

▶ PEOPLE IN NEED
15 YEARS IN AFGHANISTAN
AND BEYOND

How we delivered aid to more than a million Afghan women, men and children.

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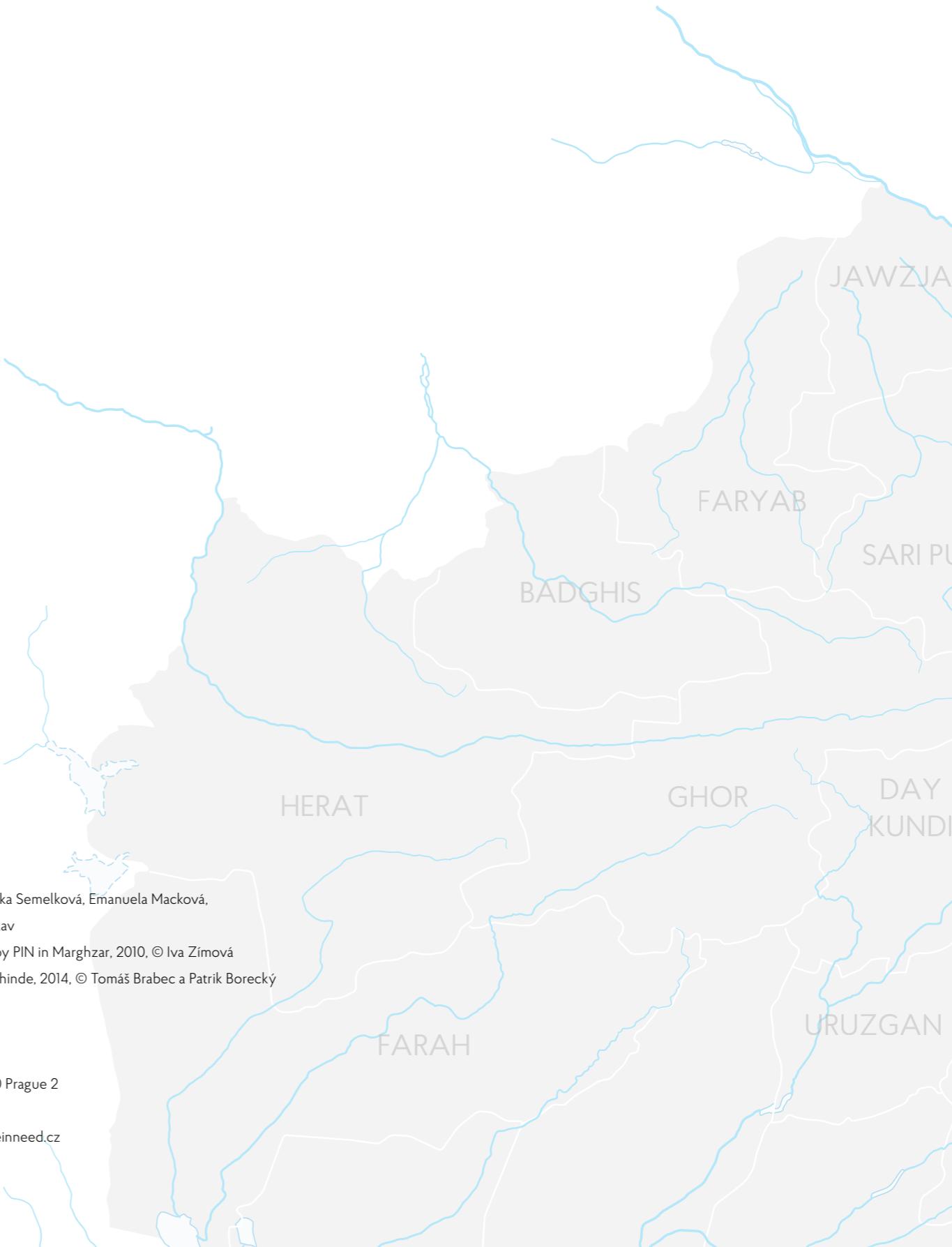
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Internally displaced persons are returning to Shar-Shar in Balkh province. © Iva Zímová, 2002

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Khost Wa Firing, © Jan Faltus 2006

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It is November 2001. The old Kamaz truck is breaking through the muddy track, driving ever upwards. At dawn, we finally arrive at the top of the pass; beneath the majestic peaks of the Hindu Kush lies Afghanistan. We have no idea that this is the start of People in Need's longest development endeavour. We don't know that this first basic food distribution in the war-torn country will grow into our largest and most diverse programme globally.

In 2001 Afghanistan was a country in decline, characterised by dysfunctional infrastructure and wide spread poverty and need. Schools did not work or even exist, roads were predominantly muddy tracks, marketplaces were empty, and Afghans were unsure whether they could celebrate the fall of a regime that had suppressed the development potential of the country. These turbulent times entailed a strange mix of concern, enthusiasm, hope, and a careful willingness to change or develop something new.

15 years have passed, People in Need has helped hundreds of thousands of Afghans, built hundreds of schools and water reservoirs, and implemented over a hundred projects that have employed more than a thousand Afghans.

PIN employees have experienced the satisfaction of work well done, of lives saved and changed: running water, irrigated fields, a mother writing her first letter, a 16-year-old boy who got the electricity supply to work for his neighbour's store, an old woman harvesting February's crop of cucumbers in a newly built greenhouse in Samangan, and many other similar unforgettable moments.

