



DACCAAR

**ANNUAL  
REPORT**  
2013





**Cover photo:**

WRC members during an exposure visit to a raisin processing factory in Herat Industrial Complex, January 2013.

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## ABOUT DACAAR

DACAAR is an apolitical, 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 rural development activities in order to ensure long-term sustainability of projects. Although a bulk of DACAAR's programming is development focus, the organisation continues to maintain a strong humanitarian presence in order to respond to the various humanitarian needs across its geographical areas of intervention.

Over nine million Afghans across 29 of Afghanistan's 34 provinces have benefited from DACAAR 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>	
Danish People's Aid (DPA)	Mads B. Jørgensen
Danish Refugee Council (DRC)	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>	823 Afghan employees (12% female) and 10 international employees
<b>Director:</b>	Gerry Garvey (left in October) and Enzo Vecchio
<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>



## MISSION, VISION AND VALUES

### Internal Vision:

DACAAR is a well-known and respected NGO with a strong anchorage in the Afghan society. It is a transparent development 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

## INTRODUCTION FROM THE SENIOR MANAGEMENT TEAM

On 1st January 2013, DACAAR hit yet another important milestone by launching its Strategic Programme Framework (SPF) 2013-2016. The plan sets out the stage for DACAAR's programming over the next four years under four thematic areas of WASH, NRM, SSER and WE in addition to the NSP. In a step to ensure donor funding for the implementation of the SPF and to highlight DACAAR's long-term commitment to the Afghan people at a crucial juncture, a group of DACAAR Senior staff travelled to Europe in June to present the SPF to some of our key donors; Danida, RNE, SIDA, and ECHO.

The year also brought DACAAR with changes in its leadership. Gerry Garvey successfully completed his two year tenure as Director and was replaced by Enzo Vecchio. There were also changes in the DACAAR Governing Board as Mette Marie Honoré and Mads Jørgensen took over from Shanna Jensen and Allan Vokstrup respectively representing DRC and DPA.

Insecurity remained a major concern during the year with a marked increase in the number of security incidents including especially a record high number of incidents affecting NGOs compared to previous years. With this background, DACAAR continued to strengthen its safety and security systems, policies, procedures and infrastructure to ensure safety of staff and projects. Despite these, staff turnover due to insecurity continued to affect the organisation particularly in the remote target areas.

DACAAR Water Expertise and Training Centre, with support from Centre for Affordable Water and Sanitation Technology (CAWST), continued to deliver high quality training and engage in action research in support of DACAAR programmes and the WASH Sector.

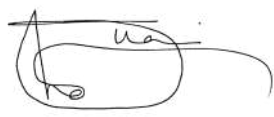
DACAAR was elected by ACBAR members as one of the five INGOs on the Humanitarian Country Team (HCT). Additionally, as a result of discussions in the WASH Cluster, DACAAR was elected as a Co-lead for the Cluster together with UNICEF and MRRD and endorsed by the HCT. A dedicated WASH Cluster Co-Lead Coordinator was put in charge of DACAAR's new role in the Cluster. The above two new roles will enable DACAAR to use its long-term experience of humanitarian aid and its trusted expertise in WASH to help enhance coordination and build capacity among relevant stakeholders.

DACAAR continued a strong relationship with its donors during 2013, maintaining a solid funding base throughout the year. Our thanks go to our donors who have funded project expenditures to an amount of USD 14 million reaching 680,000 Afghans in line with the planned objectives and outcomes of SPF for the year. The six main donors, accounting for 93 percent of the funds were: the Danish International Development Assistance (34%), the Royal Norwegian Embassy (25%), the European Commission Humanitarian Office (10%), the Swedish International Development Agency (9%), the National Solidarity Fund (8%), and the Swiss Agency for Development Cooperation (7%). Eight other donors accounted for the remaining 7 percent.

Our sincere gratitude also goes to our numerous partner communities and the hundreds of field staff without whose dedicated and whole-hearted efforts, the achievements made and reflected in this report would not have been possible.



**Irshad Alamyar**  
Head of Fundraising and  
Communications



**Shah Wali**  
Head of Programme



**Ajmal Qani**  
Head of Finance and  
Administration



**Khalid**  
Head of Human Resources



## DACAAR'S BENEFICIARIES

According to UNHCR, since 2002, more than 5.8 million Afghan refugees have returned from Pakistan and Iran, and in addition, there are about 620,000 Internally Displaced Persons (IDPs) in Afghanistan<sup>1</sup>. For Afghanistan's many returnees and IDPs, who often have no other option than to settle in unoccupied rural areas, their already bad situation is further worsened by a dire lack of basic services, amenities and income and employment opportunities. In other instances, returnees and IDPs have to settle in rural, peri-urban and urban areas straining the already scarcely available local resources, opportunities and basic services increasing the potential for conflicts among these groups.

With this background, DACAAR's main beneficiaries consist of Afghanistan's most vulnerable rural and peri-urban communities. This includes returnees, Internally Displaced Persons (IDPs), and vulnerable host communities with a particular focus on female, disabled and youth headed households, who are among the people most at risk. Female-headed households are particularly vulnerable in that the absence of a male provider or guardian limits their ability to provide for their families, in addition to the general social and mobility restrictions they face.

In 2013, DACAAR improved the lives of about 680,000 women and girls, men and boys, aged and disabled through its projects implemented in 63 districts of 12 provinces.

## DACAAR'S COMMUNITY- BASED APPROACH

DACAAR's community-based approach ensures sustainability of interventions, accountability towards end beneficiaries and a long-term impact by engaging local community structures such as Community Development Councils, Village Shuras and District Development Assemblies from the beginning and throughout the intervention.

This approach ensures community ownership and enables them to steer the intervention towards meeting their real needs and priorities and enables them to acquire capacity for long-term continuation of the activities after DACAAR has left.

