



**Afghan
Development
Association**

**Empowering Needy People to Promote
Social Justice and Peace**



Primary Education



Pre-Istanbul Conference



Community Empowerment



Grapes Drying House

Annual Report 2011

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ABBREVIATIONS

ADA Afghan Development Association	IRC International Rescue Committee
ACBAR Agency Coordinating Body for Afghan Relief	IDLG Independent Directorate of Local Governance
ANCB Afghan NGOs Coordination Bureau	IRDP Integrated Rural Development Programs
ANDS Afghanistan National Development Strategy	MoE Ministry of Education
AWEC Afghan Women's Educational Center	MoEC Ministry of Economy
ANSF Afghan National Security Forces	MAIL Ministry of Agriculture, Irrigation and Livestock
CWS Church World Service	NCA Norwegian Church Aid
CFGB Canadian Foodgrains Bank	NOVIB Netherlands Organization for International Development
CAII Creative Associates International Inc.	NATO North Atlantic Treaty Organization
CA Christian Aid	OSF Open Society Foundation
CoAR Coordination of Afghan Relief	UNDP United Nations Development Programme
DKH Diakonie Katastrophenhilfe	
EC European Commission	
FAO Food and Agriculture Organization	
GIRoA Government of the Islamic Republic of Afghanistan	
IFC International Finance Corporation	

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Special acknowledgement and thanks go to the sub-national government authorities, participating communities, civil societies and other organizations who gave unconditional support and cooperation in the program/project implementation at field level.

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We are equally acknowledging the hard work and support of the ADA 2011 Report preparation team that gave their valuable time in preparation of this report and specially thanks and privilege go to ICT Manager, Mr. Yama Tarin who gave his much time in designing the report in utmost reader friendly and visual manner.

Last, but not least; we are grateful to all good friends of ADA that contributed in reviewing the first draft of this report and made valuable comments and revisions which made a smooth reading of this document possible.

Thank you,

Rahatullah Naeem
Managing Director
Afghan Development Association (ADA)

Afghan Development Association (ADA) in 2011

ADA vision remains eradication of poverty from Afghanistan and committed to fight the complex issue of poverty by working for restoration of civil rights, including enabling the poor to gain access to basic services, which includes education, health and social justice.

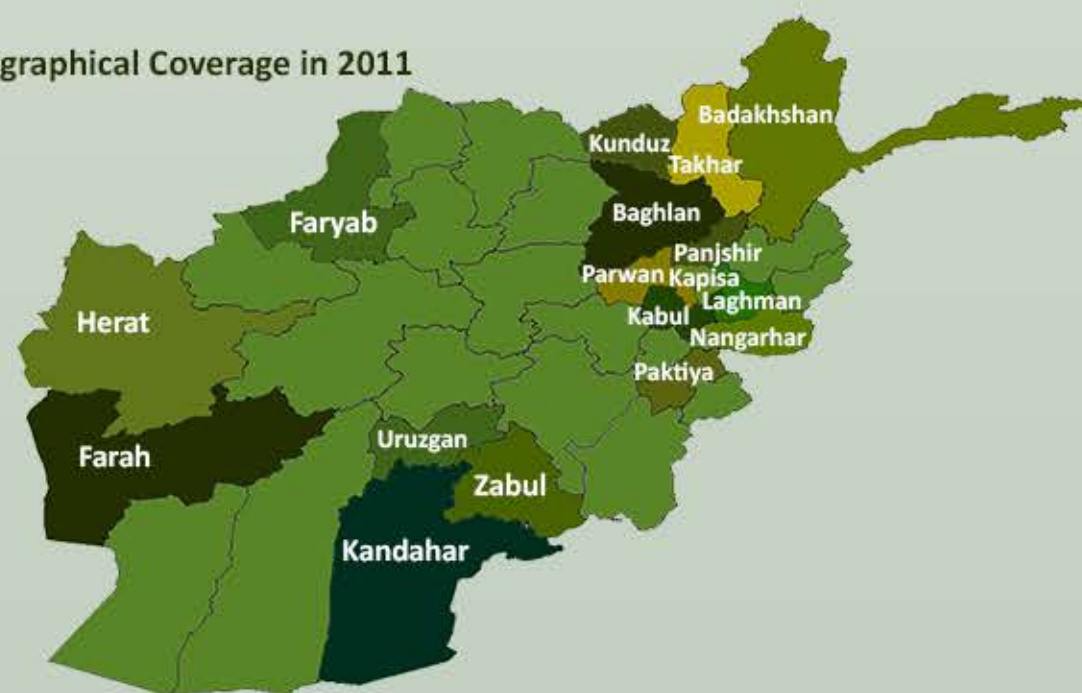
ADA is committed to fight all kinds of discrimination and to enable families to have access to their rights and actively be involved in the development of their destinies.

2011 remained one of the busiest years where ADA has successfully implemented projects in different sectors; viz. education, capacity building, agriculture & livestock and cross-cutting projects with the financial and technical support from government authorities/ministries, international and local communities. ADA implemented multi-sector rehabilitation and development projects, which were designed to foster self-reliance and self-sufficiency. In addition to empowering Afghans to meet their future needs, ADA has been creating the socio-economic conditions to promote peace and stability.

During 2011, ADA management members actively took part in events, conferences, forums and gatherings at both national and international levels in order to pave the way for all to focus on cost-effectiveness and quality programs and to minimize the risks and mistakes through better coordination, communication and lesson learned approaches.

ADA's past years achievements brought about positive changes in the social, economic and political aspects of targeted communities through achievements focused on their skills, knowledge and understanding of development and other cross-cutting issues. The community development work remained the integral part of ADA each intervention.

Geographical Coverage in 2011



ADA Background

ADA is a Non-Government, Non-Profit and Non-Political Organization registered with Ministry of Economy (MoEc) and a member of the two national coordination bodies (ACBAR and ANCB). ADA promotes and provides Development and Humanitarian related services to the people of Afghanistan. Since its inception in 1990, ADA has provided assistance in a myriad of sectors to the most poverty-stricken communities across Afghanistan. In the course of its operations, ADA has brought hope and optimism to communities, through provision of basic services, resettlement of returning refugees, internally displaced persons and introduction of Integrated Rural Development Programs (IRDP), education and capacity building.

With a strong focus on people centered approach, ADA has a participatory planning process with a mission to strengthen and enrich the lives of the poor, with the ultimate goal of eradication of poverty from Afghanistan. Too often, services fail to reach poor and eligible people both in right quantity and quality. Realizing this fact, ADA's primary goal is to improve service provision by making it people-centric. ADA is highly sensitive to communal and individual differences and ADA strives to pay the outmost respect to the communities it aims to serve. Transparency, accountability and efficiency are the driving factors when delivering services to the people of Afghanistan.

ADA endeavors to reach the most disadvantaged groups in Afghan society, often under very difficult circumstances. ADA has provided much needed assistance to the most susceptible and marginalized groups including returning refugees, internally displaced persons, poor families, women, youth, the unemployed as well as to community based organizations. Particular attention is also given to the education, agricultural sector and rural activities that can contribute to more productive and sustainable livelihoods at the grass-roots level. ADA has classified its objectives as current, short-term and medium to long term, depending on different programs and strategies.

ADA Vision, Mission and Core Values

Vision:

Eradication of Poverty from Afghanistan

Mission:

Empowering Needy People to Promote Social Justice and Peace

Objectives:

ADA aims to promote social justice, peace building and conflict resolution, local ownership and community empowerment to achieve sustainable development

Core Values:

Participation, contribution, sustainability, transparency & accountability and human rights

ADA has longstanding relationships with its target communities. It is operational in geographic regions where insecurity has kept most of the development organizations away. Due to longstanding, transparent and continued work, ADA enjoys respect and entrust of communities in these areas. For the communities to become increasingly self-reliant and economically stable; ADA strongly believes in long term sustainable development of its target areas. In doing so ADA strives for community empowerment through capacity building to make them decide and design for themselves development interventions which have a lasting effect on the area. ADA has a specific methodology for its development work, where the communities are at center of all activities throughout project life cycle. In the view of its vision and mission ADA exists for bringing positive and sustainable changes in lives of the target people. In addition to local communities, ADA also realizes the importance of local government departments, private sector and partner organizations to be involved in the development cycle to ensure sustainability and widespread benefits.

ADA believes that women, youth, disabled, the marginalized and disadvantaged people are key factors when building and furthering the development of communities across Afghanistan. Hence, ADA has developed several programs that are people centered, participatory and involve broad participation of key stakeholders including women, the youth and the disabled.

Working Sectors

ADA seeks new and effective ways to maximize its impact by utilizing the resources and ideas of all those who can make a difference. Over the years of operation, our experience and focus sectors have been widened to include a myriad of services ranging from different sectors to cross-cutting activities of Afghanistan National Development Strategy (ANDS). We are considerably revered by the communities which we have rendered services in the following sectors:

- Child & Youth Protection and Development (Formal and Informal Education)
- Agriculture, Livestock and Irrigation
- Economic Recovery (Income Generation and Vocational Trainings) and Capacity Building
- Survey, Social Research and Engineering
- Cross Cutting Activities (Gender, Environment, Good Governance and Advocacy, Peace Building, Conflict Resolution, Human Rights, Disaster Management, Anti-Corruption, Humanitarian Assistance and Emergency Activities)

ADA New Focused Area – Climate Change Mitigation and Climate Change Adaptation

In Afghanistan over 80 percent of the population are dependent on the use of natural resources (environment) to meet their basic needs in a situation where widespread environmental degradation poses immense threats to livelihoods and welfare of the population. The major challenges we are facing are soil degradation, air and water pollution, deforestation, overgrazing, desertification, migration and over-population; especially, in the urban eco-system. As forest cover disappears, the risk of environmental degradation increases. Lack of localities and systems to control all these issues lead to desertification and soil erosion, which both resulted in the dramatic reduction in agriculture production and food security. Furthermore, the rapid urbanization resulted in high carbon emission, water and sanitation problem, solid waste management, air, water and soil pollution.

The concerns over the informed environmental issues; such as, climate change, urban environment quality, waste production, water resources quality and soil quality are rapidly growing. This state of environment and human welfare is further weakened by the outcomes of the decades of conflicts, enormous focus on military operations and its consequences, refugee movements, over-exploitation of natural resources and its mismanagement and limited institutional capacities; human capital - human and social development.

In light of the situation stated above, ADA through its intervention in different sectors and projects; viz. agriculture, irrigation and renewable energy (solar) are contributing to the environmental protection at three different levels namely:

- Climate Change Mitigation (CCM); to reduce the source of carbon emission
- Climate Change Adaptation (CCA); to reduce the vulnerability of natural and human systems against actual or expected climate change effects
- Advocacy on Environmental Issues; the non-structural measures are taken to limit the rate and extent to which human activity alters the global climate

This on one hand will enhance contribution to health and welfare facilities and on the other hand it will have contribution to the environment protection; hence, supporting the long-term welfare of the population through sustainable utilization and management of the renewable energy sources as part of natural resources management. At the same time, it will contribute in developing human capacities and providing awareness on environmental issues on national level.

In addition, ADA is closely working with communities and is building the capacity/resilience through Community Based Disaster Risk Management (CBDRM) trainings. These trainings are aimed to reduce the disaster risks through systematic efforts to analyze and manage the causal factors of disasters, including through reduced exposure to hazards, lessened vulnerability of people and property, wise management of land and the environment and improved preparedness for adverse events.

EDUCATION DEPARTMENT

Education is one of the main working sectors of ADA. During the year 2011, the program made excellent and substantial contribution to the teacher training, literacy and community empowerment.

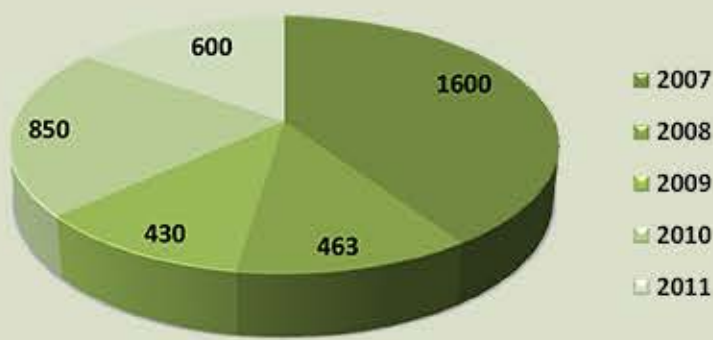
The knowledge and skills of schools' teachers and principals employed by the Ministry of Education (MoE) increased through creation and expansion of trainings and professional support system in DT3 Program in Education Sector. The training components have been carefully tailored to meet priority needs of school teachers and principals including basic pedagogical skills, content knowledge, general education requirements and administrative/management skills.

In 2011, 19,557 Teachers (4,482 female & 15,075 male) received INSET-II training in the targeted provinces and 1,862 Principals (104 female & 1,758 male) received SMT-II training in the focal locations.

