



**DACCAAR**  
**Annual Report 2014**

**Cover photo:**

Senior staff members cutting the cake at DACAAR's 30<sup>th</sup> anniversary ceremony, Kabul, August 28, 2014

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## ABOUT DACAAR

DACAAR is a non-political, non-governmental, non-profit development/humanitarian organisation that has been working to improve the lives of the Afghan people since 1984.

DACAAR works in rural and peri-urban areas and aims at improving livelihoods through sustainable activities that engage Afghan communities to be agents of their own development process.

DACAAR employs a holistic approach to all its rural development activities in order to ensure long-term sustainability of projects. While the bulk of DACAAR's programming is development focused, the organisation continues to maintain a strong humanitarian presence in order to respond to the various humanitarian needs across its geographical areas of intervention.

Approximatley 10 million Afghans across 29 of Afghanistan's 34 provinces have benefited from DACAAR's development and humanitarian activities since its establishment.

## BASIC FACTS

<b>Organisation name:</b>	Danish Committee for Aid to Afghan Refugees (DACAAR)
<b>Established:</b>	1984
<b>Governing Board:</b>	
<b>Danish People's Aid (DPA)</b>	Mads B. Jørgensen
<b>Danish Refugee Council (DRC)</b>	Mette Marie Honoré
<b>Activities:</b>	
	Water, Sanitation and Hygiene (WASH)
	Natural Resources Management (NRM)
	Small Scale Enterprise Development (SSED)
	Women's Empowerment (WE)
	National Solidarity Programme (NSP)
<b>Staff:</b>	870 Afghan employees (12.5% female) and 10 international employees
<b>Director:</b>	John Morse
<b>Main Office:</b>	Golayee Wazir Abad, District 10, P.O. Box 208, Kabul, Afghanistan Tel: +93 (0) 20 223 0752 +93 (0) 20 223 0753 Mobile: +93 (0) 700 288 232   E-mail: <a href="mailto:dacaar@dacaar.org">dacaar@dacaar.org</a>
<b>Regional Offices:</b>	Mazar-e-Sharif, Taluqan, Jalalabad, Kabul, Herat and Maimana
<b>Secretariat in Denmark:</b>	c/o Danish Refugee Council, Borgergade 10, 1300 Copenhagen K, Denmark Tel: +45 33 73 50 00 E-mail: <a href="mailto:copenhagen@dacaar.org">copenhagen@dacaar.org</a>
<b>Website:</b>	<a href="http://www.dacaar.org">www.dacaar.org</a>



Group photo at DACAAR's Annual Meeting, Kabul, August 2014

**Internal Vision:**

DACAAR is a well-known and respected NGO with a strong anchorage in the Afghan society. It is a transparent development/humanitarian organisation with clear and up-to-date policies and strategies and with committed and experienced female and male Afghan staff, increasingly in key management positions.

**External Vision:**

Women and men in rural Afghan communities are in an effective and sustainable way managing local resources to improve their livelihoods. As part of a strong civil society and with support from governmental institutions, local community organisations and individual women and men have access to knowledge, education, training and social services and are able to effectively improve their quality of life and to withstand periods of calamity and stress.

**Mission:**

DACAAR is a Danish non-governmental, developmental/humanitarian organisation that supports sustainable development in Afghanistan through the ability of local communities to decide upon and manage their own development process. Activities are implemented in cooperation with civil society organisations, the private sector and governmental institutions with a particular emphasis on poverty eradication and assistance towards the return and re-integration of returnees and internally displaced people.

**Values:**

Efficiency,  
Honesty,  
Participation,  
Equity,  
Quality,  
Transparency,  
Anti-corruption



## DIRECTOR'S INTRODUCTION

I joined DACAAR in July 2014 taking over from Irshad Alamyar and the Afghan Senior Management team. The team stepped forward during the first part of 2014 to lead the organisation over a prolonged period following the early departure of Enzo Vecchio, former director in January. Within this first period, it has been a great privilege to be part of the 30 year celebrations in Kabul and Copenhagen that represents so much of the hard work and good that DACAAR, its employees, and my predecessors have achieved.

It has been a changing time, the new government is still not so strong in its foundations and that has had a very big effect on an increasingly more unstable security environment and unsure donor community. I believe DACAAR's reputation for quality and its acceptance within the communities remains the strength that will continue to be the basis for our successful programming and I would like to take this opportunity to thank the SMT for their strong support in helping me in being the director of DACAAR and enforcing the importance of the team effort we are working within to support our field staff and operations and I would like to thank the Board and Secretariat in the support and guidance to the DACAAR team in Afghanistan. It is also time to reaffirm our thanks and gratitude to our partner Afghan communities who have through their knowledge and unconditional support ensured access and safety to our staff in some of the most insecure and remote corners of Afghanistan.

2014 was also an eventful year for aid and development in Afghanistan. For the first time in its modern history, Afghanistan known for its millions of refugees abroad had herself become a host to tens of thousands of refugees from Pakistan who fled the military operations in the North Waziristan Region. Internal conflicts in Afghanistan also saw a sharp increase in the number of Internally Displaced Persons (IDPs). In line with these new ground realities, and after many years of absence, DACAAR has returned back to emergency response with the commencement of its WASH lifesaving projects in Khost and Kabul. In undertaking these acute emergency response activities, DACAAR also joined ECHO's Emergency Response Mechanism (ERM).

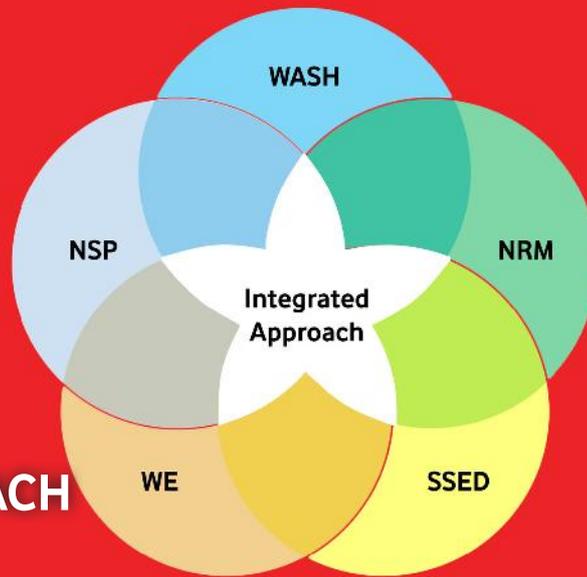
DACAAR's Strategic Programme Framework (2013-2016) was continually used to guide programmatic direction and the organisation was able to take solid steps in terms of further upgrading its systems, policies and processes such as Planning, Monitoring, Evaluation and Learning system and Anti-Corruption Policy.

Fulfilling its role as a major WASH provider in the country and as a Co-Lead to the WASH Cluster, DACAAR during the year continued to attend WASH national and sub-national meetings including WASH Cluster meetings, Water Sector Group meetings and Hygiene and Sanitation Group meetings while it chaired the Water Technical Group meetings. DACAAR also contributed to the development of Common Humanitarian Action Plan (CHAP) 2015 and Inter-Agency Emergency WASH Contingency Plan and undertook a national study entitled "Water Points Functionality and Water Quality in Afghanistan" involving more than 30,000 water points.

Last, as the director of DACAAR, I would like to take this opportunity to thank our donors for their generous support to DACAAR and the people of Afghanistan. Through their financial support DACAAR was able to reach 776,436 vulnerable Afghans in 62 districts of 11 provinces of Afghanistan. The six main donors, accounting for 96 percent of the funds were: the Danish International Development Assistance (29%), the Royal Norwegian Ministry of Foreign Affairs (24%), the Swedish International Development Agency (17%), the European Commission's Humanitarian Aid and Civil Protection Department (14%), the Swiss Agency for Development Cooperation (7%) and the National Solidarity Fund (5%). Four other donors accounted for the remaining 4%.



John Morse  
Director



## DACAAR'S APPROACH AND AREAS OF INTERVENTION

DACAAR focuses its activities on four thematic areas of intervention in addition to being an implementing partner to National Solidarity Programme (NSP). The activities are implemented in an integrated manner that takes advantage of the potential for synergies between them in order to meet DACAAR's overall objective of contributing to equitable and sustainable livelihoods for rural Afghans with a particular focus on vulnerable groups.

### Water Sanitation and Hygiene (WASH)

DACAAR approach to WASH follows that of the Afghan Government's Ministry of Rural Rehabilitation and Development (MRRD), combining safe water, proper sanitation and hygiene education. This approach has proved to be highly effective in reducing mortality and morbidity from water-borne diseases, and in enhancing overall quality of life. Through the WASH component, DACAAR ensures availability of safe drinking water through establishment of wells and pipe networking systems and introducing household water treatment technologies. Additionally, it provides communities with support to improve overall sanitation conditions by constructing, maintaining and replicating environmentally friendly and sanitary latrines and by improving hygienic behavior and standards through culturally appropriate hygiene education. Furthermore, DACAAR builds capacity and influences policy at national level through its involvement in various national WASH fora and through capacity building and research undertaken by its Water Expertise and Training Centre and Groundwater monitoring teams.