Tri-lateral agreements are signed between DACAAR, community structures and local authorities. In addition to this, maintenance committees are established and trained during the project to take over the responsibility for operation and maintenance after DACAAR has phased out.

Targeted capacity building and well-planned exit strategies ensure that at project end, communities already own, drive and have acquired the capacity and means to continue activities reaping the benefits on a sustainable basis.

## STRATEGIC PRIORITIES AND CROSS-CUTTING ISSUES

An Age, Gender and Diversity (AGD) Policy was launched in July 2013 while efforts on mainstreaming AGD both at organisational and programmatic levels continued.

A draft Anti-Corruption Policy was developed (which will be finalized and rolled out during 2014), bringing together into one document anti-corruption and fraud prevention provisions from various organisational policy documents and emphasising DACAAR's zero-tolerance towards corruption and fraud.

Environmental management and protection remained a high concern and was included in project designs and implementation.

During the year, DACAAR continued to help build resilience in the communities through Disaster Risk Reduction activities implemented as part of WASH and NRM projects. Communities were trained on how to mitigate and minimise the impact of disasters and how to report on them. 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).

A number of Humanitarian Response projects were implemented, aimed at meeting the chronic and acute Water, Sanitation and Hygiene (WASH) needs among several returnee & IDP populations and disaster affected local populations in Nangarhar, Kunar, Kabul, Balkh, Kunduz and Takhar Provinces.

## DACAAR'S ACTIVITIES IN AFGHANISTAN

### Thematic Areas

WASH	Water, Sanitation and Hygiene
NRM	Natural Resources Management
SSED	Small Scale Enterprise Development
WE	Women's Empowerment
NSP	National Solidarity Programme

### Geographical Coverage

Main Office: 

Regions:

	North
	North East
	East
	West
	North West
	Central

### Donors:

- DANIDA	- UNODC
- RNE	- ICCO
- ECHO	- JICA
- SIDA	- NORPLAN
- NSP	- DRC
- SDC	- USGS
- CIDA/CAWST	- UNICEF

### Sar-e-Pul

**Thematic Areas**

NRM | SSED | WE

**Donor**

RNE

### Faryab

**Thematic Areas**

WASH | NRM | SSED | WE | NSP

**Donor**

RNE | MRRD/NSP | NORPLAN

### Herat

**Thematic Areas**

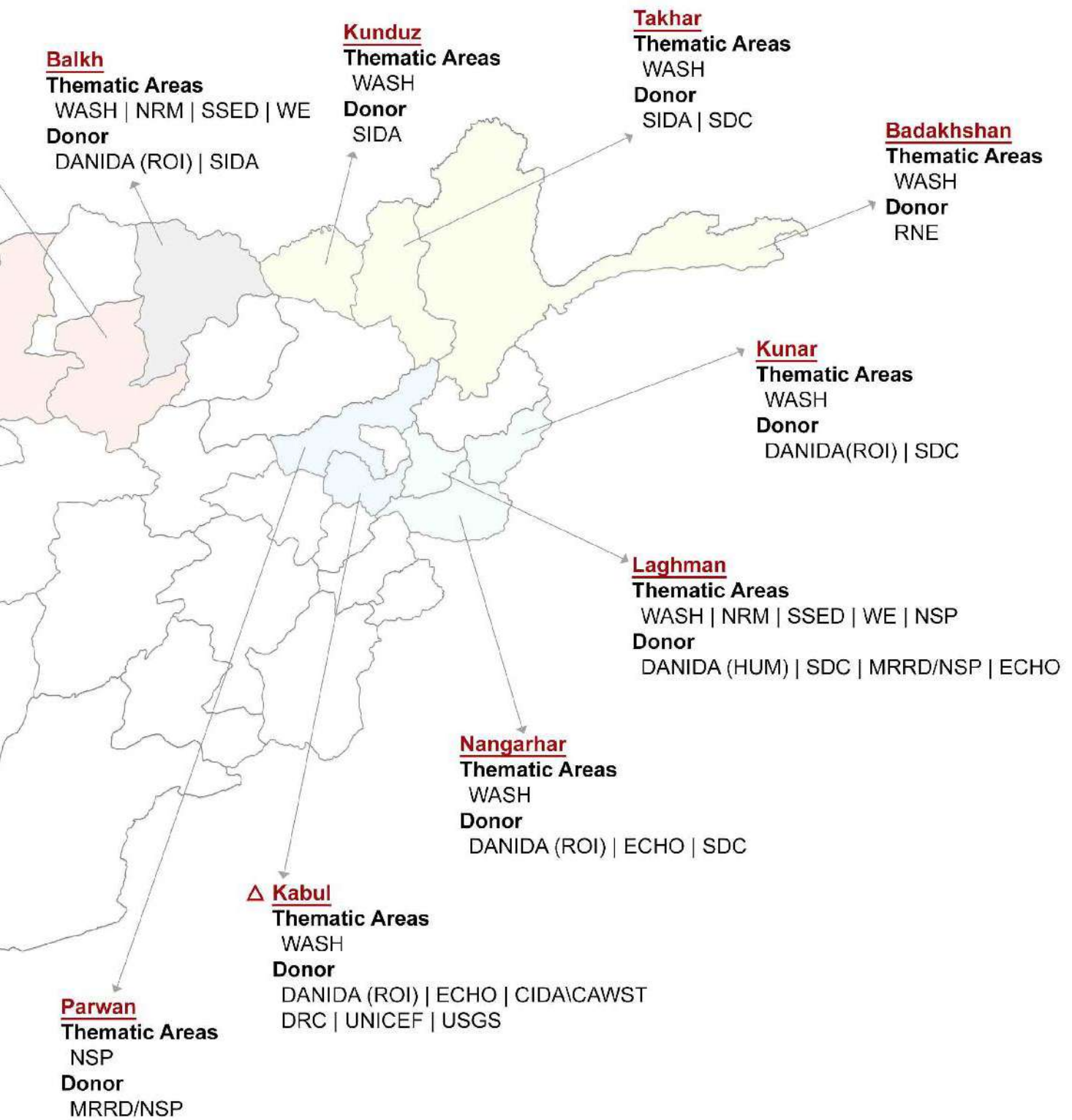
NRM | SSED | WE | NSP

**Donor**

DANIDA (HUM) | ICCO  
UNODC | JICA | MRRD/NSP







## DACAAR'S APPROACH AND AREAS OF INTERVENTION

Lack of access to safe drinking water, hygiene and sanitation, food insecurity, insufficient income, and social constraints on and seclusion of women from social, economic and political spheres of life are some of the most fundamental poverty problems in Afghanistan. These problems lead to poor livelihoods, health and quality of life for a large percentage of the rural population.

To address this complex and interlinked set of problems in an effective manner, DACAAR focuses its activities on the following four thematic areas of intervention. 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 Afghanistan's 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 quality of life.

#### This includes:

- Ensuring availability and usage of safe drinking water through establishment of wells and pipe networking systems, introducing household water treatment technologies to, and building the capacity of and organizing communities to operate and maintain them on a sustainable basis;
- Improving sanitary conditions through support to communities in constructing, maintaining and replicating environmentally friendly and sanitary latrines;
- Improving hygienic behaviour and standards through culturally appropriate hygiene education;
- Building the capacity of WASH sector through training, sharing of information and research, and participating in WASH sector policy formulation.

### NATURAL RESOURCES MANAGEMENT (NRM):

DACAAR's NRM activities have proven highly effective in improving rural livelihoods by increasing agricultural productivity and production through the application of environmentally sustainable approaches.

#### This includes:

- Increasing agricultural productivity and production, and rural income through enabling farmers to increase crop cultivation on dry and irrigated land;
- Organising farmers to address farm production and marketing effectively and increase productivity and income through establishment of farmers associations;
- Enabling communities to achieve improved livestock productivity and production through improved animal husbandry.

### SMALL SCALE ENTERPRISE DEVELOPMENT (SSED):

In order to increase rural income, DACAAR promotes small scale business development by supporting the creation of producer associations and small individual businesses.

#### This includes:

- Raising income levels among rural communities through establishment of producer associations and building their capacity in business management and technical skills;
- Increasing business competitiveness through support to association members in product quality, market linkages and promoting their involvement in the value chain;
- Increasing opportunities for employment and income among the most vulnerable through the development of vocational skills and establishment of small scale individual businesses.

## WOMEN'S EMPOWERMENT (WE):

DACAAR's Women's Empowerment interventions aim at increasing rural women's sense of self-worth, their right to make choices, their right to have access to opportunities and resources, their right to have the power to control their own lives, and their ability to influence social change.

### This includes:

- Organising and building the capacity of rural women to gain income and promoting their participation in community decision making through establishment of Women's Resource Centres (WRCs);
- Increasing rural women's basic education and awareness of rights and health through delivery of literacy courses, and rights and health awareness-raising activities;
- Supporting and building the capacity of rural women to develop women-led businesses through formation of collectives and businesses and through building their skills in business management;
- Raising women's income through providing opportunities to develop technical skills in traditional and non-traditional trades.

In addition to the above; DACAAR is a facilitating partner in the Afghan Government's National Solidarity Programme (NSP).

## NATIONAL SOLIDARITY PROGRAMME (NSP):

Launched in 2003, the National Solidarity Programme (NSP) aims at promoting inclusive local governance and rural reconstruction and alleviating poverty. The NSP is recognized as an effective mechanism for delivery of rural infrastructure.

### This includes:

- Helping communities to establish female and male Community Development Councils CDCs through a democratic process;
- Strengthening the capacity of CDCs to identify own needs and for planning and community management;
- Supporting communities with linkages to resources and providing them with technical support to implement projects.

# 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 has been 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 MRRD, MoLSAD, MoWA, MAIL and MoE and ensures direct dialogue, coordination, capacity building and reporting with relevant directorates at sub-national level. In addition, DACAAR's implementation methodologies and guidelines for different thematic areas are made fully in line 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 MoLSAD and DACAAR's literacy programme follow the policies, guidelines and curricula developed by the MoE.

DACAAR's work during 2013 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.



## WATER, SANITATION AND HYGIENE

Beneficiaries Targeted	Total 220,993 (117,266 women and 103,727 men)
Geographical Areas Targeted	Badakhshan, Balkh, Faryab, Kabul, Kunar, Kunduz, Laghman, Takhar
Donors	CIDA/CAWST, ECHO, RNE, ROI, SDC, SIDA, UNICEF, USGS

Access to safe drinking water is a major concern and priority in Afghanistan. Despite concrete achievements in the WASH Sector over the recent years, a large proportion of the Afghan population still lack access to safe drinking water. This combined with a low knowledge of good hygiene behaviour and a lack of sanitation facilities continues to take its toll on the health and well-being of a large number of poor Afghans including returnees, IDPs and vulnerable host communities. Water, sanitation and hygiene are linked to many diseases that are major causes of child mortality and child under-development.

To meet this major need, DACAAR during 2013 continued to assist the Afghan rural and peri-urban populations with provision of safe drinking water through establishment of wells and other water systems including gravity pipe networks, solar powered pipe schemes, and biosand 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. This was done in line with the common understanding of the improved hygiene and sanitation as the process where people demand, develop and sustain a hygienic and healthy environment for themselves by erecting barriers to prevent the transmission of diseases, primarily from faecal contamination.

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.