Accelerated Learning opportunity had been provided to 300 over aged youths (150 female & 150 male) in the Qurghan district of Faryab province. Majority of the literacy project's beneficiaries were those who had missed the learning opportunities due to poverty, insecurity and cultural barriers. On top of that because of the Ministry of Education (MoE) policy they were unable to get enrolled in the formal school as their ages were more than 9 years. The literacy program made these students complete 3 grades in one year and finally they become part of the formal schools by continuing their education in 4th grade. The project has greatly contributed in increasing literacy and arithmetic skills among youth in the target 6 villages of Qurghan district.

Since its inception in 2007, the solar energy project in Trinkot district of Uruzgan province has significantly contributed to the social, educational and economic improvement in the area. The distribution of 600 solar panels to 600 eligible households during the year 2011 has further improved the living conditions of the target communities. In addition the LED lights have replaced the kerosene lamp which had worse effect on the eyesight, respiratory systems and caused many burn cases at family level. The solar home lightening systems provided access to media and made both adults and children to listen and see different media activities of their choices. This has provided a chance to the remote communities to get in touch with media and besides entertainment, gain social, economic, educational and political improvements.

Living conditions of the right holders have been improved by sustainable management and use of natural resources in an equitable manner through provision of 600 solar panels to 600 households in 14 remote villages of Tirinkot, for lighting purposes to decrease dependency on non-renewable energy.



Women empowerment has always been an important area for ADA works. Years of conflict and war have badly affected the social, economical and political position of women in most of the communities. The microfinance scheme coupled with the functional literacy and trainings on the cross-cutting issues (women rights, gender, hygiene, harm of drugs & etc) had played an important role in economic stability in two districts of Faryab. During the year 2011, thirty seven women Self-Help Groups (SHGs) of Qaramqol and 5 women Self-Help Groups of Qurghan districts followed up and supported, 5 new women Self-Help Groups established in 5 new villages of Qurghan district. The new Self-Help Groups supported with the necessary skills, functional literacy and provision of micro credit and linked with the local market. The members of new Self-Help Groups trained on cross-cutting issues; such as, human rights, gender and management as well.



The Consultancy Services for District Teachers Training Program (DT3)

The Consultancy Services for District Teachers Training Program (DT3) was funded by MoE/WB, which is started on 1st January 2009 and will be completed on 31st July 2012.

This program is being implemented in eight provinces (Laghman, Parwan, Kapisa, Kabul, Logar, Bamyan, Paktia and Paktika) through a consortium that consists of four national NGOs (ADA, CoAR, AWEC & WADAN). ADA besides leading the consortium is also an implementing partner for DT3 program in three provinces.

The objectives of the DT3 Program are to increase the knowledge and skills of schools' teachers and principals employed by the Ministry of Education (MoE) through the creation and expansion of trainings and professional support system. The training components have been carefully tailored to meet priority needs of school teachers and principals including basic pedagogical skills, content knowledge, general education requirements and administrative/management skills.

These needs are being addressed by High School Teaching Assistance, delivering of In Service trainings (INSET-I & INSET-II) to teachers and School Management trainings (SMT-I & SMT-II) for principals, deputies, headmasters and schools managers. The modality also provides essential follow up and in-school activities to reinforce trainings and lay the foundation for the establishment of professional teachers & principals' networks.

DT3 Program is being implemented by ADA in the following provinces:

Province	Districts
Kapisa	Center, Hesai Awal, Hesai Doham, Kohband, Najrab, Tagab and Alasai
Parwan	Center, Sayed Khail, Jabal Sarj, Bagram, Salang, Surkhi Parsa, Siagard, Sheikh Ali, Kohi Safi and Shinwari
Laghman	Center, Qarghai, Alishang, ALingar and Dawlat Shah



This is an ongoing project and so far 41,911 teachers have received INSET-I, 19,557 have been trained in INSET-II trainings. 3,162 principals have received SMT-I and 1,862 principals have been trained in SMT-II trainings.

Indirect beneficiaries of this project are the students of eight targeted provinces and staff member of the DT3 project who have received program related trainings.

Success stories and observations conducted during the program implementation showed that the INSETs and SMTs trainings have significantly improved the quality of teaching and management/administrative skills among the principals, head masters and deputies by providing effective administrative as well as academic leadership to their schools.

In this project 41,911 INSET-I and 19,557 INSET-II teachers' study books and 3,162 SMT-I and 1,862 SMT-II training guides have been distributed. After receiving trainings teachers, principals and DT3 staff have awarded with certificates, which were pre-designed by MoE.

Result/Achievements:

- 19,557 Teachers (4,482 female & 15,075 male) received INSET-II training during 2011 in the targeted provinces
- 1,862 Principals, headmasters and school managers (104 female & 1,758 male) received SMT-II training in the target districts during 2011
- 16,923 Teachers observed and supported in the classrooms by DT3 trainers
- 1,354 Teacher Learning Circles (TLCs) established and functioning in the targeted schools
- 276 Principals Learning Circles (PLCs) established and functioning in the target districts
- DT3 Core members taught 25,032 hours difficult subjects at high schools of the target areas

Raqibullah is the Education Manager of Hesa-e-Awal district in Kapisa province. He shared his opinion about the Consultancy Services for District Teachers Training (DT3) program as below:

- Teaching methods of teachers changed after the trainings to approximately 60%
- The teachers are observed on regularly basis, which is the excellent way to change the teaching methods
- DT3 staff members were mentor teaching and learned more
- Teachers Learning Circles (TLC) and Principal Learning Circles (PLC) established through which they could solve their problems in related subjects



Case Story

How Teacher Learning Circle Benefited Mr. Salim

Mr. Salim a Dari Language Teacher in Saidal Naseri High School says “the new textbooks on one hand brought significant improvement in standardization of the syllabus and add new/interesting topics to the text book, but on the other hand there are issues which are still needed to be explained to the teachers”. Mr. Salim is teaching Dari subject to Grade 11 students. He was not feeling easy and technically had difficulty “in the way poet wanted to give the message” explaining a Dari poem to students. He studied different poetry books and searched for a suitable explanation, but couldn’t satisfy himself with a proper and accurate explanation to the poem. It was the Teacher Learning Circle (TLC) in district 11 of Kabul city where he found the exact explanation for what he was looking for.

Mr. Salim says “I shared my problem with one of the experienced Dari teachers during a Teacher Learning Circle session and received a good and accurate explanation for the poem”. I released from mental pressure when the next day I taught the same to my students; beside, I could see the feeling of satisfaction on the faces of students as well. Now, I list the issues which I want to clarify and share with other teachers during the TLCs.

It was the Teacher Learning Circle (TLC) where I found the exact explanation for what I was looking for. “Mr. Salim, Dari Teacher in Saidal Naseri High School, Kabul”



Women Empowerment - Basic Literacy

Women Peace and Security - Basic Literacy Education Project was funded by NCA, this project was started on 1st January 2011 and completed on 31st December 2011 in Qurghan District of Faryab Province. The overall goal of the project is to improve the living conditions of the right holders by sustainable management and use of natural resources in an equitable manner. This project provided learning opportunity to 300 youth (150 female & 150 male) who had missed learning opportunity due to poverty, insecurity, cultural barriers. Their ages were more than 9 years and based on the Ministry of Education (MoE) policy they were unable to get enrolled in the formal schools. They completed three grades in one year and enrolled in grade four in the nearby formal schools and continued their education, which resulted in increasing literacy and arithmetic skills among youth in the target 6 villages of Qurghan district of Faryab province.

The direct beneficiaries of this project are 300 Youth (150 female & 150 male) and indirect beneficiaries are 300 families. Direct beneficiaries (300 youth) have received textbooks, classroom, teacher & students kits and awarded with certificates. After course completion and graduation the students have been introduced to nearby formal schools.



Case Stories

The great success of the project is that now people send their children to schools on time. They do not want them to work and grow as being illiterates. They are satisfied with the project implementation and requested for its extension and expansion.

Najila is a student of class number 20 who showed her consent from the project and shared her opinion as following:

I hoped to join school and study; ADA provided the chance for me, so I want to thank them all. I learned many things from literacy course. Beside, reading and writing; I also learned how to behave & respect the elders in the society. I learned the Holy Quran better and I want to teach it to my mother as well.

During an interview, Shugofta daughter of Chary Khwaja said that, all the members of our family are illiterate. My father was very regretful that why he did not enroll me at school. When the project started, I attended and now I am literate. Besides, reading and writing, we learned the Islamic themes, hygiene and good behavior related lessons as well.

Women Empowerment - Vocational Training

Women Peace and Security - Vocational Training was funded by NCA, this project was started on 1st January 2011 and completed on 31st December 2011 in Qaramqol and Qurghan Districts of Faryab province. This project is the extension of three years 2007-2010 project, during the implementation of this phase, all 37 Self-Help Groups (SHGs) of Qaramqol and 5 Self-Help Groups of Qurghan district followed up and supported; furthermore, 5 new women Self-Help Groups established in 5 new villages of Qurghan district. The new Self-Help Groups supported with the necessary skills, functional literacy and provision of micro credit and linked with the local market. The members of new Self-Help Groups trained on cross-cutting issues; such as, human rights, gender and management as well.

Result/Achievements:

- 100 women received marketable skills
- 5 new self-help groups established consisting of 100 members and are functioning in the target villages
- 5 new Self-Help Groups' members received kits & micro credits in accordance to the plan
- 840 members of 42 previous Self-Help Groups received further training and support
- Micro credit from previous members collected and re-distributed to 940 women
- Forty-two previous Self-Help Groups are active. They attended refresher trainings and they sell their products through Andkhoy joint outlet

Direct beneficiaries of this project are 100 women, new right holders for the year 2011, 100 women, follow up right holders of 2010, 200 women, follow up right holders of 2009 and 540 women, follow up right holders of 2007 and 2008. The indirect beneficiaries of this project are 1,658 families.

Through this project 100 kits were provided to women, micro-credit have been distributed to 1,040 women and 1,000 masks were distributed to 200 members of Self-Help Groups.



Case Story

Sangeen Tash who is a widow declared her opinion about the project as "I have four children; I lived in a very bad situation. After receiving the loan; I started to weave quality rugs with different designs and colors as I learned it in the past. Up to now, I weaved two rugs that were 6 meters each. I sold them and it helped me a lot. Now I am busy with weaving the third one. The other important thing is that before I sent my sons to work. However, now they are going to school instead and we are very happy with the life we have, indeed.

Climate Change Mitigation - Solar Electrification

Climate Change Mitigation - Solar Electrification (CCM-SE) was funded by NCA, this project was started on 1st January 2011 and completed on 31st December 2011 in Tirinkot district of Uruzgan province.

The goal of this project was to improve the living conditions of the right holders by sustainable management and use of natural resources in an equitable manner. By implementation of this project, 600 solar panels provided to 600 households in 14 remote villages of Tirinkot, for lightening purposes to decrease dependency on non-renewable energy. Six men and women trained as Solar Engineers, establishment of three workshops and follow up of revolving loan, which ensure sustainability of project as entrepreneurship development.

Result/Achievements:

- Agreements signed with Shuras and after the meeting conducted with each household; they should pay the amount of 50/Afs per month per single family for the salary of Solar engineer
- Six selected persons by the concerned communities completed their training and they are ready to open workshops after panels' installation and receiving of workshop equipment
- The 600 solar panels immediately transported and installed after receiving them

Direct beneficiaries of this project are 600 families who received solar panels while the indirect beneficiaries includes the entire district as this project had made significant improvement to the social, economical, health and education activities in the area.



Case Story

Uruzgan is one of the remote, lagged and insecure provinces in Afghanistan. The people of Uruzgan are very conservative and the illiteracy rate is very high comparing to other provinces. In order to provide the sustainability to the project and bring the solar maintenance possibility to the door step of the target communities, the training of a couple on the solar maintenance was a pre-condition for the target communities. In the previous phases of solar electrification project, it was a big challenge for the project staff to discuss the involvement of poor women in the project, but later; when the project staff built trust & good relationship with the concerned communities, the issue has been discussed with them and therefore the communities introduced a widow with her sons to be trained as solar engineers. These trainings were conducted in Tirinkot center of Uruzgan for four months and finally solar engineers were graduated with enough skills to assemble and provide the trouble shooting assistance to the communities. This was an important behavioral change and success of the solar electrification project.

Capacity Building Department

Capacity Building is one of the main programs and active sectors of ADA. During the year 2011 the program made excellent and substantial contribution for capacity building of communities and local government. This program had positive role in stabilization and security of target communities and provinces. The program focused on trainings in many areas; such as, trainings on conflict resolution and peace building, rights education, gender and community organization, community based disaster risk management, vocational trainings for marginalized groups, girls education, marketing, emergency preparedness & response, cross border poverty reduction, Tajik-Afghan poverty reduction initiatives, advocacy for civilian casualties and community based stability grant projects.

The scope of ADA capacity building program would be expanded through enhancement of awareness for reduction of civilian casualties in current fighting between NATO, Afghan National Security Forces (ANSF) and anti-government forces. This program contributed its efforts to knowledge development via conducting joint conferences and coordination and networking among all stakeholders during the year 2011 and would be continued through conferences and research for the establishment of a simple and easy mechanism for the compensation of affected families.