### Natural Resources Management (NRM)

DACAAR's NRM interventions have proven highly effective in improving rural livelihoods by increasing agricultural productivity and production and as such food self sufficiency and income through application of environmentally sustainable approaches. This is done through building capacity of farmers and providing them with necessary inputs and tools to increase, improve and diversify agriculture and horticulture production on both dry and irrigated land. Other NRM interventions include land stabilization and soil erosion control, and protection, rehabilitation and proper management of common pasture lands, improving livestock and poultry productivity and production, and integrated water management, including rehabilitation of small scale irrigation structures.

### Small Scale Enterprise Development (SSED)

In order to increase income and as such improve rural livelihoods, DACAAR promotes creation of sustainable rural Small and Medium Enterprises (SMEs) in the form of Producer Associations (PAs) building their capacity in business management and technical skills and increasing their business competitiveness through supporting them in product quality, market linkages, and in general, promoting their involvement in the value chain. Additionally, DACAAR enhances opportunities for employment and income among the most vulnerable (often rural youth) through the development of their vocational skills and through supporting them in establishing small scale individual businesses.

### Women's Empowerment (WE)

DACAAR's Women's Empowerment interventions aim at increasing rural women's right and access to opportunities and resources, their ability to make right choices, and their ability to influence decisions in the household, the community and the society as a whole. This includes organising them and building their capacity through their involvement in Women's Resource Centres (WRCs); increasing their basic education through delivery of literacy courses and raising their awareness of rights and health; and supporting and building the capacity of rural women to develop sustainable and profitable women-led businesses in traditional and non-traditional trades.

### National Solidarity Programme (NSP)

DACAAR is a long-time facilitating partner in the National Solidarity Programme (NSP) implemented by the Government of Afghanistan. Launched in 2003, the NSP aims at promoting inclusive local governance and rural rehabilitation and development. The NSP is recognized as an effective mechanism for community management and delivery of rural infrastructure through establishment of female and male democratic Community Development Councils (CDCs). The NSP aims to strengthen the capacity of the CDCs to identify and prioritise needs, and to plan and implement project to meet those needs with support and oversight from implementing partners.



## DACAAR'S BENEFICIARIES

Since 2002, more than 5.8 million Afghan refugees have returned home, representing 20 percent of Afghanistan's population (UNHCR). Although the refugee returns have dwindled over the past several years owing to insecurity and a difficult socio-economic situation in the country, those who do return find themselves in extremely difficult circumstances often taking residence in unoccupied lands in the periphery of cities, towns and villages with little access to basic services and sustainable economic opportunities. Added to this is a large number of internally displaced persons (IDPs) (approximately 750,000) who have fled their places of origin, mainly due to insecurity and natural disasters. Further adding to the problem, in June 2014, following military operations in North Waziristan Agency, Pakistan, more than 220,000 people crossed into Khost and Paktika provinces in south-eastern Afghanistan. The influx of returning Afghan refugees, IDPs, and the Pakistani refugees have put a tremendous and unprecedented strain on the meager resources, opportunities and basic services available to the host communities.

Responding to the above situation, DACAAR through its programmes targets vulnerable returning refugees, IDPs and host communities with a particular focus on those most at risk such as female and youth headed households, the disabled and other marginalized groups. In addition to this, DACAAR in 2014 started a WASH life-saving emergency response in support of the Pakistani refugees in Khost province.

## DACAAR'S COMMUNITY-BASED APPROACH

With consent of the relevant national and local authorities, DACAAR works directly with the Afghan communities through Community Development Councils (CDCs), Village Shuras, District Development Assemblies (DDAs) and/or any other existing and relevant community structures in order to mobilize, organize and support communities to own and drive interventions. In doing so, DACAAR supports the communities in identifying needs, setting priorities and acquiring skills and capacity, encouraging them to be an integral part of project planning and implementation.

This approach is not only aimed at ensuring ownership and sustainability of interventions but also accountability towards end beneficiaries and a long-term impact. The basis for the partnership is often a tri-lateral agreement signed between DACAAR, the community and local authorities.

Depending on the nature of activities, various forms of management/maintenance committees are established and trained throughout the project implementation. These will then take over the responsibility for proper management, operation and maintenance of the project from the time DACAAR hands over the project to the community. Targeted capacity building and well-planned, and often phased, exit strategies ensure that at project end, communities already own and drive activities reaping the benefits on a sustainable basis.

## CROSS-CUTTING ISSUES AND OTHER STRATEGIC PRIORITIES

The Age, Gender and Diversity (AGD) Policy launched in 2013 was further reviewed and upgraded during 2014. Additionally DACAAR staff in the Main and Regional offices, and management committee members for WRCs were provided with training and orientation on the policy. Meanwhile efforts on mainstreaming AGD both at organisational and programmatic levels continued throughout the year.

DACAAR's Anti-Corruption policy was discussed comprehensively as part of the DACAAR annual meeting 2014 and endorsed by the Governing Board. Orientation was organised for key staff at the Main Office in Kabul while plan for 2015 includes orientation for all staff throughout the organisation.

Conflict prevention and do-no-harm continued to remain a cornerstone to DACAAR's programming and community mobilisation.

Environmental management and protection remained a high concern and was included in project design and implementation. Likewise, Disaster Risk Reduction (DRR) was mainstreamed in WASH and NRM projects throughout the year, helping build resilience in the communities. Community Based Disaster Risk Management (CBDRM) committees were established and linked at district level with District Disaster Management Committees (DDMC) which are in turn linked at provincial level with Provincial Disaster Management Committees (PDMC). The CBDRMs were trained on how to mitigate and minimise the impact of disasters and how to report on them.

## DACAAR'S CONTRIBUTION TO NATIONAL PLANS

DACAAR's interventions follow the applicable and relevant National Priority Programmes (NPPs) and other national plans such as National Action Plan for Women in Afghanistan (NAPWA) and Afghanistan National Development Strategy (ANDS) as well as the Millennium Development Goals (MDGs). The DACAAR Strategic Programme Framework (SPF) for 2013-2016 is already linked to the objectives of these plans and is aligned with the broader aims reflected in the strategic vision for the Transformational Decade, subscribed to at the Tokyo Conference. In addition, DACAAR contributes to the provisions of the Mutual Accountability Framework accompanying the Tokyo Declaration.

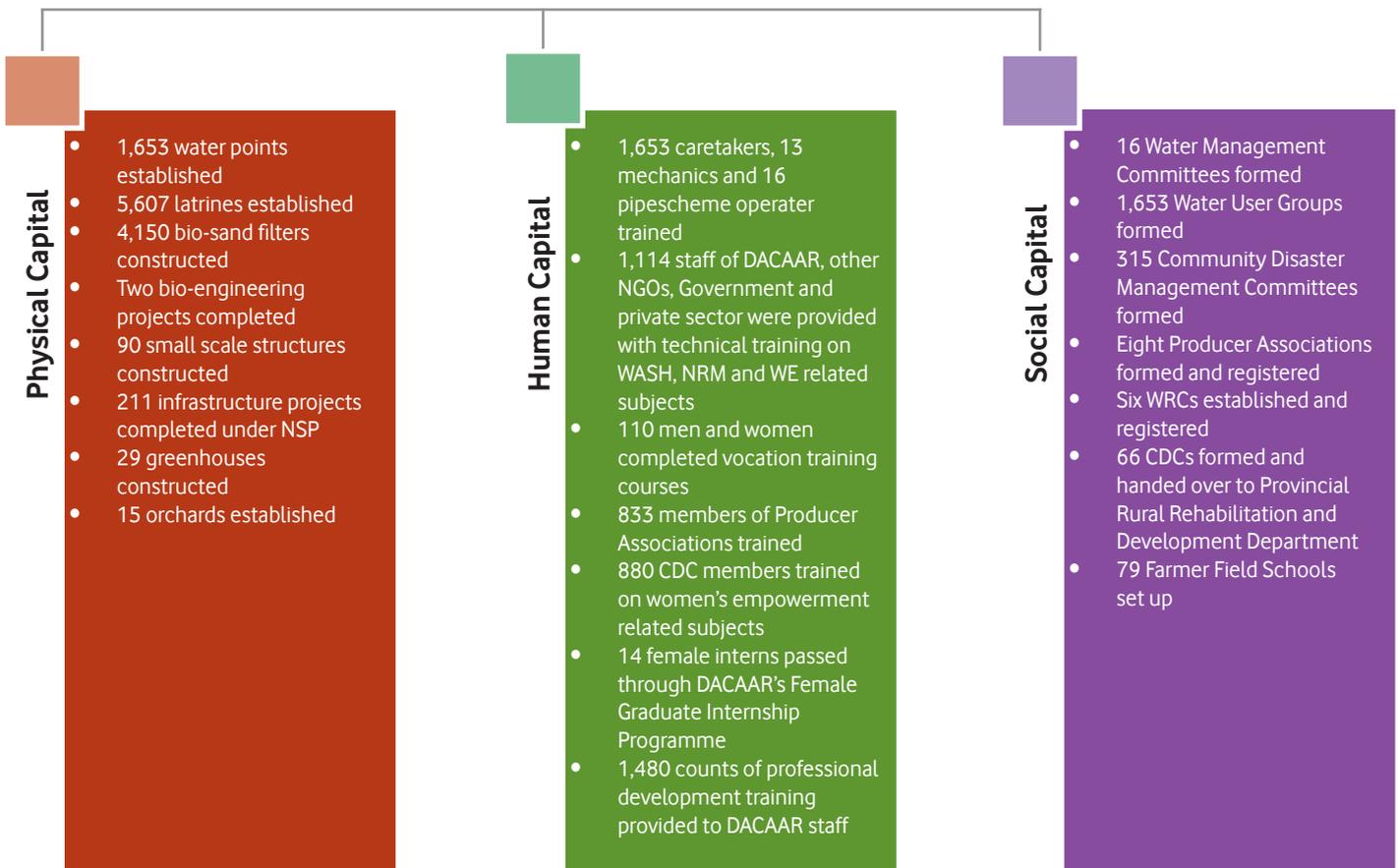
At the operational level, DACAAR enters into specific MoUs with relevant line ministries such as Ministry of Rural Rehabilitation and Development (MRRD), Ministry of Labour, Social Affairs, Martyred and the Disabled (MoLSAMD), Ministry of Women's Affairs (MoWA), Ministry of Agriculture, Irrigation and Livestock (MAIL) and Ministry of Education (MoE) and ensures direct dialogue, coordination, capacity building and reporting lines with relevant directorates at sub-national level. In addition, DACAAR's implementation methodologies and guidelines for different thematic areas are fully aligned with those of the relevant line ministries. For example, DACAAR's WASH interventions follow the MRRD's WASH Policy and Implementation Guidelines, DACAAR's Vocational Training Programmes