Additionally, DACAAR, as of 1st April 2013, was elected as Co-lead for the Cluster together with UNICEF and MRRD and endorsed by the Humanitarian Country Team (HCT). This enabled DACAAR to continue to play an important role in influencing policy and building capacity of WASH Sector. DACAAR's Water Expertise and Training Centre supported by Centre for Affordable Water and Sanitation Technology (CAWST) continued to undertake action research and deliver high quality training workshops with the aim of building capacity of the Government, private sector and NGOs involved in the WASH Sector.

### Achievements during 2013 included

Through the WASH component DACAAR supported 220,993 individuals. This included:

- 31,631 families were provided with safe drinking water through the construction of 930 tube wells fitted with hand pumps and 415 stand-posts supported by 15

pipe schemes (of which six were solar powered).

- Biosand filtration for household water treatment was successfully introduced in 5,050 households, with women trained to operate and maintain the filters in each household.
- To ensure operation and maintenance of community water supplies, 15 water management committees and 1,345 water user groups were established while 15 water system operators, four hand pump mechanics, and 1,345 caretakers were trained.
- 10,591 previously constructed water points were inspected for functionality and information included in a centralized database.
- 291 non-functional water points were rehabilitated, benefitting 5,820 families.
- 4,014 dry vault and pit latrines were constructed.
- 35,321 families received hygiene education and 29,102 hygiene kits were distributed.
- 14 pre and 11 post Knowledge, Attitude and Practice (KAP) studies were conducted, identifying the impact of the WASH activities on the beneficiaries. The remaining three post-KAP to be completed during 2014.
- Active participation and knowledge and information sharing was ensured at WASH cluster and associated technical working group meetings at national and sub-national levels.
- 15 Community Based Disaster Risk Management Committees were established and linked at district and provincial level. 425 community members were trained in WASH related Disaster Risk Reduction (DRR).

### Groundwater Monitoring:

DACAAR has a network of 228 Groundwater Monitoring Wells (GMWs) installed in 22 provinces of Afghanistan. These wells are monitored on a regular basis and the data is stored in, and analysed by, a specialised Integrated Water Resource Data Management System. As the only nationwide data source on the subject in Afghanistan, the system provides significant long-term groundwater quantitative and qualitative information and analysis for the sustainability and functionality of drinking water points and efficient and effective future planning for water supply project.

During 2013, the DACAAR Ground Water Monitoring Team undertook monitoring of 195 GMWs across 19 provinces of Afghanistan on a monthly basis, sampled and tested water quality for these wells and stored the data on the specialised software. Additionally, an analysis report on "Water resources potential, quality problems, solutions and challenges in Afghanistan" was published and widely disseminated. A copy can be downloaded from DACAAR website.

## Noor Jahan's Story

I am Noor Jahan and I am 40 year old. I have six children, four daughters and two sons. It has been 3 years since my family and I migrated from Kohi Al-Borz to Tappa Kar Malik village, Dehdadi district, Balkh province. We had to leave our homeland due to unemployment. In the very beginning when we came to Tappa Kar Malik and village, we had to live in a tent until slowly and gradually we were able to build a basic shelter for ourselves. Moreover, we had to use water from the stream for drinking and other purposes as we had no other choice. The water from the stream was very muddy and polluted. Later on, my daughter who is 12 year old developed a kidney problem. She was continuously under treatment and as time passed, she was also affected by diarrhea. We were all clueless; the doctors told us that the reason behind my daughter's illness was drinking of dirty water. As the days went by, my daughter grew weaker and all my attention and worries were towards her health.

However, since DACAAR's WASH project helped us to have a well in our area we are being blessed with pure and fresh water. Lately, I can see a change in my daughter's health condition, her diarrhea is cured and her kidney's pain has comparatively decreased. DACAAR's Well proved to be a life saver for us and it is one of the most valuable things we own so far.



Disaster Risk Reduction Training, Nangarhar province



## Water Expertise and Training Centre (WETC)

Drawing on more than two decades of experience in the delivery of WASH programmes, DACAAR in 2010, in collaboration with Centre for Affordable Water and Sanitation Technology (CAWST), established a Water Expertise and Training Centre (WET Centre) in order to facilitate capacity building in the WASH sector. Today, the Centre plays an important role as a reliable hub for capacity building, research and technical support to government agencies, NGOs and the private sector involved delivery of WASH programmes.

Embedded within the WET Centre is a fully equipped Drinking Water Quality Testing Laboratory that provides water quality testing services in support of DACAAR WASH projects as well as to the WASH sector in Afghanistan as a whole.

Through the WET Centre, DACAAR achieved the following during 2013:

- Capacity of 751 (636 male, 115 female) NGO, Government and private sector employees was built through their participation in 48 training workshops on different WASH subjects.
- Awareness on Water, Sanitation and Hygiene was raised among 374 school teachers (337 female and 37 male).
- Two counts of action research on "Comparison of the effect of diffuser plate and diffuser basin on disturbances of bio layer and filter effectiveness" and "Solar pumping water supply" was successfully undertaken and results were disseminated.
- 57 counts of technical and consultative support provided to 21 organizations.
- 1,287 physical, 1,899 bacteriological and 1,336 chemical water tests for water points was undertaken in support of DACAAR, NGOs, private sector and Government projects.
- A National WASH Learning Exchange with participation of 42 representatives from 20 organisations was conducted in December 2013.
- Three DACAAR biosand filter projects were evaluated and results were disseminated.
- Key conferences attended by WET Centre staff included WET Centres Network (WET-NET) International Learning Exchange in Cameroon and 5th South Asian Countries Sanitation Conference (SACOSAN-V) held in Kathmandu, Nepal.
- Six WASH training manuals and several WASH posters were translated and two WASH videos were dubbed into local languages of Pashto and Dari.







