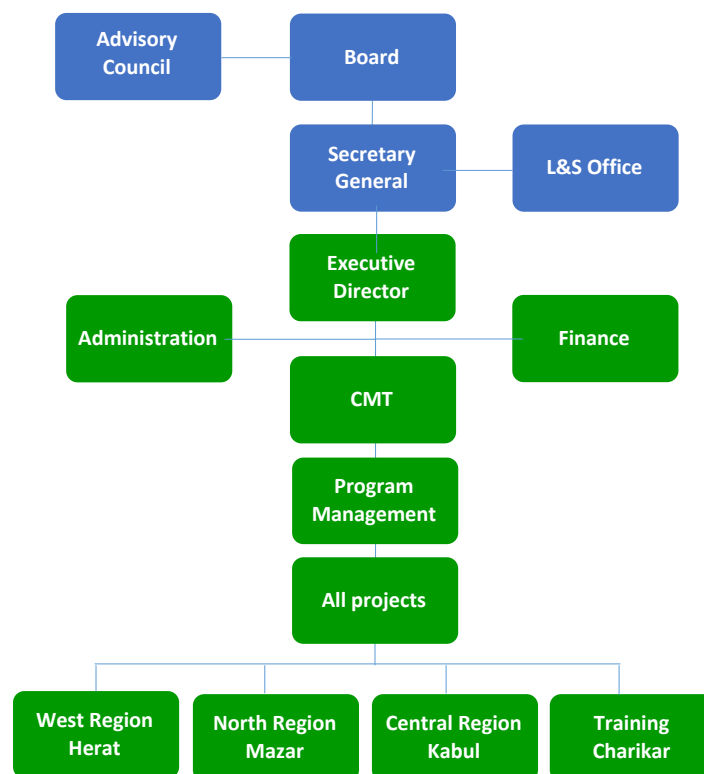
## 2. DCA Livestock Programs

### 2.1 Organizational Background

The Dutch Committee for Afghanistan (DCA) commenced its outreach to Afghanistan in the eighties of last century, shortly after the Soviet invasion. Livestock oriented activities started in 1988 by establishing the first Veterinary Training and Support Centre (VTSC) in Peshawar (Pakistan). In 1994, with the focus entirely on veterinary and directly related livestock programs it became DCA – Veterinary Programs (DCA-VET). Since then DCA-VET has developed further into a well-known and valued livestock development organization, implementing many livestock projects in Afghanistan for several international donor organizations. In 2014, the name is adapted to the broader scope and changed into DCA LIVESTOCK PROGRAMS.

DCA-Livestock Programs includes a Foundation in The Netherlands and an International Non-Governmental Organisation in Afghanistan. The Dutch Foundation is the legal base for the INGO. Final accountability lies with the Board of the Foundation in The Netherlands. An Advisory Council is composed by the Board for advice only. The Board has delegated the responsibility for the management and execution of projects to the Executive Director in Afghanistan via the Secretary General, who is a staff member of the Liaison & Support Office in The Netherlands. The Executive

Director is supported by a Core Management Team existing of the Heads of the Departments (Programs, Finance and Administration) and the (senior) Project Managers. The SG communicate on a daily base with the ED in Afghanistan; the Liaison Officer of the L&S office communicate with ED, Finance Department, Administration Department and Project managers in Kabul.



## 2.2 Geographic Intervention

The INGO DCA LIVESTOCK PROGRAMS works only in Afghanistan and is headquartered in Kabul. The program is administered through 3 regional offices, 1 training centre and several provincial offices:

1. Central Regional Office in Kabul
2. Western Regional Office in Herat
3. Northern Regional Office in Mazar-i-Sharif
4. Charikar is the location for the central permanent Veterinary Training Centre; while in the Western and Northern Region also trainings are organized, if needed.



### Geographic scope

In 2018, DCA covered 30 out of the 34 provinces in Afghanistan. This almost nationwide coverage could mainly be attributed to the EU project (18 provinces) and the PPR III vaccination project (20 provinces). The only provinces where DCA was not active were Nimruz, Daikundi, Nuristan and Konar.