follow the established guidelines and policies of MoLSAMD and DACAAR's literacy programme follow the policies, guidelines and curricula developed by the MoE.

DACAAR's work during 2014 contributed to the following NPPs:

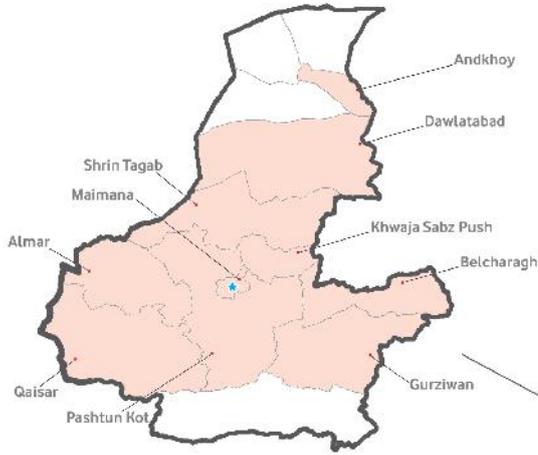
1. National Water and Natural Resources Development
2. National Comprehensive Agriculture Production and Market Development
3. Strengthening Local Institutions
4. Integrated trade and small and medium scale enterprise (SME)
5. DACAAR's WE interventions contributed to NAPWA.

In line with the above national plans, DACAAR invests in building physical, human and social capital to promote sustainable development in the country. In 2014 alone, DACAAR has contributed in building this capital as detailed in the below graphic.



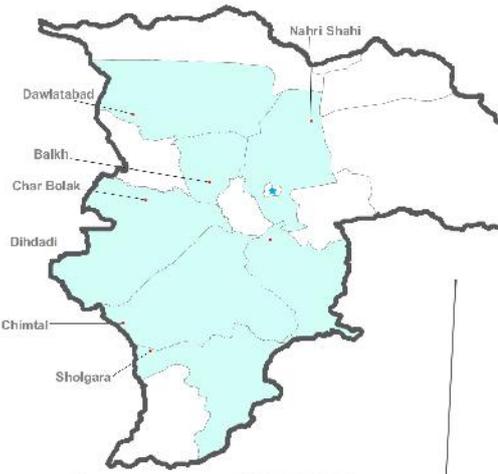
# DACAAR'S ACTIVITIES IN AFGHANISTAN

## Northwest Region Faryab



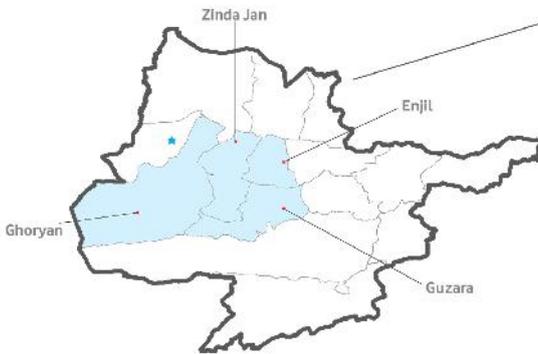
Donors: Norwegian MFA | NSP  
Thematic Areas: WASH | NRM | WE | SSED | NSP