An annual impact survey of 31 client organisations conducted in March 2014 revealed that 87 percent of these clients were highly satisfied with the usefulness of the training and consulting support provided by the WET Centre.

The survey also revealed that more than 30,000 community members have benefited from using improved water and/or sanitation services delivered by the clients who received training and consulting support from DACAAR WET Centre.

## NATURAL RESOURCES MANAGEMENT

Beneficiaries Targeted	Total 21,894 (2,393 women and 19,501 men)
Geographical Areas Targeted	Balkh, Faryab, Herat, Laghman and Sar-e- Pul
Donors	DANIDA (HUM & ROI), ICCO, JICA, RNE, and UNODC

The Afghan economy continues to be dominated by subsistence-based agricultural and animal husbandry with 80 percent of the Afghan population being dependent on these sectors for their livelihoods. Despite efforts made over the past decade, major challenges still exist including a neglected and under developed irrigation system, degrading agricultural and pasture lands, and the disaster-prone nature of the country negatively affecting agriculture and animal husbandry. Despite a rapid increase in population and the corresponding demand for food, agricultural productivity and output have declined over the past years. This is despite the long existing potential for raising production to a level that could ensure food security for the Afghan population.

Agriculture accounts for 30% of GDP and could be a significant driver for job growth through the Transformation Decade<sup>2</sup>, with potential to improve lives for the nine million Afghans who live below the poverty line<sup>3</sup>.

Proper management of natural resources, including water management and rehabilitation and protection of pasture lands, could increase agricultural and livestock production significantly. Building capacity, knowledge and awareness among rural populations, local government authorities and other relevant local actors for improved farming techniques, sufficient agriculture extension services and building resilience against natural hazards can enable rural communities to increase agricultural output.

In line with the above challenges, needs and opportunities and following the relevant Afghan Government National Priority Programmes (NPPs), DACAAR over the year 2013 continued to focus its efforts on improving Natural Resources Management and particularly agriculture, livestock and poultry raising among rural Afghan communities with the aim to move the sector from subsistence to semi-commercial and commercial mode of production. This was done through involving and building the capacity of rural communities in more efficient and sustainable irrigated and rain-fed farming methods and practices, effective management of natural resources, and management of water resources including improving of irrigation infrastructure. Activities also included training on animal husbandry including animal housing, proper feeding, breeding, fodder conservation, enrichment of straw with urea and enhancing capacity of beneficiaries in general livestock management and economic importance of livestock.

### Achievements during 2013 included

21,894 people benefited from NRM activities.

This included:

- 11,002 farmers benefited from DACAAR's activities in relation to rain-fed farming. This included; cultivation of 1,042 hectares of land, protection of land from moving sands by cultivation, creation of water harvesting structures, cultivation of pistachio, off season vegetables production in greenhouses and drip irrigation, cultivation training and processing of saffron, conducting of field days for farmers and bio- engineering projects.
- 7,912 farmers benefited from DACAAR's activities in relation to irrigated land farming. This included; establishment of fruit, non-fruit and vegetable nurseries and orchards, training on pruning and budding, horticulture and agriculture methods and agro-forestry, conducting of field days for farmers and exchange visits.
- 2,881 community members benefited from DACAAR's activities on animal husbandry. This included; demonstration stables, mobile sheep dip basins, training on animal feeding and messages.
- In support of the above activities, DACAAR constructed 30 small scale irrigation structures (canal linings, culverts), ensuring irrigation of 1,439 hectares of land benefiting the above-mentioned farmers as well indirectly benefitting the communities at large.
- 12 female and 87 male Government employees were trained on NRM subjects.
- Resilience to natural disasters was improved in the communities through the establishment of 186 NRM related Disaster Risk Management Committees, linked at district and provincial levels.



## Case Study: High Returns for Talib Bi

Talib Bi is a resident of Qarye Khisht in Pusthonakoot district of Faryab province. He is 53 year old and has four sons and a daughter. He owns 6 Jeribs (1.2 hectares) of land which he uses for cultivation. Previously, Talib Bi could only produce a small amount of harvest. The sum of money he used to earn from his harvest was never sufficient for his house expenses. This worried him all the time and was the reason behind his several attempts to travel to neighboring countries for work.

The first time Talib Bi encountered DACAAR was when he participated in one of DACAAR's meetings with his local CDC in 2011. The meeting aimed at selecting a specific number of farmers in order to provide them with training and pots for growing fruit and vegetable seedlings. Talib Bi was among those farmers who were shortlisted and 400 sqm of his land was selected for implementation of the project. After receiving the necessary technical training and support, Talib Bi started his own little nursery.

Since 2012, Talib Bi has been able to produce different types of seedlings and have sold a large amount of them to the Ministry of Agriculture and DACAAR projects, earning 114,000 AFN (USD 2,000) On top of that he has sold seedlings worth more than AFN 50,000 (about USD 900) to fellow farmers. He also managed to use the seedlings he produced to start an orchard on a 2,400 sqm patch of his land which he developed over two phases.

The people of Qarye Khisht village in general are inspired by Talib Bi's dedication and achievements. He is seen as an active person and as someone who has truly been working like a trained farmer in the past few years. Furthermore, he keeps on encouraging his fellow villagers to pursue horticulture as an occupation and he gives them a helping hand whenever needed.





## SMALL-SCALE ENTERPRISE DEVELOPMENT

Beneficiaries Targeted	Total 1,795 (75 women* and 1,720 men)
Geographical Areas Targeted	Balkh, Faryab, Herat, Laghman, Sar-e-Pul
Donors	DANIDA (HUM & ROI), ICCO, RNE, UNODC

Years of conflict and a poor business climate<sup>4</sup> has hampered sufficient development of private enterprises in Afghanistan. This combined with the prevailing poverty and lack of entrepreneurship, knowledge and skills among Afghan rural populations and an disconcerted and/or often non-existent institutional support are some of the underlying causes for an under-developed sector. On a more hopeful note, citing the existing potentials and opportunities, promoting small and medium enterprises has been identified as an important objective under the Afghan Government's Strategic Vision for Transformation Decade.