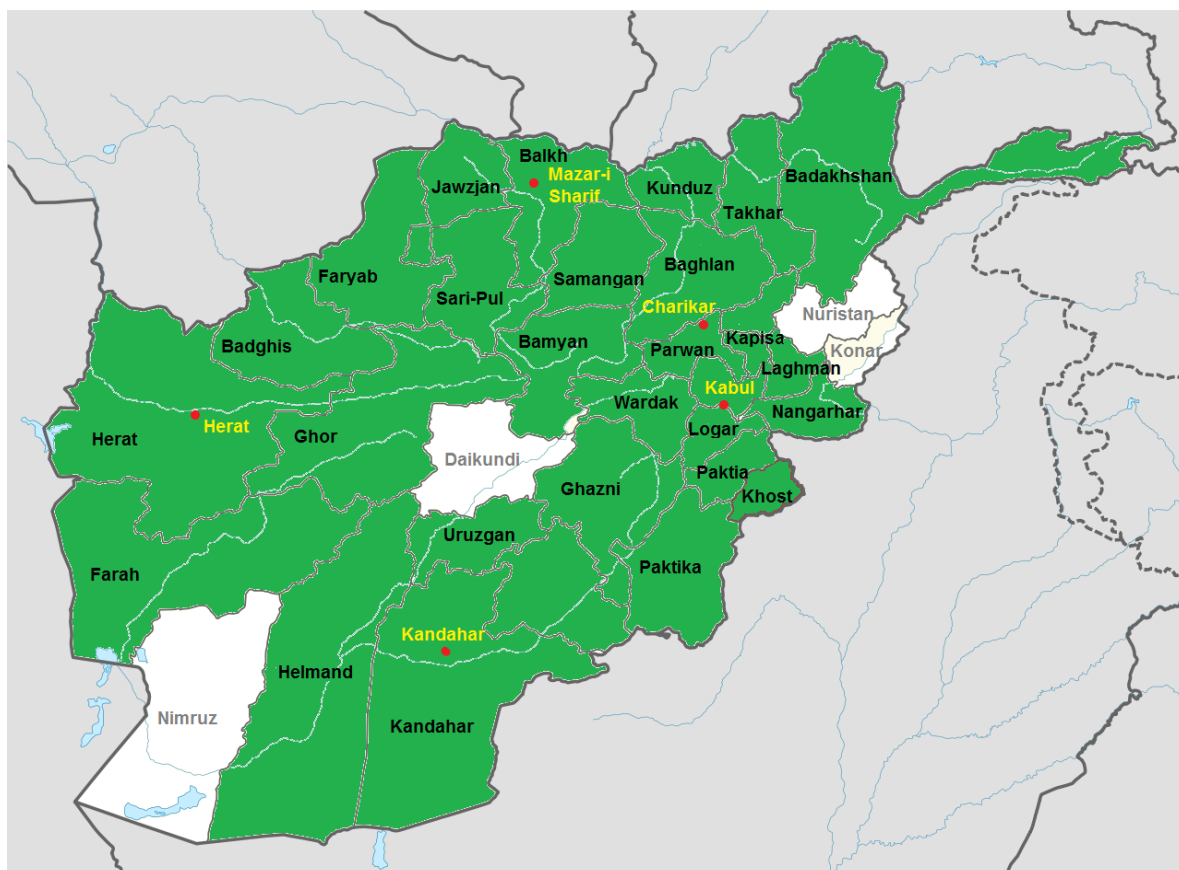


Figure 1. Map of Afghanistan indicating the provinces where DCA has been active in 2018.

### 3. Strategy

#### 3.1 Vision, Mission, Core values and operational principles

##### **Vision:**

The vision of DCA Livestock Programs is to reduce poverty and increase food security and food safety for the people of Afghanistan through improved animal health, welfare, production & value chain measures that sustain.

##### **Mission:**

DCA Livestock Programs works towards a future in which:

- Food security and food safety in Afghanistan are enhanced through good collaboration between private and public livestock services such that livestock owners/keepers have access to veterinary care and livestock extension services, and they can increase their income by using improved animal production and product processing practices;
- The private national network of VFUs completely covers Afghanistan and individual VFUs are financially self-supporting and institutionally independent. The network is monitored, supervised and supported by public veterinary services through a sanitary mandate scheme.