## North Region Balkh



Donors: SIDA | DANIDA  
Thematic Areas: WASH | NRM | WE | SSED

## West Regions Herat



Donors: JICA | DANIDA  
Thematic Areas: NRM | WE | SSED

★ Center of the Province: Herat City

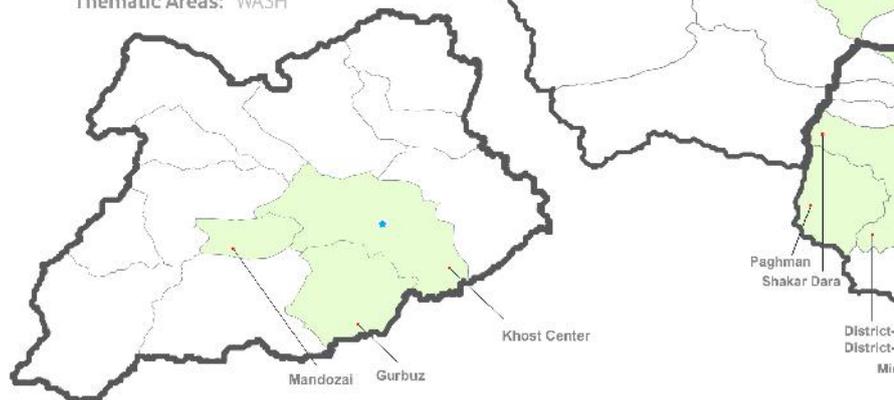


Donors: NSP  
Thematic Areas: NSP

## Central Region

### Khost

Donors: ECHO | UNICEF  
Thematic Areas: WASH



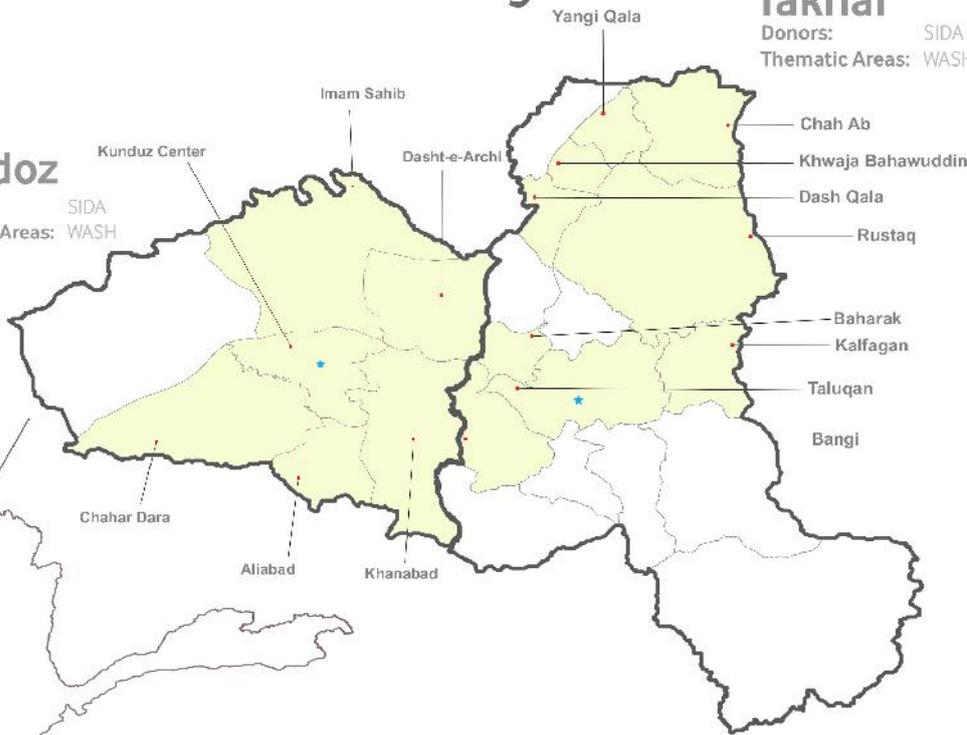
## Northeast Region

## Takhar

Donors: SIDA | SDC  
Thematic Areas: WASH

## Kunduz

Donors: SIDA  
Thematic Areas: WASH



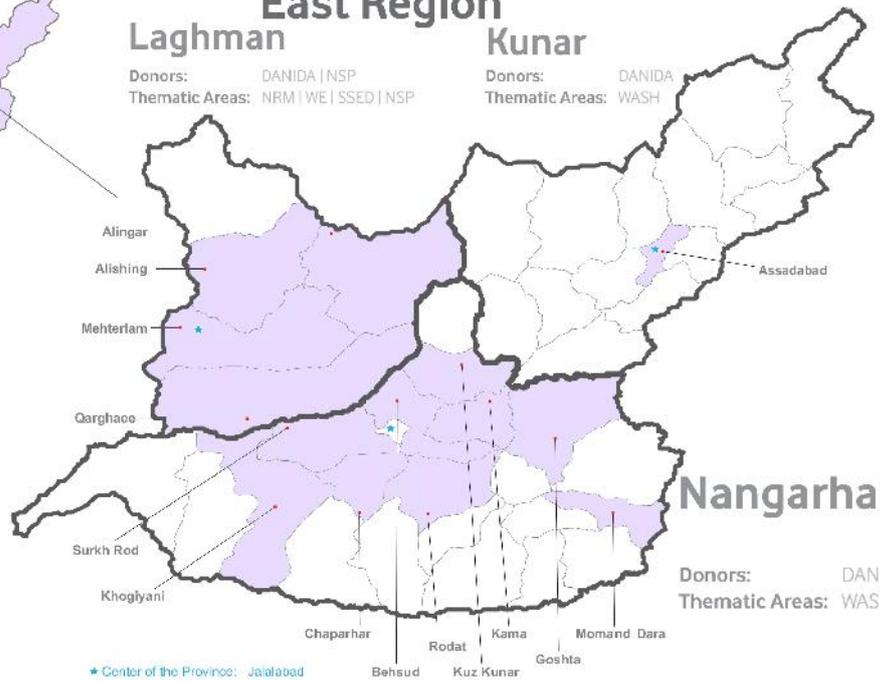
## East Region

## Laghman

Donors: DANIDA | NSP  
Thematic Areas: NRM | WE | SSED | NSP

## Kunar

Donors: DANIDA  
Thematic Areas: WASH

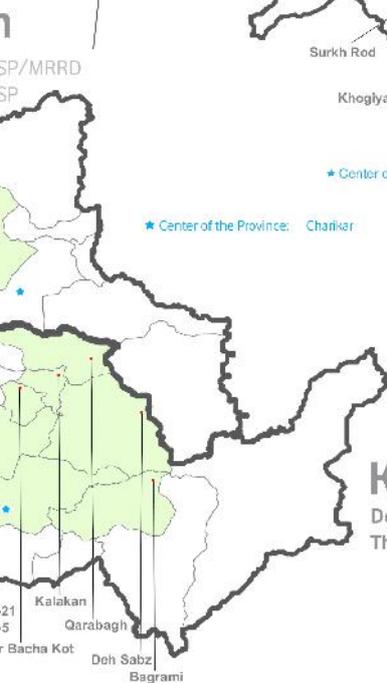


## Nangarhar

Donors: DANIDA | ECHO  
Thematic Areas: WASH | NRM

## Kabul

Donors: ECHO | DANIDA  
Thematic Areas: WASH



★ Center of the Province: Charkar

★ Center of the Province: Jalalabad

## WATER SANITATION AND HYGIENE

Hygiene Education session, Rustaq District, Takhar Province, March 2014



Beneficiaries Targeted

**373,915**



Female  
**199,782**



Male  
**174,133**



Balkh, Faryab,  
Kabul, Khost, Kunar,  
Kunduz, Nangarhar  
and Takhar



CIDA/CAWST,  
DANIDA, ECHO,  
Norwegian MFA,  
SDC, SIDA and  
UNICEF

Access to safe drinking water, proper sanitation, and sustainable improvements in hygiene behaviour are major priorities in Afghanistan. Although the country has seen a dramatic increase in access to water supply over the past years; about half of the rural population and as much as 15% of urban population still lack access to proper water supply while 77% of the rural population lack access to proper sanitation facilities. This combined with a low knowledge of basic hygiene behavior continue to pose a major risk to the health and well-being of a large number of Afghans, particularly children and the elderly. Diarrheal diseases are often caused by a lack of access to clean water for proper hand-washing while a lack of toilets and poor hygiene practices further exacerbate the problem as faeces on the ground contribute to contaminating water resources in general.

Additionally, water and sanitation are critical determinants for survival in the initial stages of both man-made and natural disasters. People affected by disasters are generally much more susceptible to illness and death from disease, which to a large extent are related to inadequate sanitation, inadequate water supply and inability to maintain good hygiene.

To meet this major need, DACAAR during 2014 continued to assist the Afghan rural and peri-urban populations with provision of safe drinking water through establishment of water points including wells fitted with hand pumps, solar powered and motorized pipe schemes, and bio-sand filters for household water treatment. To ensure high impact on the health and well-being of the beneficiary communities, DACAAR combined provision of safe drinking water with support to establishment of sanitation facilities and delivery of hygiene education messages.

Emergency response projects were also carried out to provide life-saving WASH services to IDPs affected by conflicts across the country under the Emergency Response Mechanism (ERM) as well as to the Pakistani refugees who arrived in Khost as a result of the military operation in North Waziristan Region of Pakistan.

To ensure quality of drinking water in line with the requirements of Ministry of Rural Rehabilitation and Development (MRRD) and Afghanistan Drinking Water Quality Standards, DACAAR undertook bacteriological, physical and chemical tests on the wells established during the year.

DACAAR continued as a Co-Lead for the WASH Cluster together with UNICEF and WHO. This enabled DACAAR to continue to play an important role in influencing policy, improving coordination and building capacity in the WASH sector. DACAAR's Water Expertise and Training Centre continued to undertake action research and delivered high quality training workshops with the aim of building capacity of the Government, private sector and NGOs involved in the WASH sector.

Furthermore, a national study entitled "Water Points Functionality and Water Quality in Afghanistan" was undertaken and the report disseminated widely. The study involved survey of 30,182 waterpoints for functionality and 3,491 waterpoints for water quality in 31 provinces of Afghanistan. A pilot project on artificial aquifer recharge was also implemented in Kabul and Nangarhar provinces.

## Achievements During 2014 Included

Through the WASH component DACAAR supported 373,915 individuals (199,782 female and 174,133 male). This included;

- 32,866 families were provided with safe drinking water through the construction of 1,243 tube wells fitted with hand pumps and 410 stand-posts supported by 16 pipe schemes, of which seven were solar powered.
- Bio-sand filtration for household water treatment was successfully introduced in 4,150 households, with women trained to operate and maintain the filters in each household.
- To ensure operation and maintenance of community water supplies, 16 water management committees and 1,653 water user groups were established while 16 water system operators, 13 hand pump mechanics, and 1,653 caretakers were trained.
- 10,949 previously constructed water points were inspected for functionality and information included in a centralized database.
- 1,057 non-functional water points were rehabilitated, benefitting 22,172 families.
- One Kanda and one Yakhdan (traditional reservoirs) were constructed.
- 13,388 cubic meters of safe drinking water was distributed through tankering as part of DACAAR's emergency response efforts in Khost and Kabul. In relation; 80 water storage tanks, 5,831 jerry cans, and 1,563 coolers were also distributed.
- 5,607 dry vault and pit latrines were constructed of which 5,026 were for non-emergency and 581 for emergency projects.
- 568 emergency baths were constructed.
- 38,437 families received hygiene education and 45,606 hygiene kits were distributed.
- 25 pre and post Knowledge, Attitude and Practice (KAP) studies were conducted, identifying the impact of the WASH activities on the beneficiaries.
- Active participation and knowledge and information sharing was ensured at WASH cluster and associated technical working group meetings at national and sub-national levels.
- 272 Community Based Disaster Risk Management committees were established and linked at district and provincial level. 31,655 community members of which 16,764 were women were trained in WASH related Disaster Risk Reduction (DRR).



### CASE STUDY

#### HOW DACAAR'S COMMUNITY BASED OPERATION AND MAINTENANCE SYSTEM ENSURE SUSTAINABILITY OF WATER POINTS WHILE HELPING VULNERABLE COMMUNITY MEMBERS TO EARN AN INCOME

Muhammad Yousuf is a resident of Dashti-e-Qala District in Takhar province. He is the head and the only bread-winner for a 10 member household. At 44, Yousuf has been through many upheavals. In 2012, he was injured while digging wells for a private house-owner and his wife died shortly afterwards. Both these tragic events took a high toll on the family depriving them of their hard earned savings and leading to a long period of unemployment for Yousuf.

All this changed in 2014, when DACAAR started its Water, Sanitation and Hygiene Education programme in the area. The programme covered construction of water points, improving of latrines and hygiene education. For sustainability of water points, the programme included establishment of Water User Groups (WUGs) and providing of scalable training to mechanics on operation and maintenance of tube wells, as well as repairing of handpumps, and on making concrete materials and aprons. Shortly after the community mobilization process had taken off, DACAAR through the Community Development Council (CDC), announced the opportunity of hiring handpump mechanics. The CDC introduced Mr. Muhammad Yousuf to the programme because he was vulnerable and had experience in digging wells from his previous work as a well-digger.

With his nomination accepted, Yousuf joined DACAAR's WASH programme and attended the technical training sessions on how to fix, repair and install handpumps. At the end of the training he was provided with a handpump repairing toolkit and a bicycle to reach his assigned waterpoint easily. In order to facilitate his assignment as a mechanic for a cluster of approximately 50 community water points, tri-lateral agreements were signed between WUGs, Yousuf and DACAAR detailing responsibilities of the WUG and Yousuf as a mechanic and the amount and mode of payment for Yousuf's services.

DACAAR's field engineer responsible for the project quickly realized that Yousuf was a perfect match for the type of person he was looking for, for a mechanic. Yousuf on his part quickly and enthusiastically took over his new responsibility after signing of the agreements.