The Capacity Building Sector (CBS) implemented various projects, which mostly targeted women empowerment, children education, community stability, peace building, disaster risk reduction, research and advocacy. Furthermore, during the year 2011; more than 700,000 people including 300,000 women and 35,000 children benefited directly and around two million people with more than 40% women benefited indirectly through the implemented projects.



Rights Education and Community Organization - 2nd Phase (RE&CO-P11)

Rights Education and Community Organization - 2nd Phase (RE&CO-P11) was funded by Christian Aid (CA), this project was started on 01st September 2010 and will be completed on 31st August 2012 in Pashton Kot District of Faryab province. During this phase, ADA established 22 Community Based Organizations (15 for female and 7 for male) including 600 members. ADA also started training of the CBO members in Human Rights, Gender and Literacy. Finally, in order to ensure the realization of rights to food security, livelihoods and human rights, the marginalized groups were collectively engaged/ linked with the institutions of state and other development actors.

The project covered 600 women and 300 men as direct beneficiaries while the indirect beneficiaries were 7,000 individuals in Pashton Kot District of Faryab province. Three days human rights and two days gender trainings conducted for men and women. Literacy training for CBO members (men and women), two months poultry raising training for women and one month kitchen gardening training for men were conducted. Facilities and tool-kits distributed to direct beneficiaries of the project. Five small hatcheries distributed, 420 toolkits with poultry distributed to females (10 Chicks/ Layers per trainee) and 180 kitchen gardening tool-kits distributed to male beneficiaries.

Result/Achievements:

- 600 people (420 women and 180 male) received institutional training in Human Rights and Gender
- 600 people semi-educated who can read and write
- 600 people learned new skills
- People familiarized with new technology of poultry business
- 5 small hatcheries distributed to beneficiaries
- 600 toolkits provided to the marginalized groups in the focal location
- Link has been established between marginalized groups and the local government



Case Story

Rabia, a widow with two children, a son and a disabled daughter is living in Pashton Kot District of Faryab province. The son has left for Iran to earn for his family, but so far she has no news about him. She had critical condition and was totally dependent on the relatives who were helping her occasionally. She expresses "I was very poor and the livelihood was very difficult for me and for my disabled daughter. The life was in darkness and we were hopeless. One day, I heard about ADA's education and skill training project. I was delighted and together with my disabled daughter we joined the program. At the beginning although it was a bit difficult for us and especially for my disabled daughter to learn something, but gradually both of us start learning and understood our rights. Besides, we learned carpet weaving skill and received the required toolkits as well. Now both of us are weaving carpet and earning enough to live a better life. I am very happy, especially 1) for my daughter who became an active member of the family, 2) her mind changed; now she is happy, 3) both of us know our rights and have income opportunity from our skill.

Community Based Disaster Risk Management (CBDRM) (Last Phase)-Baghlan Province

Community Based Disaster Risk Management (CBDRM) (Last Phase) was funded by OXFAM NOVIB, this project was started on 01st September 2010 and completed on 31st August 2011. The project was implemented in Nahreen district of Baghlan province. The focus of this project was awareness rising on climate changes, coping mechanism with disaster, development of contingency planning at village level and district level and construction of small structures and water reservoirs to adapt to the changing environment. The goal of the project was to enhance the resilience of communities in 23 villages of Nahreen district through trainings and small scale structural disaster mitigation projects. Originally, the project had started in 2007 for two years and due to the dire needs of communities; it was extended till the end of August 2011. Initially, the project activities were started in 8 villages and gradually extended to 23 villages of the same district in Baghlan. The project contributed to the awareness raising of the targeted communities about disaster risk reduction. Linkages between local government and communities established; village map and contingency plans for each village developed and disaster mitigation structures constructed.

Direct beneficiaries of the project were 582 people (340 Male + 240 Female + 2 Disabled) who benefited from trainings, 2,420 (800 Male + 800 Female+ 20 Disabled + 800 Children) benefited from mitigation structures in Nahreen district, 1,530 (500 Male + 400 women + 30 Disabled + 600 Children) benefited from climate change adaptation services. Indirect beneficiaries of the project are 148,870 community individuals in Nahreen district of Baghlan province. In total of 30 First Aid kits have been distributed and wheat seed provided to the required number of project people. The following trainings conducted in 2011 for the project beneficiaries:

- Search, rescue and evacuation
- Community based disaster risk management
- Gender
- First Aid
- Sphere
- Conflict resolution



Result/Achievements:

- 23 Village Disaster Committees (VDC), 1 District Disaster Committees (DDC) and 1 Provincial Disaster Committees (PDC) established
- Provincial contingency plans prepared/reviewed through participation of VDC, DDC, PDC
- 6 community based mitigation projects implemented to reduce vulnerability of floods, droughts and winter
- 23 communities mobilized and oriented regarding the climate change issues
- 2 training workshops conducted for ADA staff (managerial level) to gather policy inputs to develop Disaster Risk Reduction (DRR) Strategy
- DRR strategies are in place and being practiced in all ADA's development and humanitarian activities
- 2 gender mainstreaming training conducted for 20 ADA managerial and field staff
- 1,540 women actively participated in the activities of VDC, DDC and PDC
- 23 orientation sessions conducted on conflict sensitivities for VDC, DDC and PDC members

Case Story

Engagement led to a furious fire fight between brothers,

Abdul Malik and Mohammad Nabi families' were engaged in a heavy fire fight in Dashti Qazi Village in Nahreen district. Both parties although brothers but were firing at each other houses. The story started when Abdul Malik and Mohammad Nabi promised their daughters to each other's sons. The boys were at their 18-19 while the girls were merely 8-10 years old. The girls denied accepting this marriage and consequently the conflict raised between Abdul Malik and Mohammad Nabi families, these brothers took their guns against each other and started firing at each other houses.

However, the third brother came and invited them to the negotiation through a mediator. They sit in a Mosque (besides praying, mosque is usually used for such good purpose as well) and after serving them with tea, the conflicting brothers agreed to solve the problem and accepted one impartial and righteous mediator. The said mediator was identified by the community (Peer Mohammad Khan). Mohammad first held meetings with both brothers separately, and then he explained the harms of wedding before the legal age of 18. He shared a story about a girl who died during the first week of the wedding because she was only 12 years old, but her father got married her in exchange of 450,000 Afs to a 40-years old man. She couldn't tolerate the wedding and died.

The fruitful discussion and the story made Abdul Malik and Mohammad Nabi felt guilty and finally they nullified the engagement. Now their daughters are going to school and they are very happy; the brothers appreciate Mohammad's efforts in regards to above, Peer Mohammad was acquainted with the conflict resolution methods during the CBDRM project implementation phase in Nahreen district of Baghlan province.



Community Based Disaster Risk Management (CBDRM) - Takhar

Community Based Disaster Risk Management (CBDRM) was funded by Diakonie Katastrophenhilfe, this project was started on 15th November 2011 and will be completed on 14th July 2012, which is implemented in Rustaq district of Takhar province. The project focused on awareness raising regarding climate changes, coping mechanism with disaster, development of contingency planning at village level and district level and construction of small mitigation structures and water reservoirs. The goal of the project was to enhance the resilience of communities in 7 villages of Rustaq district through training and small scale structural disaster mitigation projects.

Result/Achievements:

- 7 villages selected through consultation with community and local government representatives in focal project location
- Capacity and vulnerabilities assessment of 7 selected communities completed
- 14 (7 male + 7 female) community disaster committees established in 7 communities, which consist of 35 villages of Rustaq district of Takhar province

3,120 individual benefited directly from the project [360 (200 Male + 140 Female + 20 Disabled) benefited from training, 1,790 (600 Male + 480 Female + 10 Disabled + 700 Children) benefited from mitigation structures and 1,000 (300 Male + 200 Women + 500 Children) benefited from awareness raising]. The indirect beneficiaries of the project are 55,044 individuals including 10,350 male, 9,107 female, 80 disabled and 19,280 children.

Takhar



Tajik - Afghan Poverty Reduction Initiatives (TAPRI)

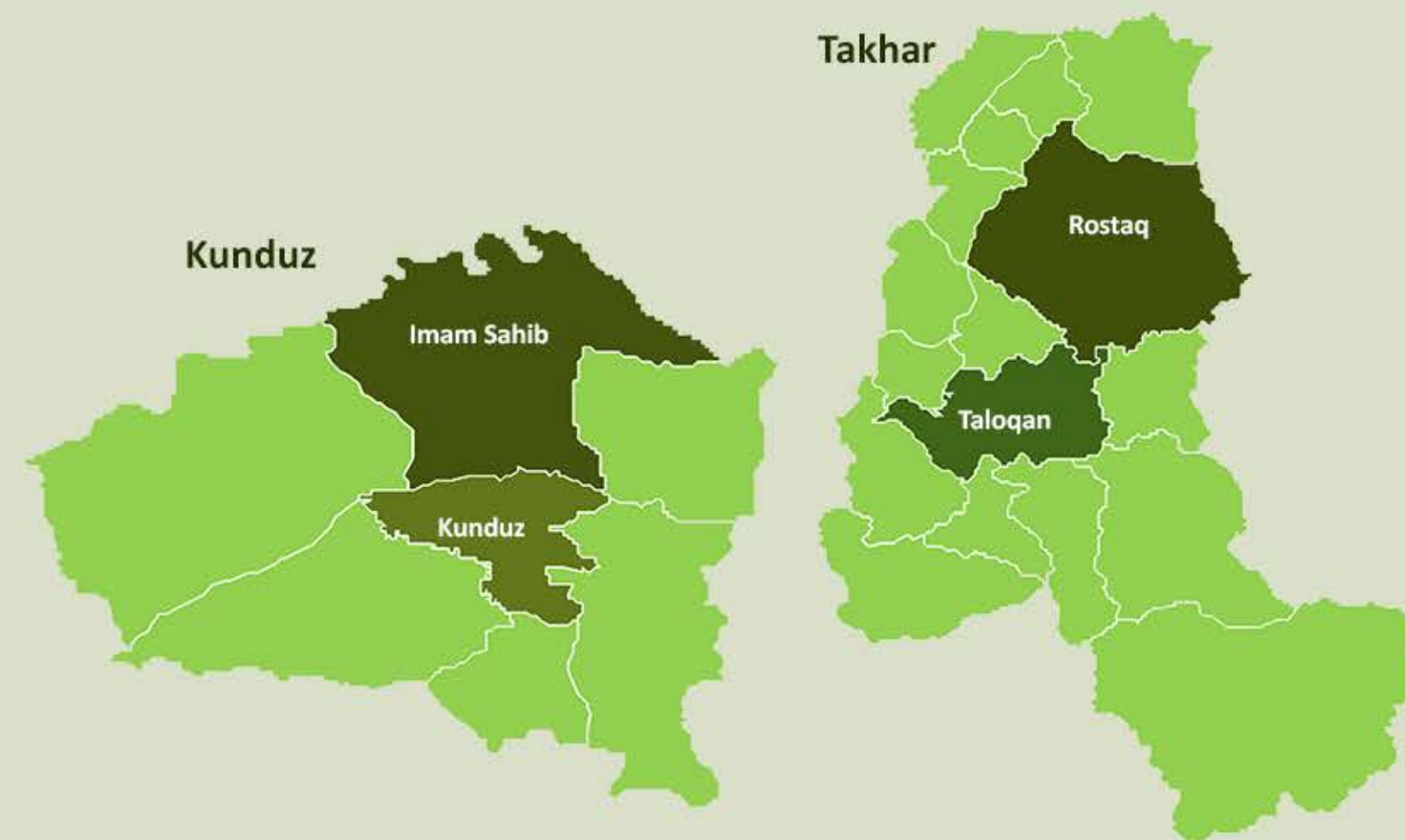
Tajik - Afghan Poverty Reduction Initiatives (TAPRI) was funded by CA/UNDP. The project started in May 2011 and completed in October 2011. This project was implemented in Dasht-e-Qala district of Takhar province & Imam Sahib district of Kunduz province. The goal of this project was to reduce poverty of the local people through building the capacity of local traders and local authorities in Imam Sahib and Dasht-e-Qala districts. The project focused on three objectives 1) Improve economic situation of the target community through good linkages and communication between Afghan and Tajik traders, 2) Capacity building of local authority to support people through participatory decision making, 3) Reduce the risk of disaster through awareness raising, hygiene education and small mitigation structures. Since the project was implemented on the two sides of the border of Afghanistan and Tajikistan, therefore, besides empowering the business man, the project also contributed to strengthening the relation of the two countries.

As a direct beneficiaries of the project 1,036 individuals benefited from the capacity building trainings, 115 from conference and joint meetings on business and marketing, 613 individuals are the beneficiaries of climate changes and 720 individuals benefited from awareness raising sessions. Indirect beneficiaries of the project are 2,000 human beings.