##### **Core Values and operational principles:**

##### **DCA Livestock Programs Core Values    Operational Principles**

- |                               |                                      |
|-------------------------------|--------------------------------------|
| • Respect                     | • Affordable and accessible services |
| • Gender equality             | • Private-public partnership         |
| • Transparency                | • Environmentally-sound practices    |
| • Active learning             | • Professionalism                    |
| • Accountability & commitment | • Quality                            |

Core values and operational principles are supportive to DCA Livestock Programs' goals and strategic objectives.

#### 3.2 DCA Livestock Programs goals and strategic objectives

DCA Livestock Programs goals (A, B and C) aim to have an impact on Afghan society, in particular the rural communities. For these to realize, DCA Livestock Programs as an organisation has set three strategic objectives (D, E and F).

##### **Program goals for the next five years (2020 to 2024):**

##### **A. Improved food security, income and well-being for the people of Afghanistan, particularly the rural communities.**

To increase food security for more people in rural areas, with better incomes for livestock owners/keepers and resulting in more well-being is the ultimate goal for DCA Livestock Programs.

To achieve this program goal, DCA Livestock Programs aims to:

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- (a) Continue to develop and implement cost-effective methods and practices to improve animal husbandry, animal health and production;
- (b) Develop additional sustainable animal product handling practices that promote cost-effective grading and processing of livestock products that increase their value;
- (c) Develop value chains of animal products up to consumer markets.
- (d) Give specific attention to an appropriate gender balance with people working in animal husbandry and product processing.

Having worked in Afghanistan with veterinary para-professionals for more than 30 years, DCA has experienced that interventions aimed at improving livestock productivity need to be both economically and environmentally sustainable. For that reason, DCA has expanded its core activities in 2016, and included approaches that add value to livestock production (feed banks, breed improvement) and animal products (lamb fattening, churning of milk to produce butter).

Because women are the main caretakers of livestock on a day-to-day basis, DCA's program activities focus on reaching out to women through specific female farming schools, extension and advice conducted by female staff and focusing on tasks performed by women. This focus is important not only because gender equality is a core value of DCA, it also has a positive effect on improvement of food security.

## **B. Improved services for animal health and productivity, public health and welfare**

The delivery of animal health, advice and extension services has been DCA's core activity using the Veterinary Field Unit-model successfully. DCA not only wants to deliver a sufficient number of well-trained paravets, but also wants to keep the quality of those active in the field up to standards.

DCA Livestock Programs aims to:

- (a) Increase access to VFUs:
    - (i) Increase the number of VFUs throughout the country with the goal to have services established where these are needed
    - (ii) Strive and support increased accessibility to VFU services, with improved quality of animal health services, including better clinical diagnostic capacity, treatment and preventive services;
    - (iii) Organise training for replacement of VFU-staff and continue (para) veterinary training through regular refresher courses for veterinary (para)professionals.
  - (b) Extend skills and competencies of the veterinary field staff to:
    - (i) Analyse and tackle causes for mortality, production losses and poor animal welfare due to diseases, management practices and disorders;
    - (ii) Maintain and improve the standards for VFUs facilities like supply of quality vaccines, cold chain and other logistics;
    - (iii) Promote appropriate standards for animal welfare and prudent use of antimicrobials and anthelmintics;
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DCA Livestock Programs will pursue appropriate animal welfare standards. This is important from an ethical point of view. In addition, animal welfare is also associated with better animal health and will lead to improved productivity.

- (c) Extend and upgrade extension services by improving communication and marketing skills of the VFUs;
- (d) Develop additional extension programs on “one health” to address public health issues such as personal hygiene and zoonosis.

**C. Private VFUs are financially independent and integrated into the national network of veterinary services.**

For the long-term presence and service provision by VFUs, it is important that private VFUs are self-reliant, become self-governed and attain a recognized position with the Afghan veterinary services.