Today, Yousuf is the proud holder of a permanent job and knows how to operate and maintain the water points as he visits each site at least once every two months as well as randomly as requested by the WUGs, learning new things about wells and handpumps with every visit. As payment for his services, Yousuf collects wheat and other crops from community as stipulated in the agreements some of which he stores at home for household consumption while selling the remaining to cover life's other expenses such as other food stuff, medicine and his children's school expenses.

Yousuf says: "I am sure that, God willing, my family has a bright future, because my children are studying and I have a permanent Job. I really appreciate DACAAR and my CDC for helping me to land this job at a time when, out of desperation, I was planning to go to Iran for work leaving my family behind."

## Water Expertise and Training Centre (WETC)

The WET Centre was established in 2010 in close collaboration with Centre for Affordable Water and Sanitation Technology (CAWST). CAWST is a Canadian non-profit that provides training and consulting to organisations working directly with populations in developing countries who lack access to clean water and basic sanitation. The WET Centre aims increasing access to and use of safe drinking water and improved hygiene and sanitation in Afghanistan through supporting the capacity of WASH actors to implement high quality projects.

WET Center activities include delivery of high quality formal training workshops on a variety of WASH subjects to practioners and end users at national and sub-national level. Other activities include; undertaking action research, best practice studies and learning exchanges in support of the WASH sector in Afghanistan as well as hands on consulting and technical support to WASH implementers. In addition to this, a well equipped Water Quality Testing Laboratory embedded in the WET Centre provides clients with water quality testing services.

The WET Centre achieved the following during 2014:

- Capacity of 993 employees (816 male, 177 female) of government, UN agencies, NGOs and DACAAR was built through 62 workshops undertaken at national and sub-national level.
- 12 WASH awareness compaigns were undertaken involving 431 school teachers (406 female, 25 male).
- 55 technical support consultations (via phone, email, meetings and site visits) were undertaken in support of 31 organisations (INGOs, NGOs, UN, Government) working in WASH sector.
- Water samples of drinking water for waterpoints were undertaken for DACAAR projects, NGOs, UN Agencies and the private sector. This included 2,292 bacteriological, 4,015 chemical and 5,508 physical tests.
- A one-day "National WASH Learning Exchange" conference was delivered in December in Kabul, in which 46 individuals (4 female, 42 male) from 20 organizations participated.
- Two action research studies, one on plastic bucket bio-sand filter and one on PVC bio-sand filter, were completed and results were shared as part of the WASH Learning Exchange.
- One bio-sand filter project, which was completed by DACAAR in 2013 was evaluated, data analyzed and findings disseminated.
- A special seminar on "Scaling-up Household Water Treatment and Safe Storage" was arranged in Kabul jointly by the WET Centre and CAWST in which 37 delegates from 18 organizations including the government ministries, UNICEF and WHO participated.
- A one-day WASH Best Practice Conference was held in Taluqan city of Takhar province in which 45 persons from government, NGOs, DACAAR and community participated.
- Six WASH training manuals and several WASH posters were translated and two WASH videos were dubbed into local languages of Pashto and Dari.



## GROUNDWATER MONITORING

DACAAR has a network of 261 Groundwater Monitoring wells (GMWs) installed in 22 provinces of Afghanistan. When security permits, the organisation measures water table and physical parameters for each of these wells on a monthly basis and undertakes water quality tests for them every six months. The data from these measurements and test are then stored, analyzed, interpreted, mapped and reported with the help of a specialized Integrated Water Resources Data Management System.

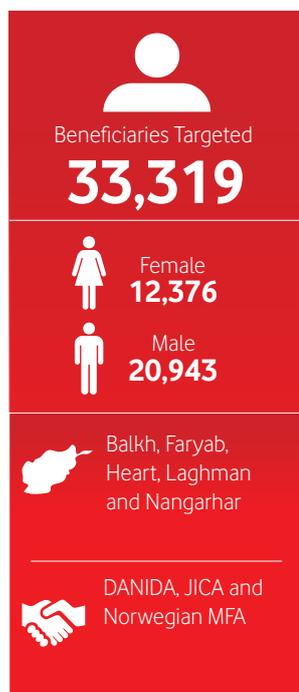
As the only nation-wide data source on the subject in Afghanistan, the system provides crucial long term scientific information regarding groundwater quality and quantity and the sustainability and functionality of water points in support of planning of water supply projects by DACAAR and other WASH actors.

During 2014, the DACAAR Groundwater Monitoring Team monitored 200 GMWs across 19 provinces of Afghanistan on a monthly and bi-annual basis, sampled and tested water table, physical parameters and quality for these wells, and stored the data on the specialized software. An analysis report entitled "National Groundwater Monitoring Wells Network Finding, Challenges and Recommended Solutions in Afghanistan" and a study entitled "Water Quality Status with Respect to Fluoride Contamination in Balkh Province of Afghanistan" were published on the basis of the work and are available on DACAAR website.



# NATURAL RESOURCES MANAGEMENT

Former Field School (FFS), Alishing District, Laghman Province, September 2014



Proper Natural Resources Management (NRM) and particularly agriculture based NRM continues to remain an important sector for the livelihoods of the Afghanistan's populations and as such the Afghan economy overall. According to National Risk and Vulnerability Assessment (NRVA) 2011-2012, agriculture is the main source of income of close to one-third of households and 40 percent of the labour force is employed in the sector. Irrigated land in particular provides an important resource for 38 percent of households in the country, while 17 percent have their livelihoods attached to rain-fed agriculture.

Despite the above, productivity of farmland is often low, as indicated by the large shares of land left uncultivated – 20 percent of irrigated land and as much as 37 percent of rain-fed land mainly due to lack of water but also because of soil infertility. This situation is further exacerbated by farmers' lack of knowledge and skills in good agricultural and livestock farming and their inability to access quality inputs. The above situation plays a key role in the high rates of food insecurity prevailing in the country. NRVA 2011-2012 analysis indicates that around 30 percent of Afghanistan's population are food insecure.

To contribute to tackling the above problems, DACAAR during 2014 continued to concentrate its NRM activities on promoting proper management of natural resources, by engaging a large number of farmers and rural households and building their capacity in more efficient and sustainable agriculture and livestock farming practices and supporting them with appropriate and quality inputs.

To ensure sufficient water is available for the farms, DACAAR undertook rehabilitation of existing small-scale irrigation infrastructure as well as construction of new ones including water canals, intakes & dividers, and have promoted water harvesting techniques and integrated water management among the communities.

Agricultural and livestock based disaster risk reduction was undertaken to enhance farmers' resilience to natural hazards safeguarding improved agricultural and livestock productivity.

### Achievements During 2014 Included

33,319 community members benefitted from NRM

activities. This included;

- 2,148 farmers (30% women) benefitted from DACAAR's activities in relation to rain-fed farming. This included intercrop cultivation in 84 hectares of land, pistachio cultivation in 214 hectares, improved wheat cultivation in 99 hectares, off-season vegetable production in eight greenhouses, promotion of drip irrigation, cultivation training and processing of saffron, conducting of cross-visits and field days for farmers and bio-engineering projects.
- 9,957 farmers (6,910 male and 3,047 female) benefitted from DACAAR's activities in relation to irrigated land farming. This included establishment of fruit, non-fruit and vegetable nurseries and orchards, training on land preparation, pruning, weeding, fertilizer application and budding, horticulture and agriculture methods and agro-forestry, and conducting of cross-visits and field days for farmers.
- 18,314 community members of which 8,273 were women benefitted from DACAAR's activities on animal husbandry. This included practical demonstration, mobile sheep dip basins, training on animal feeding and messages on urea treatment, hygiene issues, animal husbandry field days, vaccination of poultry and livestock.
- 80 Government employees were trained on NRM subjects (35 employees on plant doctor issues and 45 employees on curricula development).
- Resilience to natural disasters was improved in the communities through the establishment of 43 NRM related Disaster Risk Management Committees, linked at district and provincial levels. 2,864 community members (2,453 men and 411 women) were also provided with NRM related DRR awareness.
- 90 small-scale irrigation structures (canal linings, culverts) were constructed supporting improved irrigation to 397 hectares of land for the above beneficiaries and benefitting the communities at large.

**CASE STUDY****OFF-SEASON VEGETABLE PRODUCTION, A MEANS TO A LIVING**

Nazar Muhammad is a 50 years old farmer. He is married and has seven children. He is living in Khwaja Ghulak Village of Balkh District in Balkh Province.

Nazar Mohammad is the head of his household and the only bread-winner for the family. He has a very small patch of land where he grows vegetables.

In 2014, DACAAR introduced the Farmers Field Schools (FFS) model under its Natural Resources Management (NRM) interventions and together with the local CDCs, selected a group of interested vulnerable farmers including Nazar Mohammad and organised them in a vegetables FFS.

The field school continued for nine months, providing the enrolled farmers with hands-on training on land preparation, cultivation methods, irrigation, weeding, disease and pest control, harvest, handling, sorting, packaging and marketing as well as greenhouse establishment. Each farmer was provided with inputs worth AFN 5,000. The inputs included hybrid seeds of 100gr cucumber and 100gr tomato, liquid fertilizer, weeding kits, sprayer, harvesting kit and basic materials for building a small greenhouse which the farmers used to establish their own greenhouse farms under close supervision of the DACAAR FFS instructor as the training and field days continued.