During the project implementation various training such as good governance, gender, conflict management, research, rescue, CBDRM, custom study, business and marketing had been conducted for participants (male and female).

Result/Achievements:

- 10 small mitigation structures constructed (5 in each district)
- 76 traders trained on cross-border trade and transit opportunities
- 300 farmers trained in agriculture value chain supported for local producers and processors
- 8 workshops conducted in capacity building of SMEs, in technical and marketing training
- 20 staff of local government capacitated in disaster risk reduction and marketing
- Civil Societies supported and strengthened
- 8 workshops conducted for training in disaster risk management and environmental protection
- Awareness raised and campaigned on cross-border relevant issues
- Two mission facilitated in cross-border dialogues between the traders of both sides



Cross Border Livelihood Project (CBLP)

Cross Border Livelihood Project (CBLP) was funded by International Rescue Committee (IRC) in provincial capitals of Kabul and Nangarhar provinces. The project was started on 25th July 2011 and will be completed on 20th February 2012.

Within this project, labor opportunities had been assessed for returnees in the targeted areas i.e. Kabul and Jalalabad (Nangarhar) and appropriate conditions for their sustainable return and adjustment in the local labor market created.

The focus of the project was to facilitate the sustainable repatriation of Afghan refugees and contribution to the recovery of Afghanistan. This project facilitated employment for Afghan refugees upon repatriation and creation of small businesses for them in the local market.

As a direct beneficiaries 220 individuals were provided with internship opportunities in Kabul and Jalalabad while 80 individuals were provided with business opportunities (25 Tailoring, 22 Mobile Repairing, 8 Generator Repairing, 10 Plumbing and 15 Electricity) in Kabul and Jalalabad (Nangarhar).

Result/Achievements:

- Conducted two market surveys and the report of surveys analyzed
- 49 returnees from Pakistan have been provided internship opportunities in Kabul, Jalalabad, Laghman and Parwan provinces of the country.
- Provided permanent job opportunity to 9 returnees from Pakistan
- Linked skilled returnees with local markets in Kabul and Jalalabad provinces.
- Provided toolkits to 65 skilled returnees





Case Story

"I was dreaming to be a website developer" Saddiq Zia, website development specialist at CEDO.

Saddiq Zia, who has completed his internship period with ADA and now he is working as a regular employee with Community Empowerment and Development Organization (CEDO), since 21st February 2012 who was introduced by ADA to CEDO.

The only obstacle to reaching my dream was my financial status. As a refugee it was difficult for me to take care for my family expenses as well as join a good institution for my capacity building. I had to sacrifice one of the two and it happened to be my studies. I never lost the hope and finally I got to know about the IRC cross border program. I rushed to their office and after going through test and interview they introduced me to the National College of Management Science (NCMS). I got my diploma in a span of four months. Soon after, IRC introduced me to ADA, where I went through a comprehensive internship program at ADA office. The internship program at ADA gave me an insight of office work and further built my capacity and confidence.

Finally at the end of my internship ADA introduced me to "Community Empowerment and Development Organization (CEDO)" for an interview and after a tough competition among candidates I secured the first position and got the job as a Website Development Specialist. The organization has provided me with accommodation, meal and monthly salary for which I am very happy and thankful to CEDO that gave me a chance to be their employee. I am equally thankful to IRC and ADA for their support and assistance and bringing me to this position. There are many other refugees as well who happen to be the brightest individuals and looking forward for an economical support to become part of the intellectuals and skilled people to support their family and country.



Enhancement in Enrolment of Girls and Quality of Education Phase II (EEGQE-P II)

Enhancement in Enrolment of Girls and Quality of Education Phase II (EEGQE-P II) is funded by Church World Services (CWS)/Presbyterian World Service & Development (PWS&D); this project was started on 1st October 2010 and will be completed on 31st May 2012, which is implemented in Qarghai district of Laghman province.

The project aims to contribute to increase/strengthen girls' participation and their retention in education and an overall improvement in quality of teaching and learning in primary schools of Qarghai District in Laghman Province of Afghanistan. This goal will be achieved by increasing girls' enrolment and retention in 15 target primary schools; providing quality education; community awareness on importance of children/girls' education and increased coordination among parents, teachers, and line departments/NGOs. The project also focuses on the improved health, hygiene and sanitation by introducing the health and hygiene components in the 15 target schools of Qarghai.

Direct beneficiaries of the project are 2,630 students, 204 CDC members, 150 parent teacher committees (PTC) members, 200 community members, 150 teachers, 30 widows (Head of Families). Indirect beneficiaries of the project are the whole families in Qarghai district.

Facilities distributed in this project are 30 toolkits to 30 skilled widows, 1,800 hygiene kits, 2,800 school bags to the target students and 1,800 low cost educational kits.

Gender, child right, peace education, hygiene, teacher training & methodology and psychology training workshops also conducted in this project for direct beneficiaries.

Result/Achievements:

- 2,630 girls were identified and enrolled in 15 focal schools
- 150 teacher trained on the methodology of teaching, child right and gender
- 204 CDC members, 150 Parent Teacher Committee (PTC) members and 200 community members trained in children rights and gender
- 30 widows trained in tailoring and toolkits provided to them
- 2,800 school bags and 1,800 educational toolkits provided and distributed to the new enrolled girls students in Qarghai district of Laghman province



Case Story

I hated Girls Education...

Mr. Mohammad Salim is one of the residents of Kakas village. He has three daughters and two sons, his two sons are going to school, but his daughters were not going to school because they are girls; Mr. Mohammad Salim argued that all the teachers are male and it is a shame for us to send our daughters to such a school; thus, their daughters work at farm (field) along with her father where other men work too.

In the course of project implementation, ADA conducted a One-Day awareness session on the importance of education and especially the girls' education for 25 community members including Mr. Mohammad Salim and some religious scholars. All the participants discussed the benefits and importance of education; Mr. Qari Abdul Salam (a religious scholar), explained the value of education from Islamic perspective. He mentioned "our prophet Mohammad (PBUH) said that both male and female must get knowledge; therefore, we should send our children (sons and daughters) to school for getting education, where they can learn more things about Islam and the world".

During that time, Mr. Mohammad Salim said that if I had this information earlier I would have sent my daughters to schooling, but now I promise you that I will send my daughters to school and this is my message to all parents that "Please Send Your Daughters to School and Don't Hesitate" he also mentioned that I thanked such project initiatives, and now fortunately all his three daughters are going to school.

Emergency Response & Capacity Building for Emergency Preparedness (ERCBEP)

Emergency Response & Capacity Building for Emergency Preparedness (ERCBEP) was funded by CARE International in Afghanistan (CARE), this project was started on 15th April 2011 and will be completed on 31st March 2012 in Kandahar and Zabul provinces. The project aim is; provision of life saving support to household directly affected by natural disasters or active conflict with priority given to women, children, people with disabilities and the elders. ADA also worked with ANDMA to identify officials at the provincial and district level and build their capacity to plan, coordinate and manage emergency preparedness, response and linking them to the District Development Authority.

Direct beneficiaries of the project are 3,036 individuals and 616 affected families in Zabul and Kandahar provinces. Indirect beneficiaries are 20,000 awareness raising and capacity building of ANDMA staff members.

Facilities and non-food items also distributed to the beneficiaries in the project such are shelters (tents) to 24, blankets to 679; water can to 193, and plastic sheet to 293, kitchen sets to 143 and hygiene kits to 24 families.

Training workshops also conducted in 2011 for direct beneficiaries such as emergency response preparedness and community based disaster risk management.

Result/Achievements:

- 193 affected families supported during the natural disaster (93 families in Kandahar and 100 families in Zabul)
- 10 ANDMA staff members trained on emergency response preparedness
- 02 ADA staffers trained on emergency response preparedness
- 02 joint assessment survey with local government and aid agencies conducted
- Coordination mechanism among ANDMA, communities and aid agencies improved



Vocational Training for Afghan Women Project (VTAWP)

Vocational Training for Afghan Women Project (VTAWP) was funded by CARE International in Afghanistan. This project was started in October 2010 and completed in September 2011, which is implemented in district 6 of Kabul. Women play a significant role in Afghan society, contributing greatly to the welfare and well-being of the households and families. Unfortunately, women have traditionally denied education and prevented from engaging in business ventures because of cultural traditions. ADA has provided wide-range opportunities to women through its community development program. Women have been organized into productive working networks and exposed to a variety of economic activities, providing an independent and reliable source of income. In addition, ADA has established committees that have facilitated marketing opportunities in local and external markets. Income generating activities; such as, embroidery, carpet weaving, tailoring, book-keeping and accounting have had a vital impact on strengthening the skill-based and the status of women in the community. Training programs in gender, human rights, child rights, environment and technical skills as well as literacy classes have been organized for women to raise their awareness in cross-cutting issues and ability to more widely participate and contribute towards civil society. By employing female animators and social organizers to facilitate these processes, women have been encouraged to be involved in the development process of their communities.

Direct beneficiaries of the project are 111 local trainees and 51 internally displaced people (IDPs). Indirect beneficiaries of the project are 1,200 individuals.

Facilities also distributed to the beneficiaries during 2011 such are 11 computers, 7 embroidery machines, 5 heaters, 5 gas balloons and 3 carpets.

Project beneficiaries also trained during 2011 in skills, gender, human right and marketing.

Result/Achievements:

- 111 local skilled trainees trained on marketing and business values
- 51 internally displaced people IDPs trained on marketing and business
- 04 producers groups (bag making, metal works, embroidery and beautician) established
- 70 trainees improved their capacity through on the job training opportunities
- 10 trainees found out job for themselves as self-appointment, 05 graduated trainees found out jobs for themselves in TV stations and Net Cafe



Building Afghan Peace Locally (BAPL)

Building Afghan Peace Locally (BAPL) was funded by OXFAM NOVIB; this project was started on 01st January 2011 and will be completed on 31st December 2013, which is being implemented in Taluqan and Dasht-e-Qala districts of Takhar province. The overall objective of the BAPL project is to contribute to long term peace in Afghanistan based on the strengthened local civil society with the active participation of both men and women. Also the project aims to strengthen civil society capacities of targeted districts in Takhar province more effectively by resolving and mitigating conflict; whilst enhancing the status and inclusion of women and opening a national debate on the peace and conflict resolution. Main target groups of the project is; a) Peace Councils and other community based organizations such as Shura and Community Development Committees (CDCs), women groups, associations and specific focus on individuals (informal governance actors, religious scholars and wealthy and powerful members of communities); b) local governance actors in Taluqan and Dasht-e-Qala districts of Takhar province.

Direct beneficiaries of the project are 12,100 individuals including peace council and CDCs, government officials in the targeted districts who will benefit from the capacity building and structures. Indirect beneficiaries of the project are 192,000 individuals including general population, other NGOs, academia and governmental officials who are a part of the National Community Peace Building Forum.

Training workshops conducted in 2011 for all peace councils in peace building, gender and conflict management.

Result/Achievements:

- 16 peace councils established (12 for male and 04 for female)
- Primary survey conducted to identify nature, kind of conflicts and their causes
- 74 women organized in 04 peace councils
- 226 men organized in 12 peace councils



Community Discussion on Civil Casualties (CDCC) - Three Phases

Community Discussion on Civil Casualties (CDCC) - Three Phases was funded by Open Society Institute (OSI), this project has three phases which was started on 01st October 2010 and will be completed on 01st March 2012, implemented in provincial capitals of Herat, Kandahar, Nangarhar, Paktia, Farah, Kunduz and Kabul provinces. The project aims to improve community information about how to deal with civilian casualties and give civil society a forum to discuss community efforts to reduce civilian casualties. The project implemented in two phases, in the first phase; seven conferences conducted at 7 provinces and discussed the issue of civil casualties with all stakeholders at provincial level. Some of the key participants in the conferences were provincial government representatives, security chief, army commander in the province, representative of ministry of labor, social affairs, martyrs and disabled, district administrator, affected families' representatives, local shura members, district development assembly, ISAF representatives and some other influential people in the provinces. In the second phase; the representatives of the affected people in the mentioned provinces, representatives of UNAMA, ISAF, Ministry of Defense, Ministry of Interior Affairs, MoLSAMD, representatives of Provincial Councils and the Parliamentarians were invited to a conference held in Kabul at Intercontinental Hotel and discussed the results of the provincial conferences and found ways to reduce the civilian casualties and hoped to: a) Reach out to communities with full information about civilian casualties in the conflict b) Provide them with resources and information on what to do when incidents happen c) Give them a forum for communities to begin developing strategies for what they can do.

Direct beneficiaries of the project were affected families, government representatives and civil society (95 participants in Kandahar, 102 in Kunduz, 80 in Farah, 90 in Herat, 90 in Paktia, 100 in Nangarhar and 110 in Kabul provinces). Indirect beneficiaries were all affected families based in the above stated 07 provinces of the country.