In line with this and following the relevant Afghan Government National Priority Programme (NPP), Small-Scale Enterprise Development (SSED) has been identified as one of the four main thematic areas of intervention in DACAAR's Strategic Programme Framework (SPF) for 2013-2016. 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 2 years.

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 hands-on vocational training and start-up grants and toolkits.

DACAAR undertakes extensive socio-economic feasibility studies in order to ensure that the above interventions meet the needs for goods and services in the rural areas and establishment of viable rural businesses, and employment and income opportunities.

### Achievements during 2013 included

Through the SSED component DACAAR supported 1,795 persons as follows:

- 15 new producer associations were established and registered with Ministry of Justice and Law and start-up grants provided.
- Nine market linkage training workshops were conducted involving producer association members, government employees, traders, and vocational skill beneficiaries.
- 878 people (21 women and 857 men) were trained in marketing and small scale enterprise development.
- 624 CDC management committee members were trained on community management skills, basic accounting, record keeping and procurement.
- One Producer Association was linked with the government project CARD-F (Comprehensive Agriculture and Rural Development Facility).
- 33 Government staff were trained on small scale enterprises and project cycle management.
- 43 members of CDCs were trained on technical aspect.
- 217 persons (54 women and 163 Men) participated in vocational training to promote employment opportunities. This included; carpentry, motor bike repairing, mobile phone repairing, TV repairing, tailoring and embroidery, refrigerator repairing, beauty parlour and metal works.

<sup>4</sup> Afghanistan ranks 160 out of 183 economies on the World Bank's "Doing Business Index" 2012 indicating how easy it is to business in a country

\* The number represents only the women who received training and input under SSED component. Please read the section on Women's Empowerment for other economic activities targeted at women.





Trainee receive equipment and start up grant at the successful completion of a tailoring programme, Sholgara district, Balkh province



## WOMEN'S EMPOWERMENT

Beneficiaries Targeted	Total 10,923 (10,398 women and 525 men)
Geographical Areas Targeted	Balkh, Faryab, Herat, Laghman, Sar-e-Pul
Donors	DANIDA (HUM & ROI), ICCO, RNE, UNODC

In Afghanistan, socio-cultural patterns and poverty create a strong dependency among women on the male members of the family and limit their mobility outside home. Despite a comprehensive legal and institutional framework and some tangible accounts of progress, rights of Afghan women are commonly violated with social and economic exclusion being the norm. Progress has included an impressive increase in girls' enrolment in schools, participation in public and political fora (in particular by educated women) and some improvement in women's access to health services. Accomplishments have however mainly been concentrated in urban areas.

DACAAR's Women's Empowerment interventions aim at improving the social and economic status and condition of Afghan women by supporting their active participation and influence in the society. This is done through bringing them together in self-organized collectives and creating opportunities for their participation in income generating activities and targeted educational and capacity building initiatives.

As a main vehicle for Women's Empowerment, DACAAR has since 2004 supported the organisation of rural women in culturally accepted Women's Resource Centres (WRCs) and to date DACAAR has facilitated establishment of 43 of these Centres with 27,594 members.

WRC's are legally registered, self-organised Community Based Organisations (CBOs) that serve as platforms for participating women to come together in a safe women-only Centre to train, learn, and develop leadership skills. Women at the centre engage in small businesses and income generating activities. The Centre further allows participating women to engage in discussions, share insight and knowledge and generally support each other. Each WRC provide opportunity for up to 500 women to come together from five villages (CDCs) while leadership for the Centre is democratically elected.

Where it is not possible for DACAAR to organise women in WRCs (i.e. where a community is not ready enough to accept the WRC idea), DACAAR works with the CDCs to reach vulnerable women with economic activities such as home-based poultry farming, food security packages and vocational training as well as social activities such as rights and life skills training and awareness. This is done with an eye to creating the necessary awareness and interest in the WRC idea through continued engagement and mobilisation over a period of time.

### Achievements during 2013 included

DACAAR supported the improvement in the livelihoods and capacity of 10,923 individuals organised in CDCs and WRCs. This included;

- Establishment of four new Women's Resource Centres (WRCs), and their registration with the Ministry of Justice and Law and the Ministry of Women's Affairs.
- Support to establishment of 35 women-led businesses under the above four new and eight old WRCs.
- Organising of two conferences in Herat and Balkh with participation of WRC members, Government employees, women CDCs and DACAAR staff with the aim of connecting WRCs with government and civil society, raising awareness about WRC practices, building the network between the respective stakeholders, sharing knowledge and best practices, and building awareness among stakeholders on women's social and economic rights.
- Organising of four exhibitions and best practices discussions involving WRC members with the aim of introducing WRC products and organising of four market linkage workshops involving WRCs representatives, Government employees, NGOs, local traders and community stakeholders to introduce WRCs activities and products.
- Training in leadership, community management skills, human rights, business plan development, bookkeeping, accounting, procurement and literacy.
- Hygiene and safe motherhood messages.
- Income generation projects such as poultry farming, handkerchief making, bed weaving, wool weaving and training on design of embroidery, shawl weaving and colour selection.
- Distribution of milking cows and sheep under a revolving fund project.
- Kitchen gardening, food security, green houses and post-harvesting training.
- Exchange visits among WRCs with the aim of exposing them to new agricultural production methods, and packaging and processing and marketing for products such as saffron, vegetable and dairy.
- Training on gender violence and conflict to 48 Government staff (30 female and 18 male).