After the graduation from FFS, Nazar Muhammad established another duplicate of the greenhouse using locally available materials and his first harvest, 120 kg tomatoes and 100 kg cucumber sold quickly in the market. As the year passed, producing tomatoes and cucumbers off-season helped Nazar Mohammad increase his income three-fold as



those vegetables sell with a higher price during winter.

Today Nazar Mohammad makes an average net income of AFN 7,500 per month which is comparable to the income of a small-scale enterprise holder in Afghanistan. He is considering on ways to expand his farm business and establish other greenhouses to be able to produce and fulfil the demand for fresh vegetables in his district market.

Nazar Mohammad's hard earned income is slowly enabling him to bring qualitative changes to the family's life with the latest addition to the household items being a solar panel and a small used TV which provides the family with a little entertainment at the end of a hard day.



Vegetable Farmer Field School (FFS), Qarghaee District, Laghman Province, October 2014



# SMALL SCALE ENTERPRISE DEVELOPMENT

Vocational Training on Carpentry, Kama District, Nangarhar Province, August 2014



Beneficiaries Targeted

## 945



Female  
**65**



Male  
**880**



Balkh, Faryab, Herat, Laghman and Nangarhar



DANIDA and Norwegian MFA

Considered as a major driver for Afghanistan's economic development, promoting SME's remains high on the agenda for the Government of Islamic Republic of Afghanistan. The National SME Strategy aims at creating one million jobs across the country and adding three billion USD to the Afghan economy by 2018. According to NRVA 2011-2012, 0.6 million Afghans are unemployed while 1.2 million out of the 6.6 million labour force in the country (17 percent of the entire labour force) are underemployed in the sense that they can be considered in need of more or other work to sustain a living.

DACAAR's SSED programme component is fully aligned to the strategies and plans of the Government of Islamic Republic of Afghanistan and as such the organisation works closely and complementarily with the Ministry of Labour, Social Affairs, Martyred and the Disabled (MoLSAMD).

DACAAR's efforts in SSED include support to communities in the establishment of Producer Associations (PAs) and building their knowledge and capacity through hands-on technical and management training and providing them with start-up grants. Other efforts include supporting

the registration of these associations as SMEs with the Government of Afghanistan, supporting market linkages and providing on-going technical advice and assistance for an initial period of at least two years. A PA is a small business bringing together a group of like-minded farmers to join efforts and pool resources in order to produce, process, package and market specific rural products. A PA is jointly owned by the members and controlled by a democratically elected management committee.

In addition to this, DACAAR under its SSED interventions supports employment and income opportunities among the most vulnerable (particularly the unemployed youth) through provision of centre-based vocational training. Graduates are provided with start-up grants and toolkits upon successful completion of the courses.

DACAAR undertakes extensive socio-economic feasibility studies in order to ensure that the above interventions meet the needs for products and services in the rural areas and as such ensure creation of sustainable rural businesses, as well as employment and income opportunities.

## Achievements During 2014 Included

Through the SSED component DACAAR supported 945 persons (65 women, 880 men). This included;

- Eight new Producer Associations (PAs) were established and registered with the Ministry of Justice and Law and start-up grants provided.
- Two Bio-sand Filter producers were selected and supported
- Eight market linkage training workshops were conducted involving PA members, government employees, traders, and vocational skills beneficiaries.
- A diagnostic cum market study was conducted in Laghman and Herat while a gender-based value chain analysis and feasibility study was conducted in Faryab.
- 833 potential members of PAs (36 women, 797 men) were trained on Community Management Skills, good governance, by-law development, business plan development, marketing, association formation criteria, benefits of associations and ranking of the identified businesses.
- 12 Vocational Training Centres were established and 110 persons (80 male and 30 female) graduated. MoLSAMD approved certificates were provided to graduates and they were included in the Ministry's database as qualified craftsmen. The vocations taught included carpentry, motorbike repairing, metal work, mobile repairing, embroidery and tailoring. All graduates were also provided with toolkits and start-up grants.



### CASE STUDY NEW CIRCUMSTANCE, NEW JOB

Sayed Naeem is a partially disabled 36-year-old living in Shada village of Zinda Jan district in Herat province. In 2010, he was forced to migrate to Iran in search of a job because he had to make money to better support his wife and three children. In Iran, he got a job as a mason in a construction company, but after eight months he had bad luck and got injured while he was working. He was hospitalized for four months and spent all his saving for his treatment. In 2011, he returned back to his home but was not able to work. He did not have financial ability to start a new business that would fit his new circumstances as he was no longer able to perform masonry because of his injured back. He kept asking his parents for assistance until he got to the point when he could resume work.

In 2014, DACAAR started a vocational training programme to help vulnerable people start small-scale businesses and generate income. The programme included marketable vocational training, an adult literacy course, and marketing and business development skills building.

Mr. Sayed Naeem joined the programme and attended motorbike repairing classes as well as the adult literacy course and business development orientation. At the end of the course, he was provided with a start up grant which included complete motor-bike repairing tools, and an amount of AFN 9,000 to help him open up his own shop. Sayed Naeem was also provided with a graduation certificate approved by MoLSAMD.

Today, Mr. Sayed Naeem is the owner of a small motorbike repairing shop in his local market. He knows how to repair all types of motorbikes and is able to read and write the names of motorbike parts, numbers and keeping the records of his daily transitions. The love of motorbikes among the young Heratis means that he is never out of business.



# WOMEN'S EMPOWERMENT

WRC Coordination & Linkage Meeting, Ghoryan District, Herat Province, December 2014



Beneficiaries Targeted

## 8,562



Female  
**7,670**



Male  
**892**



Balkh, Faryab,  
Heart, Laghman  
and Nangarhar



DANIDA and  
Norwegian MFA

In Afghanistan, although common factors such as insecurity, poverty, lack of infrastructure and weak rule of law negatively affect both men and women, some challenges faced by women are amplified by women's role in the society.

Challenges such as restrictions on mobility and inability to access resources are unique to the status of women in the Afghan society and strike at the core of Afghan culture. High illiteracy rates and a lack of awareness of basic rights among Afghan women will mean that they are often represented by the men of the household, and as such their voices and concerns are disregarded in the important household and community decisions. This absence from the society often diminishes women's self-confidence and increase their fear of harassment outside home.

DACAAR's WE interventions target some of the major challenges faced by rural women by improving their social and economic status in their communities through activities that engage both men and women. DACAAR's community mobilizers often spend months working with the community to ensure their understanding of and support and buy-in before any activity is started.

DACAAR's WE interventions are integrated and carefully planned sets of social and economic activities engaging women in a targeted manner based on their specific needs and the context they are in. The women are most often brought together in self-organized collectives creating opportunities for them to participate in income

generating activities and targeted educational and capacity building initiatives.

These collectives are called Women's Resource Centers (WRCs) and serve as the main vehicle for the WE activities, allowing rural women to come together in a safe women-only (culturally accepted) centre to train, learn, and develop leadership skills, engage in small businesses and income generating activities and engage in discussions, share insight and knowledge and generally support each other.

The WRCs are legally registered with the Ministry of Justice and Law of the Islamic Republic of Afghanistan as Community Based Organisations (CBOs) and linked strongly with the Ministry of Women's Affairs so that they operate in a legal fashion and are able to access support and resources available nationally. Each WRC provides opportunity for more than 500 women to come together from five villages (CDCs) while leadership for the Centre is democratically elected. Since 2004, DACAAR has facilitated the establishment of 49 Women's Resource Centres (WRCs) and one Women's Coordination and Social Collective (WRC Cluster) with 30,716 members.

It is not always possible to get the communities to agree to the WRC idea. In such instances, DACAAR's WE interventions are not dropped but rather focused on individual vulnerable women such as women who are heads of households. These interventions include food security packages, kitchen gardening, vocational training, as well as rights and life skills training and awareness.

**Achievements During 2014 Included**

DACAAR supported the improvement in the livelihoods and capacity of 8,562 individuals (892 men and 7,670 women) organised in CDCs and WRCs. This included;

- Establishment of six new Women’s Resource Centers (WRCs) covering 3,000 women, and their registration with the Ministry of Justice and Law and linkage them with the Ministry of Women’s Affairs.
- One Women’s Coordinatin and Social Collective was formed to serve as a cluster for all WRCs in Herat province.
- Support to establishment of 21 women-led businesses under the above six new and 27 previously established WRCs.
- Awareness sessions to 3,730 persons (880 men and 2,850 women) on basic health issues, including safe motherhood, hygiene, sanitation, first

aid, psychological issues and rights.

- Training on conflict transformation, human rights, gender and social organisation to 608 women.
- Literacy and numeracy courses to 405 women.
- Food and income generation activities for 1,171 vulnerable women outside WRCs. This included; animal husbandry, silk production, wool weaving, women poultry, kitchen gardening, farming skills, milking cow distribution and food processing.
- Fours exchange visits among WRCs with the aim of exposing them to new agricultural production methods, and packaging, processing and marketing for products such as saffron, vegetables and dairy.
- Two awareness-raising workshops on capacity, knowledge and community linkage for a group of 41 government employees (12 male, 29 female).

**SUCCESS STORY  
WHEN WOMEN JOIN HANDS**

Translation from a Writing by Ms. Fawzia, Secretary, Foshanj Women’s Resource Centre.