Result/Achievements:

- Collection of different stakeholders under one roof and discussion on the civilian casualties
- Conducting 7 conferences successfully
- Agreement on one statement about the reduction of civilian casualties



Showcasing State Practice and Programs for Recognition of Civilian Harm in Afghanistan

Showcasing State Practice and Programs for Recognition of Civilian Harm in Afghanistan was funded by Open Society Institute (OSI); this project was started on 01st October 2011 and will be completed on 28th February 2012. The main purpose of the project is to conduct pre-Istanbul conference in Kabul for mobilization and convincing of relevant governmental officials and civil society representatives to be ready for a regional roundtable discussion hosted by CIVIC and backed by the Open Society Foundation in Istanbul, Turkey which focused on Afghanistan and Pakistan civilian casualty harms. ADA was responsible to mobilize and convince the influential officials and civil society representatives for the desk discussion about the current policies of recognition, identification and assisting the victims of arm conflicts in Afghanistan.

According to the plan 7 government representatives, 2 parliamentarians and 6 civil society representatives were selected for Istanbul Conference.

ADA has taken action for mobilization of the selected participants to be ready for Istanbul Conference, therefore, all of them invited for a pre-conference to ADA main office to discuss the objective of the Istanbul conference, select the speakers and to make them ready for Istanbul Conference. The Pre-Conference was conducted on 14th December 2011 in Kabul for discussion and preparation of presentations for Istanbul Conference. During the conference different groups have been prepared to work on presentations in different subjects also Mr. Najibullah Amin (OAA) was selected as a general presenter of the Afghan delegation to Istanbul-Turkey.



Community Based Stability Grant (CBSG)

Community Based Stability Grant (CBSG) was funded by Creative Associates International, Inc. (CAII/USAID); this project was started on 31st March 2010 and will be completed on 28th February 2012, which is being implemented in the provinces of Panjshir (Shatool, Rukha, Paryan and Unaba Districts), Baghlan (Pulikhomri, Baghlan Jaded, Dahna-e-Ghori and Gozargahnoor Districts), Takhar (Taluqan, Dasht-e-Qala, Namakab, Hazar Sumoch, Darqad & Khwaja Bahauddin Districts), Kunduz (Kunduz city, Chahar Dara, Aliabad, Khan Abad and Qalaizal Districts) and Badakhshan (Argo, Faizabad, Baharak, Tagab, Darahim, Shar-e-Buzarg, and Kisham Districts). The primary objective of the CBSG program is to enable unstable communities that are currently the focus of counter insurgency (COIN) activities, to directly implement small-scale community-level projects and build their confidence in and support for the GIRoA. The CBSG program/project will also bolstered and further supported those communities that have resisted insurgency and be utilized to further extend the writ of the GIRoA and expand and deepen its link with communities within its targeted districts. Project objectives are:

- Support the military efforts by helping to “hold” areas after they are cleared and provide timely support to stability initiatives in an effort to improve security in unstable communities
- Support the MRRD/NSP, ARED and NABDP activities by linking GIRoA to communities, thereby building trust between the government and its rural citizens
- Ensure a rapid response to express community development needs through advancing community mobilization strategies and efforts. CBSG will also provide grant assistance to more stable communities to further enhance community stability and development. The sub projects may include small infrastructure repair, procurement, emergency response and material assistance, as appropriate.



Beneficiaries:

Province	Direct			Indirect			Total Direct + Indirect
	Male	Female	Total Direct	Male	Female	Total Indirect	
Badakhshan	62,237	51,862	114,099	37,013	37,619	74,632	188,731
Baghlan	67,291	55,908	123,199	338,481	293,050	631,531	754,730
Kunduz	165,080	131,513	296,593	153,414	129,483	282,897	579,490
Panjshir	2,715	1,514	4,229	8,867	8,905	17,772	22,001
Takhar	48,900	32,103	81,003	23,271	29,525	52,796	133,799
Total	346,223	272,900	619,123	561,046	498,582	1,059,628	1,678,751

Facilities & Distribution:

Items	Badakhshan	Takhar	Baghlan	Kunduz	Total
Bench	2,100	3,938	4,700	6,100	16,838
Desk	2,100	3,938	4,700	6,100	16,838
Chair	140	165	470	423	1,198
Table	140	165	470	248	1,023
Tent	36	15	150	23	224
Couch	0	20	52	32	104
Carpet	24m2	280m2	320m2	1,250m2	2,090m2
Cabinet	27	20	42	110	201
Blackboard	112	88	70	270	540

Training workshops conducted; such as, green house, motorbike repairing, peace building, gender, conflict management and tailoring.

Result/Achievements:

279 sub-projects implemented in the following main sectors:

- 49 sub projects in capacity building and 293,781 people benefited through these subprojects
- 155 small infrastructure sub-projects implemented and 929,308 people benefited through these subprojects
- 76 procurement sub-projects implemented and 455,660 people benefited thorough these sub-projects
- 272,900 women benefited directly through implementation of sub-projects
- Through implementation of sub-projects the linkages between community and government have been strengthened to high extent
- Security in the focal locations has been improved

AGRICULTURE AND LIVESTOCK DEPARTMENT

Severe drought, poor economic situation, poor irrigation canals, Karezes and unemployment of young people and unavailability of labor works, lack of certified wheat seed and chemical fertilizer are the main causes of food insecurity in the country. The majority of the people in Afghanistan are engaged directly or indirectly to agriculture sector related livelihoods.

Over time, ADA has developed its expertise in agriculture, horticulture & livestock and is making a significant contribution to development, promotion and marketing of this sector. The agriculture sector is being a major livelihood provider for most of the rural communities in Afghanistan either directly or indirectly have been a focused area for ADA intervention with the aim to uplift, improve and sustain rural livelihoods coping mechanism. Southern region of Afghanistan has been a focused area for agricultural/horticultural support activities. ADA helped to establish number of orchards/demo plots, nurseries, local storage facilities, irrigation systems, cooperative establishment and trade associations. In addition capacity building and providing trainings to farmer and fruit growers, exposure and market linkage, post-harvest practices, fruit dehydration/packaging/marketing and facilitating improvement of other support infrastructures were also undertaken.

Agriculture and Livestock form an important section of rural living in Afghanistan. It is also a major contributor to food and income of communities; such as, Kochies (Nomads) who often do not have a fixed space for living and indulging in other modes of livelihoods. In order to protect and improve the benefits; these people get from livestock, it's very important that they

get the basic know-how and awareness about how to keep animals healthy, productive and utilize their products in a much economical and profitable way. Thus it becomes necessary to protect, support and expand infrastructures and services being carried out for this purpose. In addition to this, it is important to educate and train these people to try non-conventional methods of keeping and rearing livestock while approaching product markets/consumer groups with variety and safety in products. This can pave the way for increased and sustained income for them. Females normally have a major role to play in keeping the house-hold livestock, thus the project aims to benefit maximum females through training, awareness raising and capacity building components of this sector of interest. Afghanistan has lost almost all the infrastructures in long war and internal conflict. Institutions, organizations, schools, hospitals, businesses, job opportunities, agriculture, livestock, horticulture and irrigation have been suffered on a tremendous scale. Nothing or very little of all this is left. The agricultural and livestock activities have been adversely affected by drought and insecurity. High livestock mortality rates and losses of weight significantly reduced the income of the people in the drought-affected areas.

Livestock development could be a mean of reaching the poorest thereby reducing their vulnerability to opium and poverty reduction. More generally, revival of the livestock economy is a priority for poverty reduction. In addition, because livestock are owned by almost all farmers – but particularly by the poorest and those living in the remotest areas – promoting livestock would have an impact on incentives with respect to the opium economy, security improvement including in the remoter upland areas that other development interventions cannot easily reach.



Livelihood-Trade and Agriculture Development (LT&AD)

Livelihood-Trade and Agriculture Development (LT&AD) was funded by NCA, this project was started on 01st January 2011 and completed on 31st December 2011, which is implemented in Tirinkot and Dehrawod districts of Uruzgan province.

ADA have assisted various villages of Tirinkot and Dehrawod districts in Uruzgan province,. Through the implementation of this project the farmers have accessed to basic agriculture inputs. Furthermore, technical agricultural crops management training provided which resulted in farmers' skill and awareness development. The project has also contributed to providing sufficient irrigation water in the target area. Income generation facilities provided to women, mechanism of orchards improved, kitchen gardens, poultry training and facilities provided to women.

Result/Achievements:

- 200 selected farmers got improved wheat seed, DAP, UREA and basic agriculture tools for the cultivation of 1,200 Jeribs of land
- 200 selected farmers trained in crop management in the skills of cultivation, irrigation techniques/timing, pest control, weeding, harvesting, seed cleaning and storage selection/sorting for re-cultivation
- 6,500 man-days provided cash for work opportunities in the focal locations
- 02 canal with the length of (10 km + 9 km = 19 km) cleaned and desalted
- 3320 jerib of agriculture land brought under irrigation
- 30 members of agriculture Shuras trained in cross-cutting issue
- 100 women trained in poultry and received poultry kits
- 8,000 fruit saplings provided to farmers
- 80 farmers received orchard establishment and management training
- 50 farmers trained in nursery establishment and management
- 50 kitchen gardens established in Tirinkot and Dehrawod districts of Uruzgan
- 50 owners of kitchen gardens trained in the kitchen gardening activities
- 05 improved varieties of vegetables introduced and distributed to owners of kitchen gardening in the targeted areas of the project
- 17 members of cooperative trained in saving and micro credit schemes

Direct beneficiaries of the project are 891 families and indirect are 2,662 families.



Horticulture and Cooperative Development (HCD)

Horticulture and Cooperative Development (HCD) was funded by Norwegian Church Aid (NCA). This project was started on 1st January 2011 and ended on 31 December 2011. This project is the continuation phase of previous Horticulture/Cooperative Development project which has been implementing for 8 years. Till now 97 demonstration orchards in Dehrawod and Tirinkot districts of Uruzgan province have been established, farmers have been trained in pruning, budding and grafting, farmers have been trained on nursery establishment and management, orchard owners have been trained in pest and diseases control, members of cooperative have been trained in planning and record keeping, members of cooperative have been trained in micro credit management and members of cooperative were provided marketing seminar. Farmers and gardeners were provided extension services as well. The total number of Dehrawod cooperative reached to 60 members. The training of apricot drying method by sulfur was conducted to orchard owners and farmers.

Result/Achievements:

- 10 more farmers of targeted areas organized in already established cooperative.
- 20 members of cooperative trained in planning and record keeping
- 50 farmers trained on adopting new apricot drying technology by sulphur
- 100 farmers trained in best agriculture practices; such as, cultivation, harvest and post-harvest activities
- One nursery established to produce 7,500 true to type and healthy fruit saplings
- 50 farmers trained in pest/diseases control
- 80 farmers trained in pruning and budding of fruit trees
- 80 farmers trained in nursery/orchard establishment and management
- 40 relevant people are provided marketing seminars to link farmers with market
- 200 farmers are provided extension services
- 8,000 different varieties of fruit saplings distributed to 80 selected farmers

Uruzgan

Direct beneficiaries of the project are 447 families and 1,540 families have benefited indirectly.

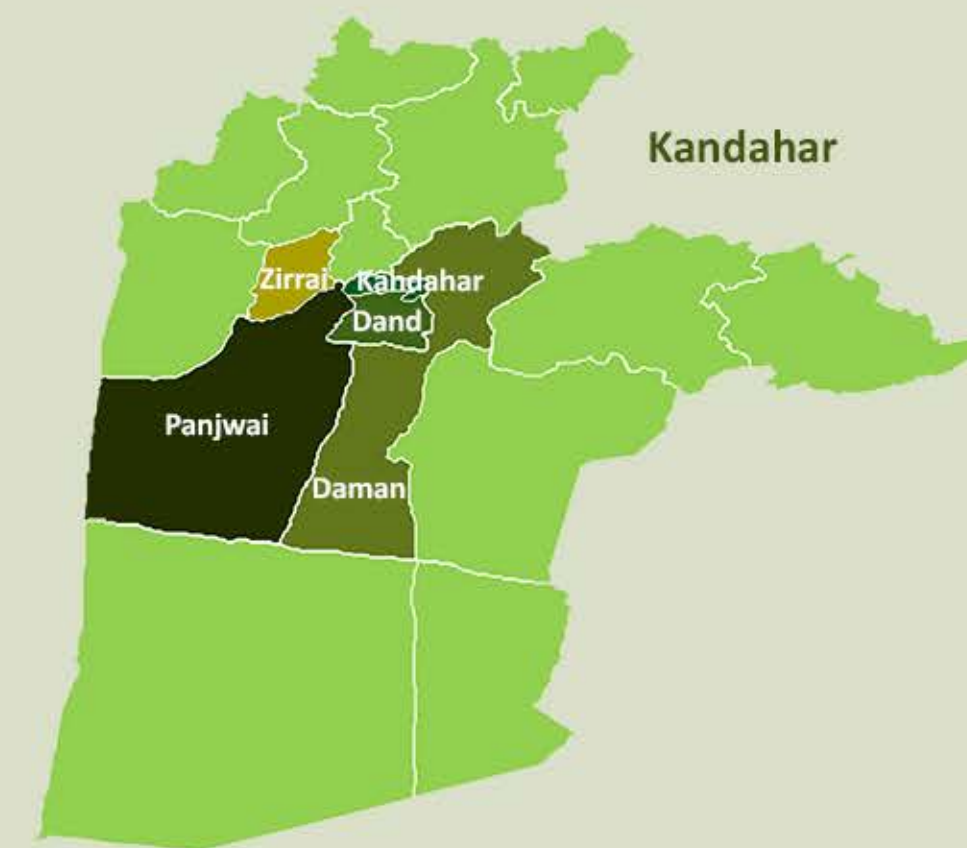


Afghanistan Horticulture Export Cluster Development (AHECD)