## CASE STUDY: Medicinal plant distillation, a means to a better life

Safia Khanum, who is also known as “Mother of Abdul Haq” is from Ghoryan district in Herat province. She has been brought up and lived almost her entire life in the village of Barnabad. As per Safia’s, she is in her early 50s and she has six grandchildren from her one and only son. Safia and her family have lived a difficult life. They spent few years in Iran as refugees but had to return back as it became increasingly difficult for them to make ends meet.

In the recent years, Safia along with her daughter-in-law became members of the Barnabad Women Resource Center (WRC) and this is where they were trained for plants distillation and how to sell the essences they produce to the local traders. Safia knew that some people of her village were already involved in plant distillation but she never thought that she would be able to enter into this business. She believed that producing essences required equipments which no one could afford to buy individually. After joining the WRC, Safia participated in a training workshop on plant distillation. She chose this training because it had generated a reasonable income in her area and also because the equipment and facilities needed for plant distillation was provided by the WRC. Today, Safia earns about AFN 500-1,000 on every 20-30 bottles of essences. Her main clients are vendors who take these products to exhibitions and then sell them there by adding a markup. This work has finally helped her to earn a reasonable income.

Among the plants the women choose for distillation are peppermint, cumin and rose. The essences produced from these plants are mainly used for homeopathic treatments. Peppermint essence is used for stomach related problems like gas, ulcers, nausea and for respiratory problems. It provides relief during a regular bout of cold, cough and asthma. Cumin essence is used for treating stomach cramps, indigestion and low blood pressure. Rose essence is used as an anti-depressant and also has a cooling effect which proves helpful in summers. Safia’s favorite plant is peppermint for its pleasant aroma. On the other, she finds cumin’s aroma very spicy and unpleasant.

According to Safia, the WRC she works in is a half an hour on foot from her house. Generally she works about eight hours



every day except Fridays. Safia says she enjoys having the freedom to spend her money according to her will and desire. Among the things she has bought from her income is one Afghan carpet and a set of dinnerware for her guests. She believes that she is now a self-sufficient lady and she likes being able to earn on her own income and take part in paying for the house expenses.

People in her neighborhood have observed positive changes in Safia’s life as a whole and inside her house after she became a member in the WRC. Safia says that in general people of Barnabad were optimistic about opening a centre for women. She also thinks that the weekly meetings held in the WRC has proved helpful in solving some of the issues and problems which the women encounter from time to time inside or outside the centre.

## NATIONAL SOLIDARITY PROGRAMME

Beneficiaries Targeted	Total 423,629 <sup>6</sup> (209,468 Women and 214,161 Men)
Geographical Areas Targeted	Faryab, Herat, Laghman and Parwan
Donors	MRRD/NSP

DACAAR is a Facilitating Partner (FP) 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).

With NSP, DACAAR supports and strengthens Afghan communities to establish their own democratically elected women and men Community Development Councils (CDCs) as effective institutions for local governance/community management and social-economic development as well as to enhance the ability of the local communities to access locally available resources.

### Achievements during 2013 included

- 344 CDCs under Repeater Block Grant (RBG) were supported for successfully undertaking reconstitution and re-election for its leadership in Alingar & Alishing districts of Laghman province and Andkhoy district of Faryab province while the supporting mechanism is ongoing.
- Capacity for planning and management for 7,658 CDC members (6,579 male & 1,079 female) was enhanced through provision of training on office bearing, financial management, procurement, community participatory monitoring, social mobilization and participatory community empowerment.
- Technical assistance in planning, development and implementation of infrastructure projects was provided to 344 CDCs. This resulted in 285 CDCs producing 384 proposals for infrastructure sub-projects, out of which 211 projects were approved by PMU and successfully implemented.

<sup>6</sup> The number of beneficiaries reflect the assumption that all community members benefit from the NSP intervention



Dost Nazar CDC members meet to discuss their Community Development Plan (CDP), Andkhoy district, Faryab province





Water Supply Network in Safaidan Sufla village of Pashtun Zarghoon district , Herat province



## ORGANISATIONAL DEVELOPMENT

The year 2013 saw a marked rise in the level of insecurity in the country compared to previous years. Staff safety remained a major concern and therefore, a number of solid steps were taken in order to strengthen DACAAR safety and security systems. A short-term safety consultant was hired who helped build capacity within the safety team and assisted in upgrading DACAAR safety and security protocols, policies, procedures, plans and overall safety infrastructure. Safety focal points were hired for five regions, trained and made responsible for safety and security management at regional and field level in close consultation with the regional managers, and safety manager and team in Kabul.

With the DACAAR Strategic Programme Framework (SPF) for 2013-2016 in place and operational as of the beginning of the year, efforts on upgrading the M&E system to support the achievement of the SPF objectives were initiated and will continue into 2014 with the expected hiring of an external consultant. Furthermore, work on upgrading sub-strategies and implementation guidelines for various DACAAR thematic areas of intervention has been undertaken and completed to a large extent. These sub-strategies and guidelines, once finalised in 2014, will provide field staff with practical step by step guidance to project implementation. They will be especially useful to the many new field staff regularly hired in the light of the high turnover due to insecurity in and remoteness of a large number of DACAAR's target districts.

DACAAR's HR Department continued to facilitate in-house and external capacity building and training of DACAAR staff in line with the needs of the staff as identified in the last year's performance appraisal process. In total 686 counts of short-term training were provided to staff members on various subjects including but not limited to Project Management, Financial Management, General Management, M&E, and Safety and Security etc. DACAAR also provided partial financial support towards higher studies for 16 staff members during the year.