Not long ago, a seven member Women’s Shura existed in Foshanj village of Zinda Jan district but this was a superficial structure that did not allow women to engage in community decisions and to take part in development initiatives. The Women’s Shura was most often left unaware of decisions made by the men and as such isolated from the already meager development activities in the area. When DACAAR started its Women’s Empowerment activities in the area, the first meeting at the village attracted a large and enthusiastic group of women.

In June 2014 and after several rounds of negotiations, the Foshanj Women’s Resource Centre was born, involving 2,899 members from eight villages and based on the following overarching principles: a) working towards women’s economic prosperity, b) improving women’s access to and control of resources, c) working towards awareness-raising in the community regarding women’s status and rights, d) promoting women’s participation in the society, and e) promoting women’s control over their own lives and choices.

Soon after the establishment of the WRC, the elected management committee started to hold regular meetings, taking collective decisions on behalf of the member women. Invitations for meetings, conferences and exhibitions started to arrive at the WRC from local government and non-governmental organisations.

The activities at the centre started to grow exponentially and so did the popularity of the centre. DACAAR supported the centre with several income-generating activities. Contacts were made from several organisations who showed keen interest in the centre and committed themselves to supporting the centre’s business plan. WASA, a women’s support organisation in Herat used the centre to offer free psychological treatment sessions to women in the villages, RADA, another Herat based organisation conducted training and awareness-raising sessions at the centre while Afghan Women’s Education Centre (AWEC) provided the WRC with an AFN 700,000 (USD 12000) grant to support its livestock initiatives.

Today, the Foshanj WRC is a busy place with scores of members involved in livestock projects, Saffron cultivation projects, greenhouses, and a shop exclusively serving the women of Foshanj and its surrounding villages. Life has become easier for the women and there is an overall and growing unity among the women and men of the area as the centre provides a safe place for the women to engage in economic activities and capacity building. The people of Zinda Jan district welcome the centre as an effective and appropriate approach to empowering women and hope that Zinda Jan sees more of such centres in the near future.





Construction Phase of Footpath Bridge, Alishing District, Laghman Province, February 2014

# NATIONAL SOLIDARITY PROGRAMME

  
 Beneficiaries Targeted  
**359,695<sup>2</sup>**

 Female  
**183,444**

 Male  
**176,250**

 Faryab, Laghman and Parwan

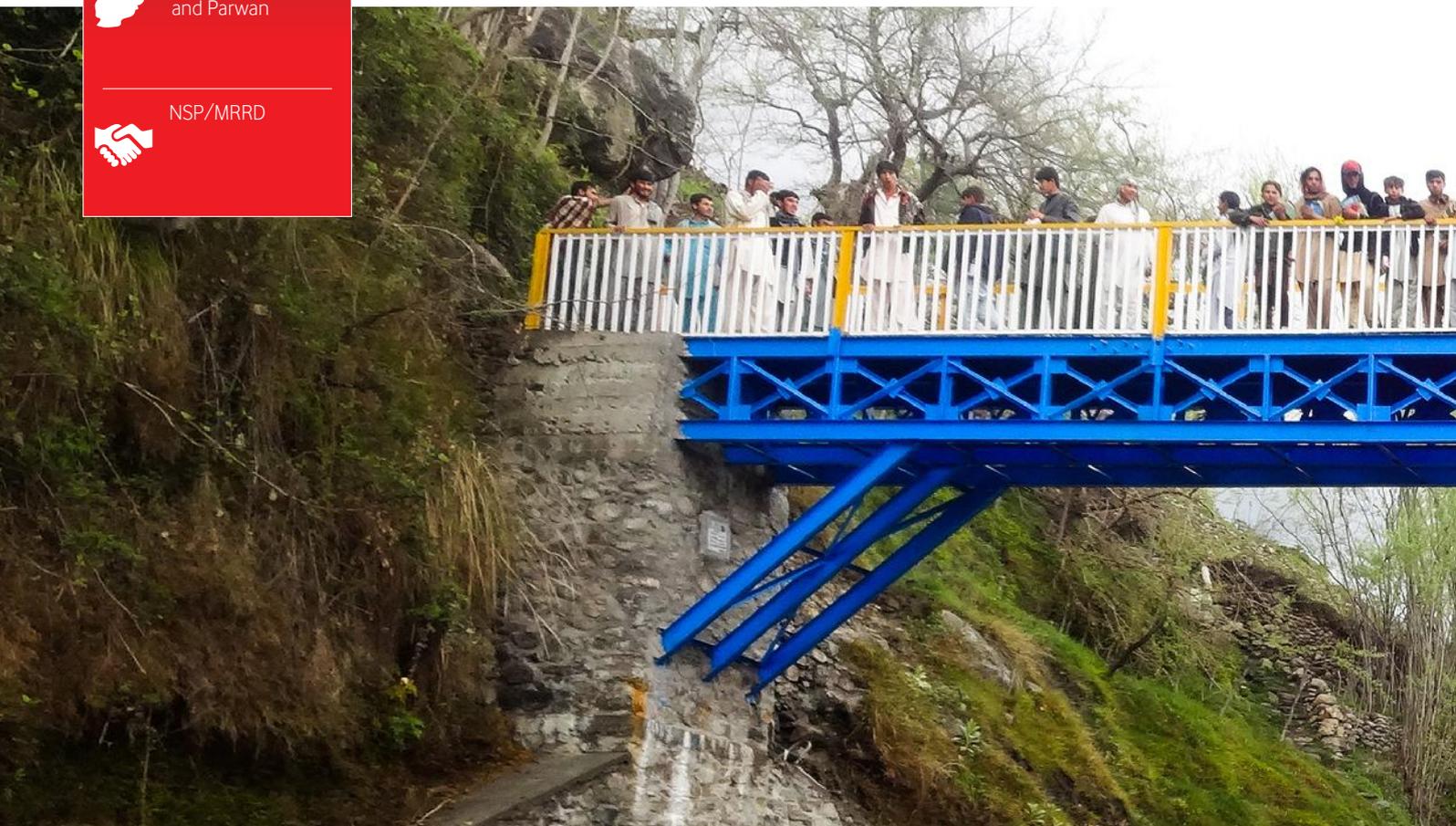
 NSP/MRRD

DACAAR is a Facilitating Partner in the National Solidarity Programme (NSP), a national programme of the Government of the Islamic Republic of Afghanistan (GoIRA), executed by the Ministry of Rural Rehabilitation and Development (MRRD).

Councils (CDCs). The CDCs serve as the platform for community members to engage in local governance/ community management and social-economic development. They can also enhance the ability of the local communities to access locally available resources.

With NSP, DACAAR supports and strengthens Afghan communities in establishing their own democratically elected women and men Community Development

<sup>2</sup> The number of beneficiaries calculated above is based on the assumption that all community members represented by a CDC benefit as "direct beneficiaries" of the infrastructure projects implemented by the given CDC.



**Achievements during 2014 included:**

- 312 CDCs under Repeater Block Grant (RBG) were supported for successfully undertaking re-election for their leadership in Alingar & Alishing districts of Laghman province and Andkhoy district of Faryab province.
- Capacity for planning and management for 2,374 CDC and community members (1,662 male and 712 female) was enhanced through provision of training on Participatory Community Empowerment (PCE), Office Bearer, Accounting, Procurement, Community Participatory Monitoring (CPM), etc.
- Technical assistance in planning, development and implementation of infrastructure projects was provided to 312 CDCs. This resulted in 312 CDCs producing 353 proposals for infrastructure sub-projects, out of which 211 projects for 208 CDCs were approved by Provincial Management Unit (PMU) and successfully implemented.
- 66 CDCs were handed over to Rural Rehabilitation and Development Department and Provincial Management Unit.
- Phase-out from Shinwari district of Parwan province was successful completed in June 2014.

**SUCCESS STORY**

**MUCH MORE THAN A BRIDGE**

Elahighundi is a remote, and not long ago, an isolated village of Alishing district located 40 km from Mehterlam city, the provincial capital of Laghman province in Eastern Afghanistan. In 2014, the village CDC decided to use their block grant to build a footpath bridge to connect the village to the Alishing district centre.

Below is an excerpt from an interview with Mr. Samiullah, resident of the Elahighundi village regarding their new bridge and how it has changed things for his community.

"...Before the footpath bridge was constructed, we faced many problems. Children could not easily go to the school which is located on the other side of the ravine during much of the summer season as the water level and flow increase. There were times when it was impossible to pass the ravine and there were times when children needed the help of their parents to pass the ravine but after one child drowned, almost all parents stopped sending their children to school during high waters. Similarly, women, the elderly, the disabled, and the sick had a lot of trouble reaching the district centre during the flood season. There were instances when pregnant women had to deliver in the village because they could not be taken to the clinic. At times, the villagers missed Friday and Eid prayers at the grand mosque and at times they missed tribal assemblies, traditional festivals, weddings, funerals and bazar days..."

"...and it's not just about us, the people from the villages of Gachyan, Ghundi, Dagan, Hajyan, Sharbatkhil, Lashtibalsaya, Lashtibalpitaw, Dumaya, Chaprakhil, Hasankhil, Kurakhil, Paindakhil, Bazlam, Bandalam, and Gambalam also use the bridge to reach the district town. If I am not wrong more than 12,000 people are using the bridge today..."