Afghanistan Horticulture Export Cluster Development (AHECD) was funded by International Finance Corporation/World Bank Group (IFC/WBG). This project is implemented in Dand, Daman, Zirrai and Panjwai districts of Kandahar province, which is covering the period from 19th March, 2010 to 31st May, 2012. During the implementation period of this project, ADA has improved production quality and increased productivity of raisin production by farmers. Improved production quality of pomegranate producers and increased value through supporting of primary packing and enabling access to secondary markets. Establishment of a concrete strategy is to build sustainable links between Afghan firms and International companies. Introduced new raisin production technology, used modern design of grape drying houses leading to increase in productivity of raisin by more than 100 % while reduced waste. This project introduced international export requirements in packing and post-harvest practices for pomegranate. The Grape & Raisin Productivity Improvement Manual have been prepared and distributed to farmers for enhancement of their technical knowledge about harvest and post-harvest activities. The Video Clip of Pomegranate, Grape & Raisin advertisement has been designed and published several times/turns in Hewad Television of Kandahar. The new designed mud-made drying houses have been constructed and now are being used for drying purposes and totally 800 MT Grapes had been dried and 200 MT quality raisin produced. The Extension Workers Association (EWA) has been established and totally (35) extension workers got together and the structure of EWA was established. Through democratic principles the member of board (President, Vice President, Administrator and Cashier were selected and the code of conduct was developed; hence, for the time being it is ready to be registered with the government. Two trade missions for searching of new markets to producers and traders were conducted in New Delhi, India and several new markets are found. Pomegranate Quality and Productivity Improvement Manual was developed and printed to meet international export requirements. Selected extension workers trained about all contents of the pomegranate manual to transfer their obtained knowledge to target farmers and producers in target areas. Farmers/traders have been trained on all aspect covered in the training of two manuals (harvest and post-harvest activities). Supported farmers who had the potential to become integrated into supply chain of exporters/pomegranate processors and business module has been taught to them. For future sustainability of the process contact and linkage of the farmers were established with president of chamber of commerce of Kandahar; namely, Haji Nasrullah Khan.

Result/Achievements:

- ADA trained totally 525 farmers in new raisin processing technology
- 150 (100 owners of drying houses + 50 other farmers) were trained in building new drying houses and modified their drying houses as per new designed drying houses constructed by ADA through the support of IFC/WBG
- 945 farmers/traders were trained in all aspects covered in the training manual (harvest and post-harvest activities)
- The video clip of pomegranate advertisement designed and published 25 times in Hewad provincial television of Kandahar
- The video clip of grapes & raisin advertisement designed and published 14 times in Hewad provincial television of Kandahar
- 75 new designed drying houses constructed and are being used for drying purposes and totally 800 MT grapes dried and 200 MT quality raisins produced
- 25 drying houses are under construction and will be completed till the end of project in target location
- The Extension Workers Association (EWA) was established and totally 35 extension workers got together and structured the EWA in Kandahar
- 2 manuals of grapes and pomegranates productivity improvement prepared, printed and distributed to all related farmers/people





Increase of Agricultural Production - Phase II (Under OSRO/AFG/102/JPN)

Increase of Agricultural Production - Phase II (Under OSRO/AFG/102/JPN) was funded by Food and Agriculture Organization of the United Nations (UNFAO), this project was started on 15th September 2011 and will be completed on 15th November 2012, which is being implemented in Khewa, Gushta, Lalpura and Spinghar districts of Nangarhar province.

Afghanistan Humanitarian Action Plan (HAP) 2010 which was launched as part of the Consolidated Appeal by the United Nations Secretary General on November 2009, draws a boundary between dynamic and acute needs, which require immediate response to save lives or prevent irrevocable harm and needs that are important but chronic, stemming from long-term poverty. The HAP aims to respond the crisis situation faced by the poorest farmers, caused by the combination of persistent high food prices, a much reduced harvest and stringent drought conditions across the country. The HAP also aims to avoid a prolonged relief situation by supporting the agriculture sector through the next sowing seasons. This project is the part of HAP, which was given to ADA by FAO to be implemented in Nangarhar province to reduce high prices of food through increase of agriculture productions and to ensure food security in the target area. ADA implemented this program in Khewa, Gushta, Lalpura and Spinghar/Achin districts of Nangarhar province.

Result/Achievements:

- 4,600 agriculture packages, which consist of 50 Kg certified wheat seed, 50 Kg DAP and 100 Kg UREA distributed to the pre-surveyed and identified farmers in Nangarhar
- 4,600 farming families trained in crops management like; cultivation, irrigating, pest and diseases control and harvesting.



Direct beneficiaries of the project are 4,600 and indirect beneficiaries are 27,600.



Water Sanitation and Hygiene - Drinking Water Supply (WSH-DWS)

Water Sanitation and Hygiene - Drinking Water Supply (WSH-DWS) was funded by Norwegian Church Aid (NCA). This project has been started on 1st May 2011 and completed on 30 September 2011. The excavation of 38 wells has been completed in 9 villages of Dehrawod district and the hand pumps were installed. The target communities and other stakeholders were supportive and almost 25 % people are benefiting from clean drinking water in Dehrawod district of Uruzgan province. Totally, 25 latrines in 7 large villages of Dehrawod district have been constructed; doors and windows installed and are ready for the benefit of locals.

Result/Achievements:

- 38 wells dug/excavated and hand pumps installed
- 25 latrines constructed and completely ready to use
- 300 people trained in hygiene education in Dehrawod district of Uruzgan
- 30 people trained in cross-cutting issues

Direct beneficiaries of the project are (38+25+300+30=393) families and indirect is population of 7 villages.



Support to Fruit Tree Nursery Industry (SFTNI-PHDPII)

Support to Fruit Tree Nursery Industry (SFTNI-PHDPII) was funded by European Commission (EC), this project was started on 1st September 2010 and will be completed on 31st December 2013. The project location is Dand and Daman districts of Kandahar and Shahr-e-Safa and Qalat districts of Zabul provinces.

According to the MAIL master plan; the perennial horticulture can be a substantial driver of economic development for Afghanistan and can also play a substantial role in providing alternative livelihoods opportunity to illegal opium poppy production. The perennial horticulture industry is therefore the key industry in Afghanistan and needs further support and development. In particular, support is required for establishing production capacity and production management system among Nursery Growers Association (NGA). This will ensure certified fruit trees saplings are available for the rapidly developing of orchard industry in Afghanistan and ensure that higher value certified trees sold in higher prices and will gradually replace uncertified fruit trees in the market. This will lead to higher quality fruit trees, thus enabling fruit growers to increase their income and enabling expansion of the fruit industry, including an increase in export of Afghan fruits.

Result/Achievements:

- 03 NGAs established in Dand, Shahr-e-Safa and Ghazni
- 04 mother stock nurseries established
- 06 mother stock demo orchard established
- 102 farmers and gardeners organized in NGA's structure
- 74 office bearers of NGAs technically trained in grafting, budding, pruning, nurseries and demonstration orchard establishment and management
- 35 office bearers trained in planning, record keeping, business management and corss-cutting issues

Direct beneficiaries are 270 and indirect beneficiaries are 465 families.



Laghman Food Security Project (LFSP)

Laghman Food Security Project (LFSP) was funded by Church World Services (CWS)/ Canadian Foodgrains Bank (CFGGB). This project was started on 01st March 2011 and will be completed on 28th February 2014. The project is being implemented in Alingar, Alishang, Dawlatshah and Qarghai districts of Laghman Province. The baseline survey conducted at the start of the project, which revealed that various natural and man-made disasters have severely affected the agriculture and livestock sectors in the targeted areas, leading to food insecurity.

Adverse conditions have eroded not only the agricultural infrastructures, but also local horticulture. Internal displacement of farmers, widespread destruction and lack of maintenance of rural infrastructures, have created high levels of food insecurity in the province. Lack of resources, limited expertise and unfavorable weather conditions have also played an important role in the limiting the economic productivity.

Keeping in mind the target beneficiaries, the Food Security project includes activities like distribution of agricultural inputs, cash-for-work, veterinary trainings and maintenance of canals/ Karez system. Veterinary Field Units are to be established to run vaccination, treatment and de-worming activities. In order to include women in development activities and improve their livelihood, selected female beneficiaries are to receive animal husbandry and poultry trainings as well. Demonstration orchards and nurseries are also featured in the project intervention plan. Number of 2,820 families will be directly benefited from this project.

Result/Achievements:

- ADA distributed 1,200 agriculture packages, which consist of 50 Kg certified wheat seed, 50 Kg DAP and 50 Kg UREA to 1,200 farmers in 04 districts of Laghman province
- Established 40 demonstration orchards; 10 in each district
- Established 03 certified nurseries in 03 districts and the 4th one is under implementation process in Laghman province
- 60 BVW trained in Basic Veterinary Worker trainings
- 240 deserving women identified for goat distribution and the process of provision of goats, which is under implementation
- 37,608 animals treated
- 52,627 animals vaccinated
- 19,661 animals de-wormed
- 12.7 Km canals cleaned and desalted in 02 districts (Qarghai and Alingar) of Laghman province

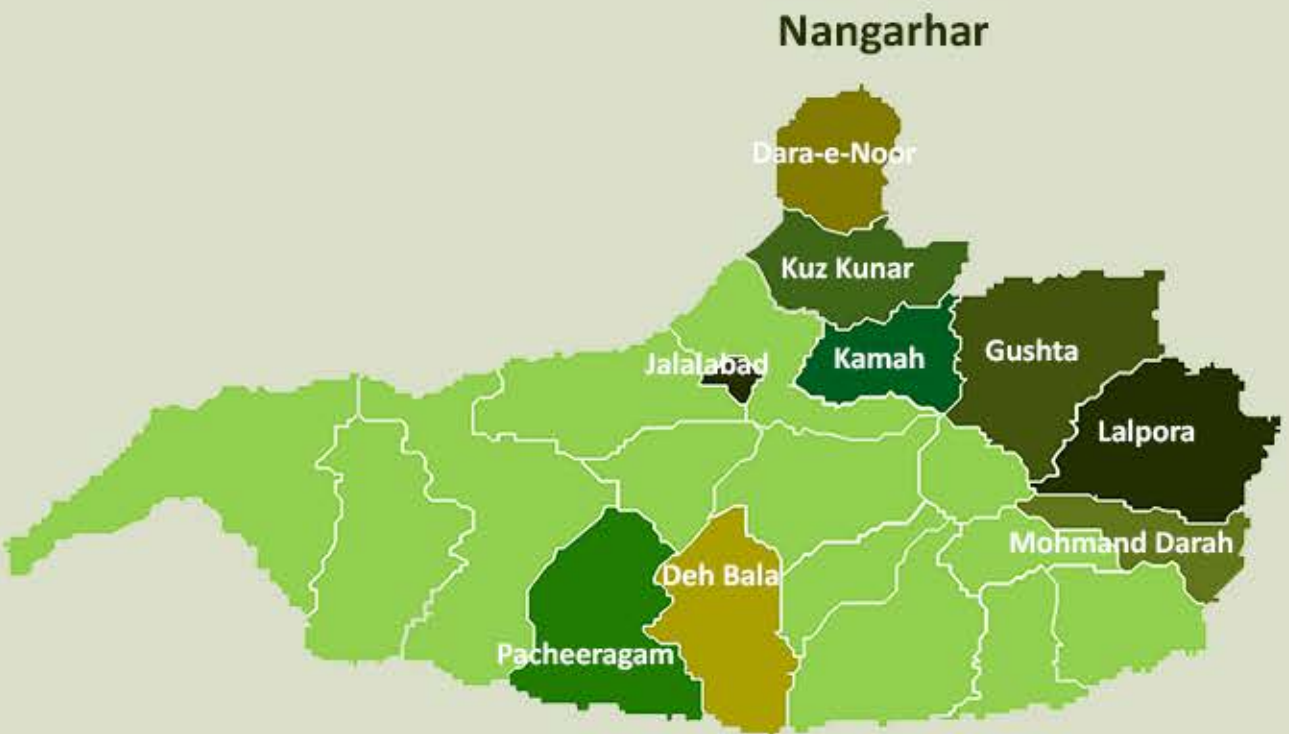


Protection the Livelihoods of Vulnerable Livestock Holders in Flood-Affected & Conflict Areas of Afghanistan through the Provision of Animal Feed (PLVLHFACAATPAF)

This project was funded by Food and Agriculture Organization of the United Nations (UNFAO), started on 10th July 2011 and will be completed in October 2012. The project has been implemented in Kama, Khewa (Koz Kunar), Dara-e-Noor, Mohmandara, Ghanikhil, Haska Mina (Deh Bala) and Pacheeragam districts of Nangarhar province. Direct beneficiaries of the project are 5,000 farmers and indirect beneficiaries are the population of targeted districts.