To achieve this program goal, DCA Livestock Programs aims to:

- (a) Promote financial independency through:
  - (i) Develop and provide training for VFUs on self-reliance, cooperation and participation in networks;
  - (ii) Support the establishing of cooperative groups of VFUs at district or provincial level to allow VFUs representing their interests on issues relevant to sustaining veterinary and extension services at local level;
  - (iii) Explore the feasibility of accrediting experienced senior paravets to act as mentors for other paravets within the province;
- (b) Bolster viable public-private partnerships with:
  - (i) Charikar Training Centre for continued professional development;
  - (ii) GDAHP regarding sanitary mandates schemes and accreditation of VFUs;
  - (iii) Reliable businesses such as VetServ for availability and delivery of quality biologicals for a reasonable price;
- (c) Justify and promote the changes needed with the Afghan government veterinary services to allow private VFUs to collaborate with the public veterinary services through Sanitary Mandates;

**To realize program goals A, B and C, DCA Livestock Programs as an organization has the following conditional strategic objectives for the coming 5 years (2020 to 2024):**

**D. For DCA Livestock Programs to be a key-networking institution with public, private and donor communities on livestock-related projects and programs.**

DCA Livestock Programs has long-standing relationships with the Afghan veterinary services and other ministries (Public Health, Economy), with multi- and bi-lateral donor organizations, universities and with NGOs operating in the livestock-sector. It aims to sustain and strengthen its role as a networking organisation to realize its program goals A, B and C.

To achieve this strategic objective, the following achievements are pursued:

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- (a) Ensure the autonomic future of Charikar Veterinary Training Centre (CVTC), through supporting the diversification of its outreach and income sources and reduce dependency on DCA projects;

Charikar Training Centre is invaluable in defining and delivering well-trained veterinary para-professionals. Currently, CVTC is the only government-endorsed training institute for veterinary para-professionals in Afghanistan. Its curriculum was assessed in good terms by the OIE.

- (b) Provide expertise to the nation-wide network on animal health and public health care (one health) and extension services involving the (representatives of) VFUs, public veterinary services, private partners and the donor community;
- (c) Support Government in coordinating between local, national and international organizations (including donors) on relevant policy issues regarding food security, environmental consideration, sustainable private VFU services and public health (amongst others related to zoonotic diseases, antimicrobial resistance and prudent antimicrobial use);
- (d) Enhance staff competencies on networking, lobbying, and advocacy.

**E. For DCA Livestock Programs to be managing and sharing information, innovation and evidence-based yet practical approaches for veterinary para-professionals in VFUs.**

Knowledge and experience gained by working in the field with veterinary field units and rural communities on animal health, livestock production and value-chains are invaluable. DCA aims to put more effort in managing its knowledge and experience through investing to establish program-wide monitoring, evaluation, accountability and self-learning.

To achieve this strategic objective, the following achievements are pursued:

- (a) Integrate monitoring, evaluation, accountability and learning (MEAL) into the overall organizational management of DCA in order to improve DCA's visibility by illustrating its program outcomes and impact on the goals defined under A, B and C;
  - (b) Further strengthen DCA's expertise of inquiry-based training using the principles of adult-learning;
  - (c) Promote within the organization an environment for reflection and self-learning to encourage innovation and new approaches on core activities;
  - (d) Adapt the management and organizational structure of DCA-Livestock programs and enhance staff competencies to be:
    - (i) More competitive within the sector by delivering high-quality programs;
    - (ii) conduct small-scale research projects to scientifically assess innovations and project approaches;
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## **F. Strengthen organizational sustainability**

DCA aims to safeguard its sustainability by diversification of expertise and funding sources, reducing its program costs in order to remain competitive with other organizations and intensifying its lobbying efforts.

To achieve this strategic objective, the following achievements are pursued:

- a) Diversify DCA's in-house expertise in public health ("One Health"), value chain development, training and extension methodologies to safeguard delivery of the program goals and strategic objectives;
- b) Define annual workplans that integrate donor-agreed project implementation activities with program-wide ambitions and are based on DCA-wide program indicators;
- c) Optimize the transition of management tasks from the Netherlands to Afghanistan where the Dutch branch maintains a supporting and supervisory role, while - considering the changing roles and responsibilities –operational activities are executed locally as much as possible.