"... today no children has to miss school and no sick person has to suffer because they can't reach the clinic. Our social relationships with our friends and relatives have improved as we are now able to reach them at all times to be with them during moments of happiness, sorrow and difficulty..."



Completed Footpath Bridge, Alishing District, Laghman Province, December 2014



## ORGANISATIONAL DEVELOPMENT

PMEL Workshop, DACAAR Main Office, Kabul, June 2014

2014 was the year of celebrations for DACAAR as it proudly celebrated its 30th anniversary. Events were held in Kabul and Copenhagen in August and November respectively in which a large number of current and former staff of DACAAR, donors, partners and journalists participated. A book entitled "30 years - Side by Side with the Afghan People" was published on the occasion and widely distributed.

In line with its commitment to continually improve and strengthen its internal systems and processes, DACAAR during 2014 hired an independent consultant to facilitate upgrading of its planning, monitoring, evaluation and learning (PMEL) processes and integrate them into one PMEL system. Several workshops and discussion sessions were held involving staff from across the organisation and a draft manual and a roll-out plan was developed which are expected to be finalized and made operational during 2015.

Similarly, a comprehensive Anti-Corruption Policy and an Expatriate Tax Policy were finalised during year, endorsed by the Governing Board, and roll-out started and is to be continued during the coming year.

In June 2014, DACAAR participated in the Folkemøde event in Bornholm Island of Denmark where it showcased its photo documentary "Two

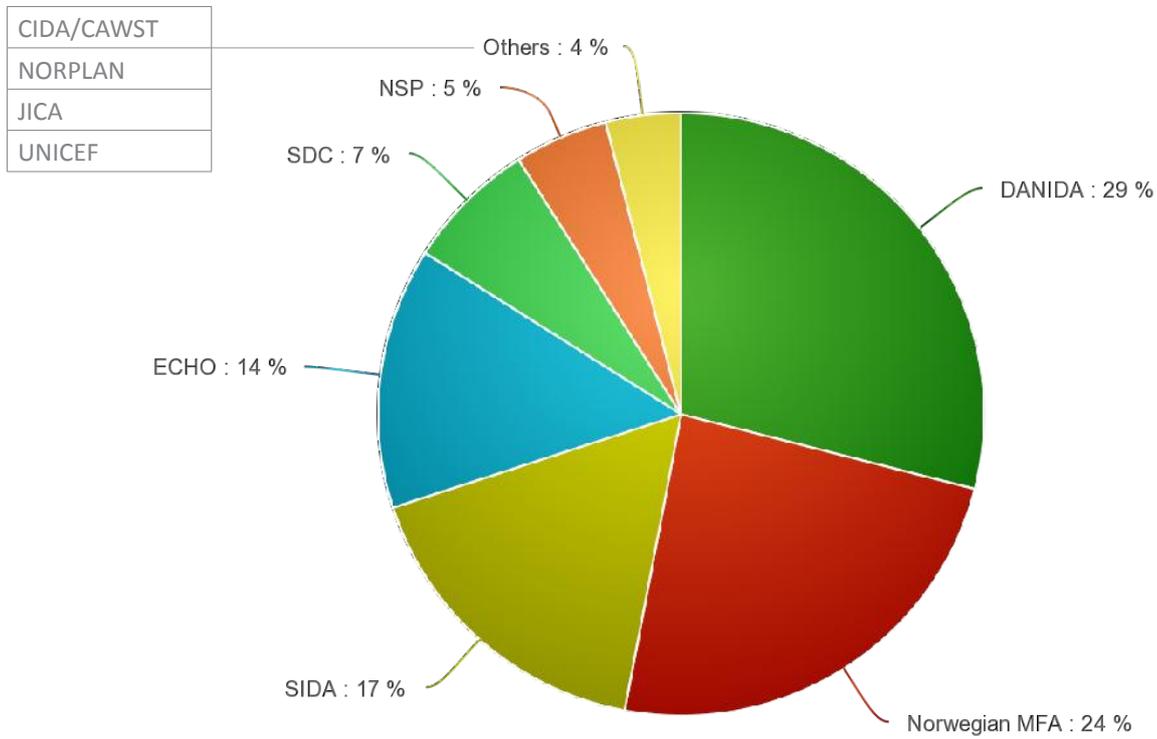
Candles of Hope" telling the heart touching story of two boys in Tangi and how their lives were positively altered with their new found access to safe drinking water. A photo documentary booklet was also published in English and Danish and distributed widely.

Capacity building of staff in line with the directions provided in the Strategic Programme Framework Document (2013-2016) and tailored to staff needs as identified in their annual performance appraisals continued during the year with 1431 counts of formal training provided to staff on subjects such as general management, project management, social organisation, financial management, report writing, gender mainstreaming, safety and security, anti-corruption, etc. Additionally, 12 staff were financially supported for their academic studies while 37 staff were supported with English language training.

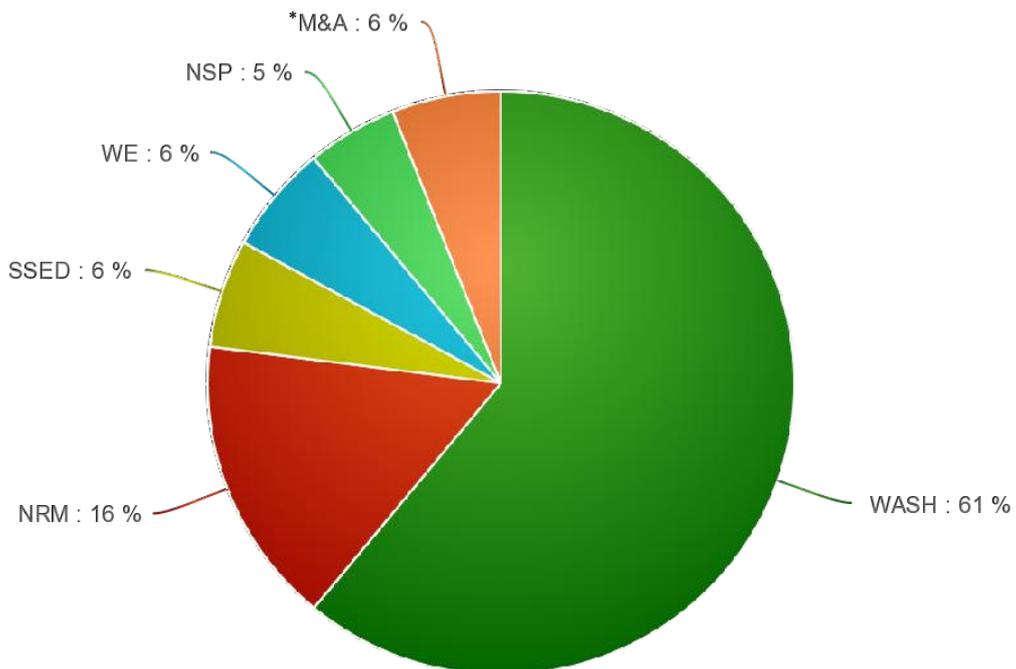
DACAAR's bi-annual Female Graduates Internship Programme was continued during the year involving 14 female graduates as they were provided with on-the-job opportunity on basic office work including: office communication, human resources management, financial management, administration, procurement, and IT. Two were able to acquire entry level jobs in DACAAR while the rest were supported with finding jobs elsewhere.

**USE OF FUNDS**

**Funds spent during 2014 per donor (%)**  
(USD 17.3 million)



**Funds spent during 2014 per thematic area (%)**



\*Management and Administration



## THE FUTURE

As the Afghan National Security Forces take on the challenge of securing their own country following the withdrawal of International combat forces, the intensity of the conflict is expected to increase, challenging access for the aid community to reach the most vulnerable of Afghans in vast parts of the country. Within this context, DACAAR will need to invest thinking, time and resources into adapting its access strategy in a way that will ensure continued and effective delivery of programmes while keeping its staff safe. From a more positive outlook, the reconciliation efforts of the Afghan government could bear fruit in the form of a full or partial political settlement resulting in a much better access for the aid community.

Although international commitment for Afghanistan continues to remain strong, the prolonged conflict in the country and the emergence of significant new conflicts around the world and particularly in the Middle East could see some of the donor funding channeled elsewhere. DACAAR will have to potentially embrace an upcoming period where it has to compete in a shrinking and highly competitive funding environment.

The above will require the organisation to further hone its competitive edge through not only qualitative programming but also a more effective engagement with donors guided by a well-thought-out fundraising and communications strategy. To be able to access funding from donors that DACAAR does not have prior experience with, the organisation will need to explore possibilities of entering into strategic partnerships.

A mid-term review of the Strategic Programme Framework (2013-2016) planned for the beginning of 2015 will enable DACAAR to have a critical look at the achievements and challenges of the last two years and draw lessons for future programming. This together with a thorough analysis of the rapidly changing political, security and socio-economic context of Afghanistan should help DACAAR undertake necessary programmatic adaptations that will take the organisation through the upcoming challenging years.

**APPRECIATION LETTERS GRANTED TO DACAAR DURING 2014**



From the Director of DRRD, Takhar



From the Provincial Council, Faryab



From the Provincial Government, Faryab



From Provincial Authorities, Kunduz



From Deputy Governor, Takhar



From Provincial Authorities, Kunduz

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