Result/Achievements:

- 5,000 farmers and animal owners were surveyed and identified in 07 districts
- The survey of animals was carried out in Kama, Khewa (Koz Kunar), Dara-e-Noor, Mohmandara, Ghanikhil, Haska Mina (Deh Bala) and Pacheeragam districts and totally, number of 516,591 animals identified and available in the above stated locations of Nangarhar
- Regular coordination meetings have been held with all the related stakeholders



Community Development Micro Project (CDMP) - Training Center of Khewa District

This project was funded by Food and Agriculture Organization of the United Nations (UNFAO), started on 15th July 2011 and will be completed on 21st October 2012, which is implemented in Khewa (Koz Kunar) district of Nangarhar province.

Through this project FAO has provided 80 MT improved wheat Seed and 80 MT DAP and 160 MT UREA which were distributed to 1,599 most vulnerable farmers in Khewa district. The mentioned beneficiaries were identified with consideration of proper survey mechanism and proper criteria that was developed by FAO and ADA. During the distribution process ADA received the amount of 1,500 Afs per package (50 Kg Wheat seed + 50 Kg DAP and 100 Kg UREA) and as a result 2,398,500 Afs was collected. ADA in close consultation with FAO, DAIL of Nangarhar, Local Shura and CDCs in target area had spent the collected amount on the construction of training center of Khewa district which is ready to use. 2,460 farming families will get direct benefit from this project and the whole population of the district will get indirect benefit.

Result/Achievements:

- The construction work of Khewa Training Center completed 100 % perfectly and the training center is well equipped with all the necessary facilities for the farmers.



Community Development Micro Project (CDMP) - Warehouse for Dara-e-Noor District

This project was funded by Food and Agriculture Organization of the United Nations (UNFAO), started on 15th July 2011 and will be completed on 21st October 2012, the project is implemented in Dara-e-Noor district of Nangarhar province.

Through this project FAO has provided 80 MT improved wheat Seed and 80 MT DAP and 160 MT UREA and this agriculture inputs were distributed to 1,598 most vulnerable farmers in Dara-i-Noor district, who were identified with consideration of proper survey mechanism and proper criteria which was developed by FAO and ADA. During distribution process ADA received 1,500 Afs per package (50 Kg Wheat seed + 50 Kg DAP and 100 Kg UREA) and totally 2,397,000 Afs was collected and with full understanding and communication with FAO, DAIL of Nangarhar, Local Shura and CDCs in target area the micro project (Warehouse) of Dara-i-Noor district was selected and constructed and now ready to use. Direct beneficiaries of this project are 1,940 farming families and district population will get indirect benefit.

Result/Achievements:

- The construction work of Dara-e-Noor warehouse completed 100 % perfectly and the warehouse is well equipped with all the required facilities for the farmers



Community Development Micro Project (CDMP) - Training Center of Kama District

This project was funded by Food and Agriculture Organization of the United Nations (UNFAO), started on 15th July 2011 and will be finished on 21st October 2012, which is implemented in Kama district of Nangarhar province.

Through this project FAO has provided 80 MT improved wheat Seed and 80 MT DAP and 160 MT UREA and this agriculture inputs were distributed to 1,599 most vulnerable farmers in Kama district, who were identified with consideration of proper survey mechanism and proper criteria which was developed by FAO and ADA. During the distribution process ADA received 1,500 Afs per package (50 Kg Wheat seed + 50 Kg DAP and 100 Kg UREA) and totally 2,400,000 Afs was collected and with full understanding and communication with FAO, DAIL of Nangarhar, Local Shura and CDCs in target area the micro project (Training center of Kama district) was selected and constructed and now is ready to use. Direct beneficiaries of this project are 2,330 farming families and district population will get indirect benefit.

Result/Achievements:

- The construction work of Kama Training Center completed 100 % perfectly and the training center is well equipped with all the necessary facilities for the farmers and now is ready to use.



FINANCIAL REPORT - 2011

Policies:

It is ADA's responsibility to maintain professional accounting records based on generally accepted accounting principles for non-profit organizations, subject to different donor agency guidelines, as applicable. Within these principles, ADA adheres to generally accepted accounting principles, and to ensure costs are reasonable, allowable, and allocable. As such, financial records are maintained and reports are prepared on a cash basis, with the capability to prepare reports on an accrual basis. Accurate accounting and financial reporting within ADA are integral to providing the necessary information for budgeting, planning, and management responsibilities.

ADA operates through a well-established Finance Setup providing control from Head Offices level to all the way to provincial, field and project site offices. Our financial procedures and guidelines have evolved over the years to accommodate and adhere technical and legal requirements of Government Islamic Republic of Afghanistan (GIROA), while at the same time in tune with modern systems and management to ensure efficiency and transparency in operations. Further, the annual audit is conducted every year by an independent and certified audit firm regularly.

Expenditure:

The financial data and reports are shared with relevant stakeholders for activities of concern; for the mentioned 12 month period, budget utilized by programme departments for respective sectors of interest, which are highlighted in the adjacent diagrams and tables. As shown, the total expenditure in this period were \$ 8,836,083.92 for more information, the below diagram and table are designed to provide sectoral and donor wise expenses, which took place during the period of 12 months from January to December 2011.

Analysis of Expenditure:

The diagrams and table illustrate the relative size of the major expenditure categories of ADA during the whole year. Further, the diagrams and table shows that education and training expenditure during this period accounted for 56.30% of total expenditures, while our capacity building programme accounted for a further 2.86% of total expenditures. The integrated Rural Development Program accounted for 40.50% of total expenditures. ADA total contribution in operation and administration (O&A) costs of ADA for the period accounted is only 0.3% expenditures. As expressed above, ADA believes that this represents a high level of efficiency and excellent value for money for our respective donors.

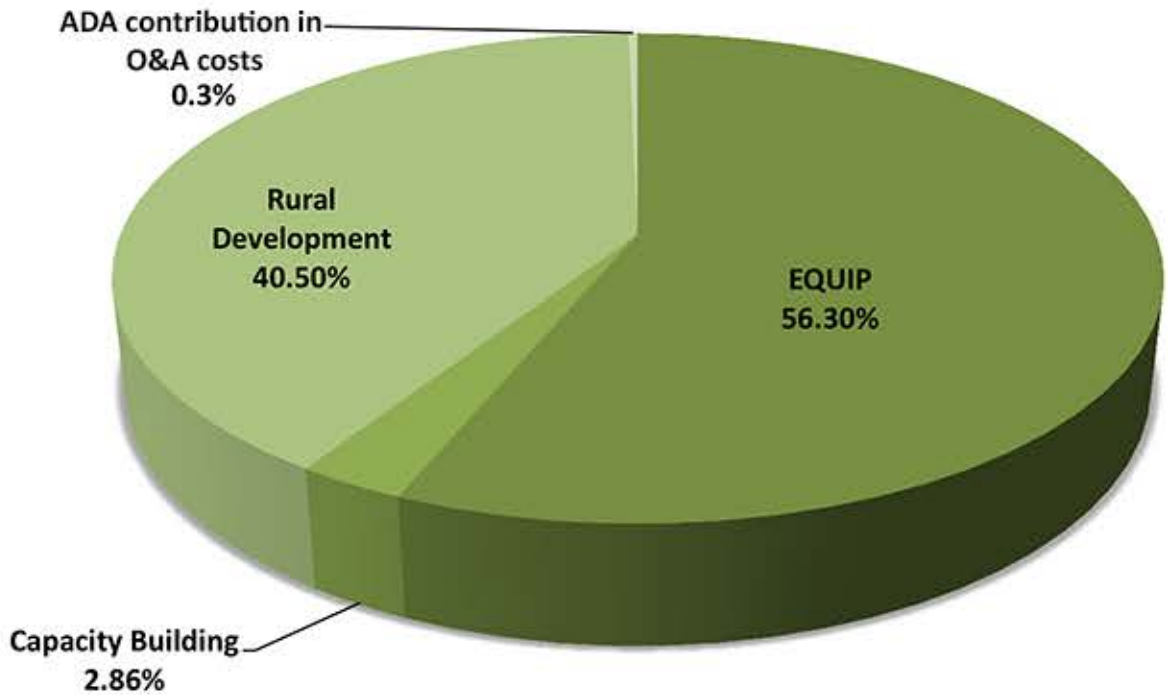
ADA is the prime contractor with Ministry of Education (MoE) for the Teacher Training – DT3 Programme in 8 respective provinces of Afghanistan; such as, Kapisa, Laghman, Kabul, Parwan, Paktia, Paktika, Logar, and Bamyan. ADA implements the programme in three provinces, while the rest of 5 provinces are subcontracted to the reputable Afghan NGOs; alike, AWEC, WADAN, and CoAR. The Teacher Training (DT3) expenditures are shown for the subcontractor as well as for ADA in the following diagrams.

Financial Management and Information Management Systems:

ADA will upgrade the financial management system and will further build the capacities of existing staff on its proper usage and transfer of knowledge to the field staff. ADA will improve the quality of information available to management in several areas. ADA will revise the existing Finance, HR, Procurement, and Administration policies and procedures and will develop comprehensive financial reporting and management electronic systems.

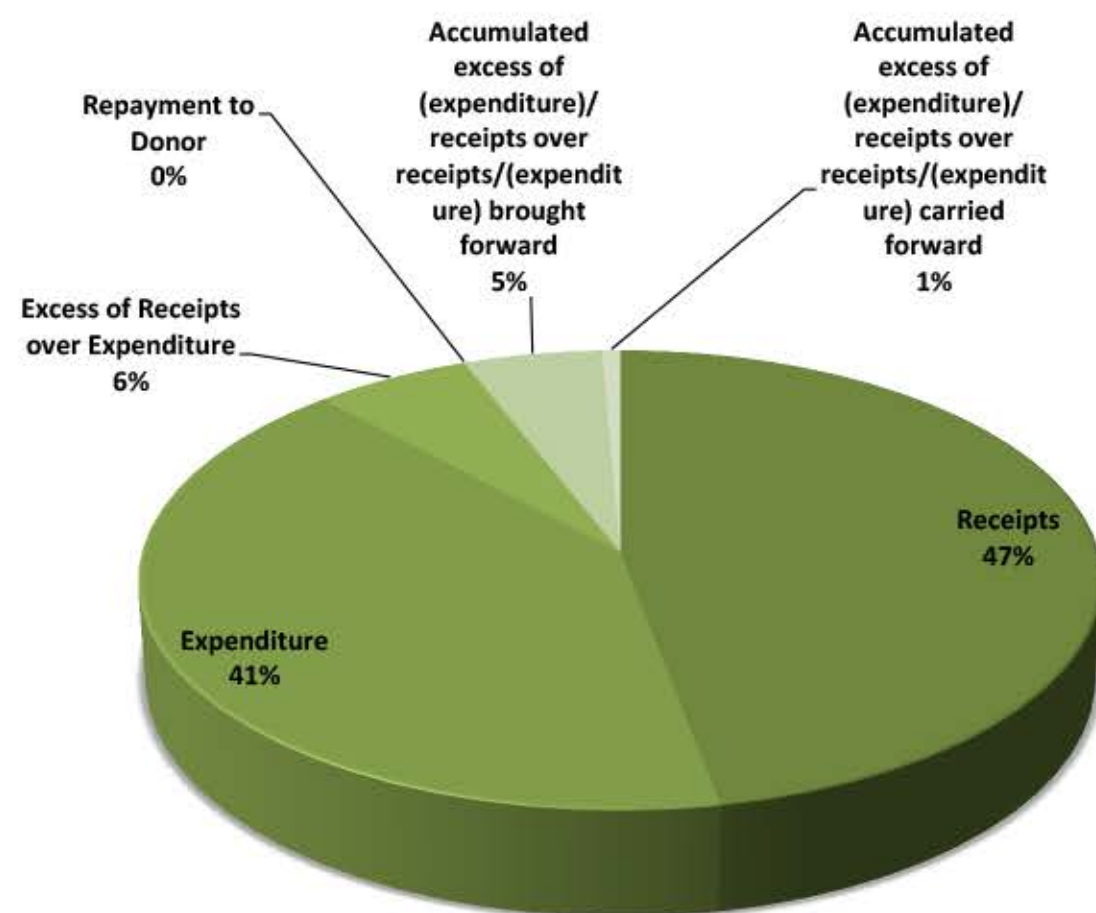
Total and Sector Wise Disbursement in USD

Total Disbursement	8,836,083.92 \$
EQUIP	4,974,391.59 \$
Capacity Building	252,290.08 \$
Rural Development	3,578,534.469 \$
ADA contribution in O&A costs	28,826.96 \$