### **3.3 Monitoring, Evaluation, Accountability and Learning (MEAL)**

At present, DCA manages monitoring and evaluation at project level. For each project awarded to DCA a log frame, a set of project indicators and a Monitoring and Evaluation (M&E) workplan is developed in consultation with the donor. The majority of projects awarded to DCA can be categorized in one or more of the following thematic areas: animal health and production, VFU development and veterinary (para) professional training, livelihood resilience and food security, value chain development, gender and animal welfare.

Progress in terms of reduction in livestock mortality, increase in disposable household income and increase in livestock productivity, as mentioned under targets, are important indicators that are carefully monitored throughout the project lifecycle.

DCA recognises the vital role of M&E for evidence-based policy making, budget decisions, management, and accountability. This requires an extra strategy: adding program level Monitoring, Evaluation, Accountability and Learning (MEAL) to the current practised project-based M&E. For the period of 2020-2024, DCA is planning to set up a MEAL program that is integrated in the management structure of DCA. An important element of this MEAL program is to monitor Key Performance Indicators (KPIs) at program and organizational level. A preliminary set of 10 KPIs is chosen, covering the main work areas of DCA: animal health & production, VFU performance, gender, animal welfare and food security.

Indicators listed in Table 2 consist of a first set of indicators which are relatively easy to calculate and easy to collect as data is already be available or can be easily collected. The implementation to aggregate and analyse these indicators is scheduled for 2020-2021. Indicators listed in Tables 3 and 4 require a survey among a sample of project beneficiaries as data is not readily available and aggregation and analysis is scheduled for 2022 and 2023.

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The end of 2023 will provide a good opportunity to evaluate DCA program performance based on the 10 KPIs but will also be a valuable opportunity to reflect on our experience working with the KPIs and see how and where we can adjust and refine our KPIs and associated data collection and analysis methodologies. It is hoped and expected that our new MEAL strategy will increase visibility and transparency of DCA work and impact over time at program level and also aid in adjusting and improving DCA work and planning.

Table 2. DCA Program Performance Indicator Matrix – selected by feasibility to implement starting in 2020 and 2021.

#	DCA Program focus	Key Performance Indicators (KPIs)	Type of indicator	Related to Program Goal	Description	How to calculate program KPI	Source and data collection method	Timeframe
1	VFU performance	VFUs that are active out of all VFUs	Outreach	B. Improved animal health, productivity and welfare	Proportion of VFUs still operational	VFUs that are still active as a share of all VFUs supported by DCA over the course of 15 years	Analysis of VFU reports – reasons for discontinuation	Annual Starting in 2020
2	Gender	Share of women receiving project services	Outreach	A. Improved food security, income and well-being for rural communities.	Share of female households members receiving project services	Number of women that receive project services (e.g. training/extension/ being part of a self-help group) in the past 12 months as a share of the total number of beneficiaries	Review of project documents and workplans and monitoring reports	Annual starting in 2020
3	VFU performance	Households serviced by VFU	Outreach	B. Improved animal health, productivity and welfare	Number of unique households having received one or more of the VFU services over the course of one year	Adding up the number of unique households receiving one or more of the VFU services over the course of one year for all active VFUs (disaggregated by province)	Analysis of VFU reports – requires identification of households serviced	Annual starting in 2021
4	VFU performance	VFU self-investment	Outcome	C. Financially independent private VFUs that are integrated into the national network of veterinary services	Share of VFUs that have invested in equipment and/or building upgrades	The share of VFUs that have in last 12 months invested own money in equipment or building upgrades (motor cycle, solar fridge, as well as small equipment) out of VFUs still active (KPI nr 1)	Survey and/or analysis of VFU reports	Annual starting in 2021



Table 3. DCA Program Performance Indicators Matrix – selected by feasibility to implement starting in 2022.