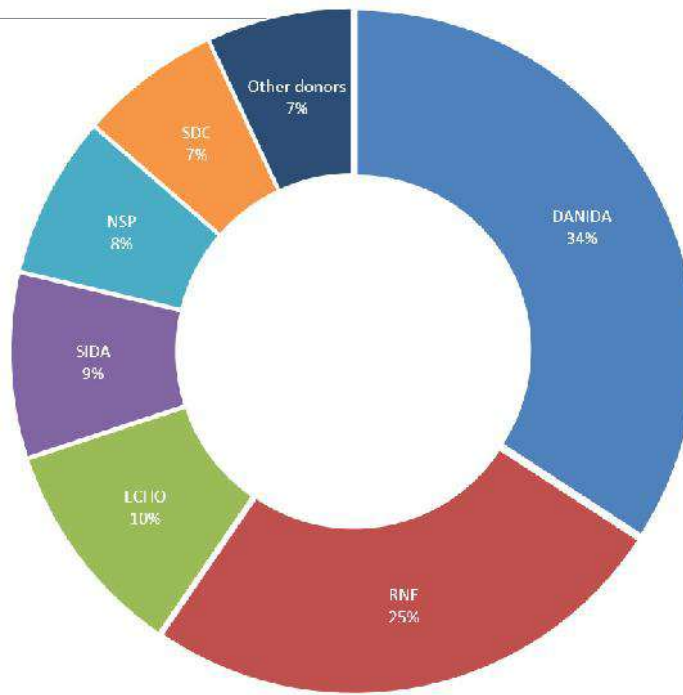
The Female Internship Programme was continued during the year with the aim of introducing talented and motivated young female graduates into the workspace on a competitive basis. The programme aimed at providing the interns with hands-on training and coaching on various vital skills including administration, finance, accounting, book-keeping, communications, etc. 9 females graduated from the programme during the year and as of 31 December the internship programme was on-going for another 6 persons. Out of the graduates for the year, one succeeded in finding a job in DACAAR while the rest were supported in applying for jobs with other organisations.

Furthermore, a new and improved website was launched during the year to ensure easy public access to and increase transparency on DACAAR's work with the Afghan communities including newsfeed, pictures and videos from DACAAR's operation in the field.

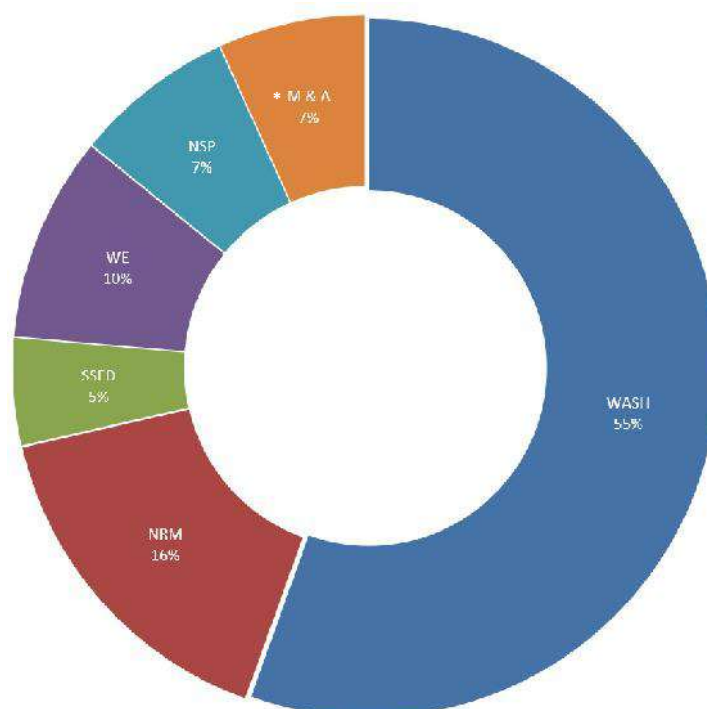
## USE OF FUNDS

Funds spent during 2013 per donor (%)  
(USD 14 million)

ICCO
CIDA/CAWST
NORPLAN
JICA
UNODC
USGS
DRC/DIASPORA
UNICEF



Funds spent during 2013 per thematic area (%)





## Appreciation letters granted to DACAAR during 2013



From the Provincial Governor, Takhar



From Dawlat Abad district authorities, Faryab



From the Provincial Governor, Faryab



From Minister of Women Affairs



From Laghman RRD Director



From the Director of RRD, Parwan

## THE FUTURE

With the presidential elections and the expected complete withdrawal of international combat forces from Afghanistan, insecurity is expected to continue to be a major concern during the coming year. In this regard, efforts will be made to further consolidate on the improvements made during 2013 on safety of staff and projects. This will include continued training and awareness building among staff on safety and security, further up-grading of the physical safety of various office compounds and consolidation of the various safety and security systems, policies, protocols, procedures and plans into one joint safety and security manual.

An M&E consultant is expected to be hired during 2014, who will facilitate the process for upgrading DACAAR's M&E system to support the implementation of the SPF 2013-16. The upgraded system is expected to ensure systematic collection of data and information and their analysis and utilisation for the purpose of facilitating organisational learning, sound decision making, improvements in policies and strategies and accountability towards stakeholders (especially DACAAR's beneficiaries).

Thematic sub-strategies and implementation guidelines will also be fine-tuned and finalised. Furthermore, commissioned by DACAAR's largest donor, Danida, a comprehensive study on returnees and IDPs and the reasons behind their decisions to settle in rural or urban areas will be conducted during the next year, informing not only DACAAR programming but also that of the wider aid community.

A review of the DACAAR Strategic Programme Framework (2013-2016) will be undertaken at its two year marker to ensure it continues to be in line with the changing realities on the ground. Active engagement with the donors and fundraising in support of the SPF will also be continued.

2014 will be the year of hopes, fears and uncertainties for Afghanistan. It will also mark 30 years of DACAAR's existence - a good chance for celebration, reflection as well as renewal of the organisation's unwavering commitment to continue to work side by side with the people of Afghanistan.



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