EXPENDITURE FOR THE YEAR - 2011

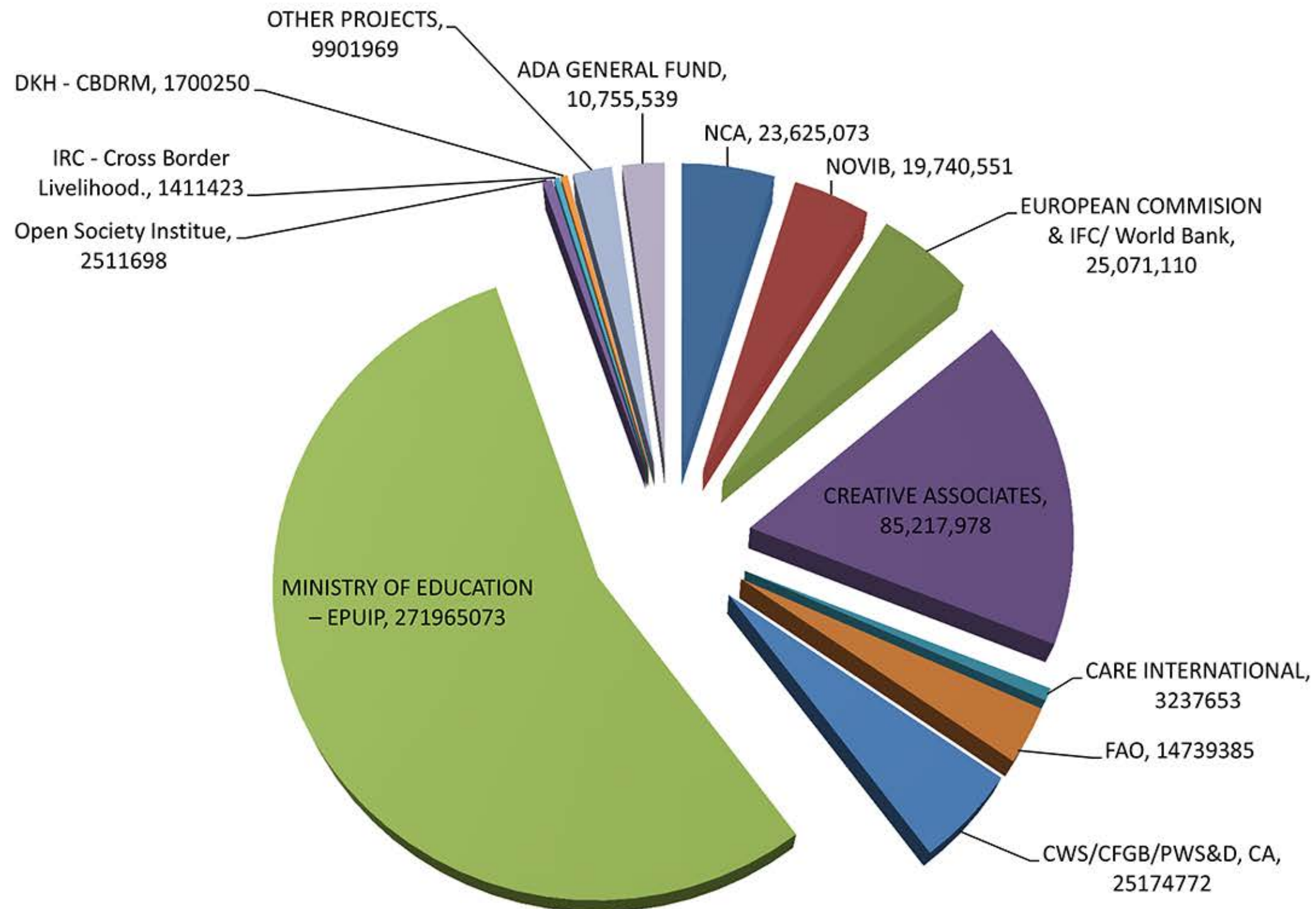
Summary Sheet	2011
	Afs
Receipts	495,297,644
Expenditure	(432,968,112)
Excess of Receipts over Expenditure	62,329,532
Repayment to Donor	0
Accumulated excess of (expenditure)/ receipts over receipts/(expenditure) brought forward	(55,069,453)
Accumulated excess of (expenditure)/ receipts over receipts/(expenditure) carried forward	7,260,079



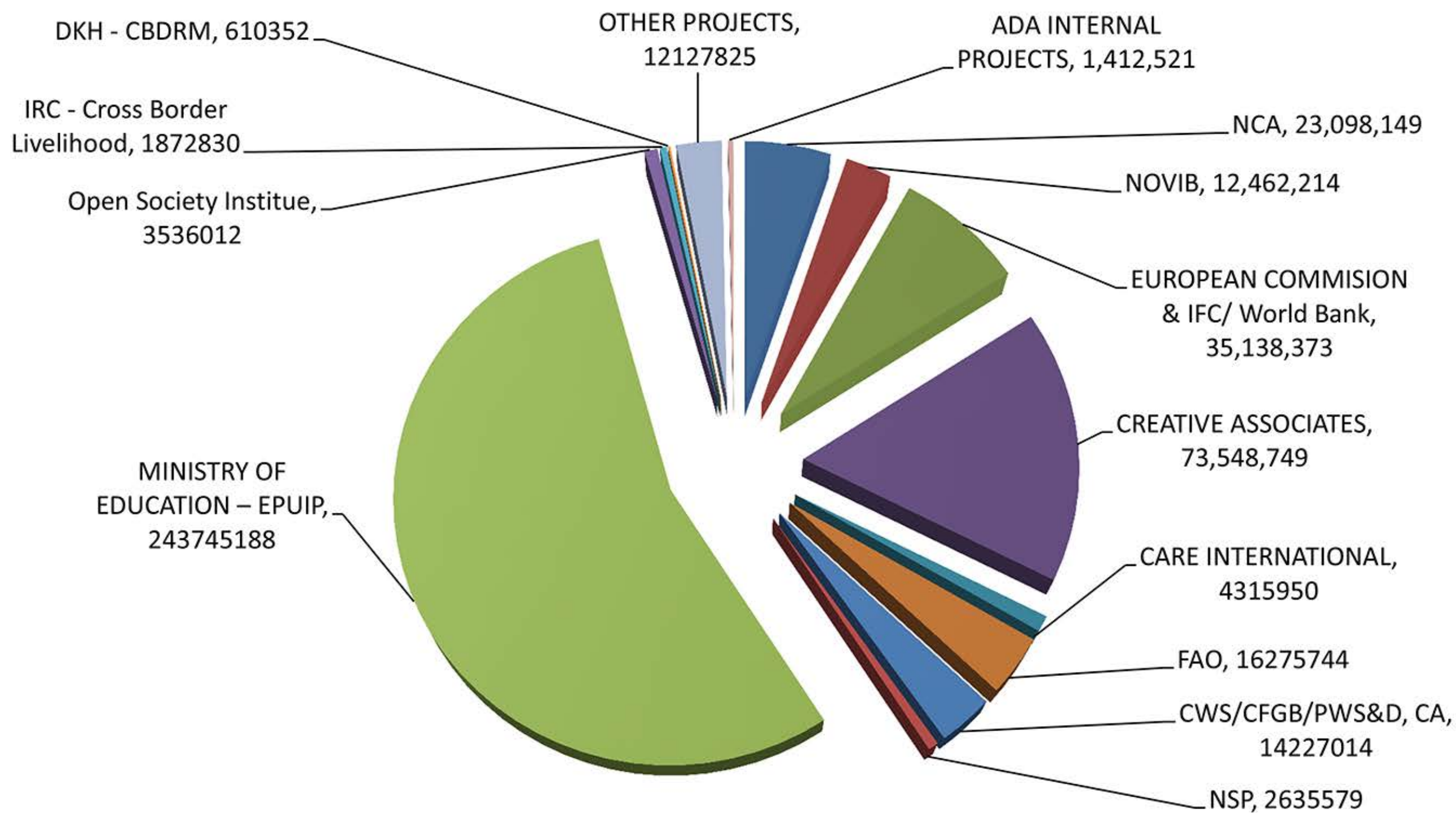
Statement of receipts and expenditure of projects the year ended 31st December 2011

Projects-in-progress	Balance (Afs)	Receipts (Afs)	Expenditure (Afs)	Fund Balance (Afs)
	1-1-2011			31-1-2011
NCA	(172,920)	23,625,073	23,098,149	354,004
NOVIB	(4,778,442)	19,740,551	12,462,214	2,499,895
EUROPEAN COMMISSION & IFC/ World Bank	(11,114,247)	25,071,110	35,138,373	(21,181,510)
CREATIVE ASSOCIATES	(14,928,081)	85,217,978	73,548,749	(3,258,852)
CARE INTERNATIONAL	(55,348)	3,237,653	4,315,950	(1,133,645)
FAO	(313,408)	14,739,385	16,275,744	(1,849,767)
CWS/CFGB/PWS&D, CA	(551,035)	25,174,772	14,227,014	10,396,723
NSP	(61,220,968)		2,635,579	(63,856,547)
MINISTRY OF EDUCATION – EQUIP	(20,626,005)	271,965,073	243,745,188	7,593,880
Open Society Institute	0	2,511,698	3,536,012	(1,024,314)
IRC - Cross Border Livelihood		1,411,423	1,872,830	(461,407)
DKH - CBDRM		1,700,250	610,352	1,089,898
OTHER PROJECTS	(9,812,532)	9,901,969	12,127,825	0
	(123,572,986)	484,296,935	431,555,591	(70,831,642)
ADA Internal Projects, Development Fund & General Fund :				
ADA INTERNAL PROJECTS			1,412,521	(1,412,521)
ADA DEVELOPMENT FUND	43,515,322			43,515,322
ADA GENERAL FUND	24,988,211	10,755,539		35,988,920
	68,503,533	10,755,539	1,412,521	78,091,721
	(55,069,453)	495,052,474	432,968,112	7,260,079

RECEIPTS FOR THE YEAR - 2011 (Currency Afs)



EXPENDITURE FOR THE YEAR - 2011 (Currency Afs)



The way forward and future plans

In the next year 2012, ADA will implement a program of substantive changes to the whole system. The main components of this program will be:

- **Organizational Development:**
 - o **Re-structuring.** ADA's current structure will be reviewed and the required changes will be made. Emphasis will be on the recruitment of qualified and experience people. Restructuring will start from main office and will be extended to the provincial offices.
 - o **Capacity Building:** ADA will further strengthen the capacity of its staff, increase focus on recruitment of qualified and experienced people and support the development of new systems new operating systems.
 - o **Develop/update Policies and Procedures:** ADA will develop/update a five year strategic work-plan and will develop/update the current policies, manual and procedures e.g. HR Manual including all related procedures and policies, Financial Management and Procurement Policies and any other required policy/procedures are needed for the organization.
- **Communication, Coordination and Reporting System:** Establishment of effective communication system between center and provinces. This system will be used to ensure proper connection and communication between central and provincial offices. ADA will continue to further enrich and refine monthly, quarterly and annual reporting system and will pay more attention on the quality of reports.
- **Internal Audit, Monitoring and Evaluation (M&E) System:** ADA will establish and strengthen Internal Audit and M&E Unit to effectively perform the function of internal audit and monitoring to ensure deliverables and achievements of the projects. This will improve ADA operational effectiveness, transparency and reputation.
- **Financial and Procurement Management Systems:** ADA will improve and update the current financial management and procurement systems. ADA will conduct need assessment of the related staff and assess current financial management and procurement systems in order to improve/upgrade and bring the required changes in the financial management and procurement systems.
- **Program Management and Information Management System (IMS):** ADA will improve program/project management to ensure achievement of project objectives/expected results. ADA will develop Information Management System (MIS) to strengthen project profile and maintain organizational data for analysis and future use. ADA will develop the required databases which will include Human Resources Database and electronic attendance system, electronic inventory system and etc.
- **ADA will upgrade the website that includes:** All ADA services such as (Capacity Building, Education, and Agriculture), ADA Portfolio with organized Photo Gallery, Reporting through website from province to center, daily updates and RSS with updated publications.

ADA DONOR & PARTNERS



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NORWEGIAN CHURCH AID

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CREATIVE ASSOCIATES INTERNATIONAL

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14



15

1. Ministry of Education (MoE)
2. Norwegian Church Aid (NCA)
3. Church World Service (CWS)
4. International Finance Corporation (IFC)
5. Diakonie Katastrophenhilfe (DKH)
6. Netherlands Organization for International Development (Novib)
7. United Nations Food and Agriculture Organization (UNFAO)
8. Christian Aid (CA)
9. Creative Associates International Inc (CAII)
10. European Commission (EC)
11. Open Society Foundation (OSF)
12. International Rescue Committee (IRC)
13. Canadian Foodgrains Bank (CFGB)
14. Presbyterian World Service & Development (PWS&D)
15. Care International