5	Animal Health & production	Annual offtake of animals and sales of animal products	Outcome	B. Improved animal health, productivity and welfare	Number of small ruminants sold, bartered, given away. Volume of animal products (milk, karoot, wool, cashmere) sold	Overall household average of small-ruminants' offtake and animal products (milk, karoot, wool, cashmere) sold over the course of one year among all households surveyed	Survey among a sample of DCA beneficiaries	Annual starting in 2022
6	Animal Health & production	Mortality rate of animals up to 30 days of age over the course of one year	Impact	B. Improved animal health, productivity and welfare	Share of small ruminants born over the course of one year that die within 30 days after birth	Total number of small ruminants that died within 30 days after birth divided by total number of small ruminants born over the course of one year	Survey among a sample of DCA beneficiaries	Annual Starting in 2022
7	VFU performance	Livestock owner satisfaction with quality of services	Outcome	B. Improved animal health, productivity and welfare	Rate of satisfaction by head of household of quality of services by VFU	Overall average satisfaction rate (where 1 is bad and 5 is excellent) of all heads of households surveyed	Survey of project beneficiaries, as part of monitoring project activities)	Annual starting in 2022

Table 4. DCA Program Performance Indicator Matrix – selected by feasibility to implement starting in 2023.

#	DCA Program focus	Key Performance Indicators (KPIs)	Type of indicator	Related to Program Goal	Description	How to calculate program KPI	Source and data collection method	Timeframe
8	Animal welfare	Share of DCA projects that have integrated Animal Welfare Standards	Outcome	B. Improved animal health, productivity and welfare	Share of projects that have integrated animal welfare standards	The share of projects out of all projects managed by DCA over the course of one year that have integrated animal welfare standards	Review of project documents and work plans	Annual starting in 2023
9	Livelihood resilience and food security	Food Insecurity	Impact	A. Improved food security, income and well-being for rural communities.	Food Insecurity Experience	The Food Insecurity Experience Scale Survey Module (FIES-SM) is composed of eight questions with dichotomous yes/no responses. Together, the FIES-SM items compose a statistical scale designed to cover a range of severity of food insecurity	Survey among a sample of DCA beneficiaries	Annual Starting in 2023

10	Livelihood resilience and food security	Chronic food insecurity among children	Impact	A. Improved food security, income and well-being for rural communities.	Prevalence of stunting among children under 5 years in the household	Prevalence of stunting (height for age <-2 standard deviation from the median of the World Health Organization (WHO) Child Growth Standards) among children under 5 years of age	Survey among a sample of DCA beneficiaries	Annual Starting in 2023
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## 4. Epilogue

DCA Livestock Programs is optimistic about the future and anticipates the potential for an increase in its annual funding position, because of the launching of new funding opportunities (USDA (CCHF), IFAD's CLAP Kuchi expansion, UNODC extension, Cordaid joint proposal, and EU's Private sector support) which will last for several years. DCA Livestock Programs anticipates being able to successfully apply for new projects.

During the past two years, DCA Livestock Programs has increasingly empowered its Afghan staff capacity to be able to address and respond to the possible challenges that will arise as a result of the decreasing security situation. DCA Livestock programs has the strong intention to remain active as DCA Livestock programs and has built strong trust and effective relationships with the institutions and communities it works with. However, there is continuously a lot of attention for the risks for staff during their work and prevention to mitigate these risks.

In the years 2018 and beginning of 2019, there was a fall of funding to the livestock sector in Afghanistan as USAID's RADP-South and EU project were winded down without direct new opportunities for projects. Despite this fact, DCA Livestock Programs was able to persevere and maintain its strong position through expanding its donor base (e.g. UNODC, USDA, IFAD, PUR) and enhancing internal organizational fitness. These experiences have demonstrated the resilience and flexibility of DCA Livestock Programs staff in dealing with challenges, and the value of its program approaches during such times.

### ***Annual Budget Forecast (Estimated )***

<b>Years</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Annual Budget (USD)	3.4 million	5,5 million			

It is the intention to prepare an **annual plan** in the autumn of each year for the year following. The annual plan 2020 will be prepared in the autumn of 2019.

Disclaimer:

Assuming that rural communities in Afghanistan will not experience extreme natural or man-made disasters that exceed DCA Livestock Programs crises-modifiers; considering that the government of Afghanistan will commit itself for its own national development strategies; and with the hope that the efforts of this strategic plan to hasten approval of the already formulated legislative and regulatory systems will bear fruits, the following outcomes and impacts will be expected by 2024.