But with the best came also the hardest. In 2015 we faced the greatest tragedy in the history of our organization when we lost nine of our colleagues in an attack in Northern Afghanistan. We remember them with dignity and respect. In their legacy and for all those in need of assistance, we continue to extend our reach building on lessons learned to support Afghan men, women, and children to fulfil their potential, aspiring together for Afghanistan's development.

Šimon Pánek & team of country programme in Afghanistan

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BEGINNING OF THE AFGHANISTAN COUNTRY PROGRAMME

People in Need's country programme in Afghanistan started in November 2001, providing emergency food distribution in mountainous areas of the central highlands. 15 years later, the programme has visibly grown and diversified, but continues to promote PIN's core values: envisioning a world where people are free to make decisions about their lives, a world where people are not restricted by an un-free society, poverty, lack of education or discrimination. Today, the programme focuses on more than humanitarian aid, seeking to find long-term solutions to the systemic problems in the sectors of education, livelihoods and rural development.

First activities in Afghanistan

We first focused on supporting internally displaced persons as well as refugees from neighbouring countries return home to the northern provinces of Afghanistan. We provided transportation for themselves and their few belongings. Witnessing the extent of destruction of the country, we gradually started helping them restore essential infrastructure, including access to water (rebuilding irrigation canals and water reservoirs), building schools and clinics.

Capacity building in local communities

On-going investment projects aimed at country rehabilitation – such as school or reservoir construction, are complimented by long-term capacity building programmes at community level. These



Local community enjoying a new well constructed under the NSP program, 2007. © Tomáš Drobny

focus on education (including improving teaching methods, developing curricula and textbooks), the delivery of vocational and technical training courses to develop specific professional skills (e.g. plumbing, sewing, baking, confectionery, electrical wiring), adult literacy skills, and productive agricultural skills (including support for farmers, introduction of new innovative methods of land and water resources management, methods of harvesting, planting and pest management).

Participation in community planning

The wide range of activities reflects the geographical and social needs of local communities. Our programmes are always planned and implemented with respect to local conditions, capabilities, and

cultural identities. Local communities are involved in the planning, implementation and evaluation of all projects.

We operate in many areas

In terms of geography, we focus on the rural areas of Northern Afghanistan (Balkh, Samangan, Baghlan, Badakhshan, Jawzjan), southeastern provinces (Paktya, Nangarhar, Logar) and urban centres (Mazar-e-Sharif, Jalalabad, Herat).

Currently we operate from offices located in Kabul, Mazar-e-Sharif, Aybak, Herat, Jalalabad and Gardez.

From these six offices we support implementation of all our programmes.

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AFGHAN COUNTRY PROGRAMME IN TIME

- | | | |
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| <p>2001 November We opened the first office in Afghanistan, in Mazar-e-Sharif.
December We launched our returnee and school rehabilitation programmes, supporting internally displaced and returning families to resettle back in their communities.</p> <p>2002 April We started to work with communities in Bamyan Province.</p> <p>2003 January We opened the second office, in the capital of Kabul.
June We launched WASH (Water, Sanitation and Hygiene) and shelter programmes in response to priority needs.</p> <p>2005 April The first livelihoods programme started, to achieve sustainable livelihoods for local people.
September We began to work with communities in Paktya.
November PIN became a facilitating partner for the National Solidarity Programme (NSP) to rehabilitate villages through the provision of technical and capacity building support to communities.</p> | <p>2006 May Our agricultural education programme started, based on reconstruction of destroyed school buildings and capacity building to improve the quality of education.</p> <p>2007 May Under NSP we expanded into new communities in Baghlan, Paktya and Balkh.</p> <p>2009 October We launched a large-scale emergency drought relief programme, assisting communities in drought-designated areas.
November We launched our EC Food Facility project, improving agricultural production.</p> <p>2010 October We expanded our WASH programme into Samangan Province.
December The first round of the flagship NSP finished.</p> <p>2011 January The second round of NSP was launched in Balkh, Paktya and Nangarhar.
January We agreed cooperation with the Ministry of Education focusing on agricultural education, financed by the Czech Development Agency.</p> | <p>2012 January Our emergency response project in Badakhshan, Balkh and Samangan started, providing immediate assistance during natural disasters and armed conflict.
November We launched our Livelihood project in southern Balkh.</p> <p>2013 January We started the first urban poverty project in Mazar-e-Sharif, supporting excluded settlements.
August PIN became an ECHO partner.</p> <p>2014 August We launched an ECHO funded shelter project for communities of Jawzjan Province.</p> <p>2015 January We launched Livelihood projects for Samangan communities.
February We started to work with poor settlements in Herat and Jalalabad through Urban poverty projects.
June We suspended activities in Southern Balkh following the tragic loss of nine colleagues in an attack on our field office in Zare, Northern Afghanistan.</p> |
|--|---|--|

In the night of 2 June 2015, unidentified gunmen entered a field office of People in Need in the remote district of Zare in Balkh Province, Northern Afghanistan. They shot nine employees of the organization, killing them on the spot. This incident is the greatest tragedy in PIN's history. No warnings, threats, or other messages were received to indicate an increased risk. No organization claimed responsibility for the attack, official investigation resulted in no conclusions, and the motive and identity of the perpetrators remain unknown. We would like to pay our respects to the victims' families and to all the unsung aid workers, people who risked and lost their lives while selflessly helping others.

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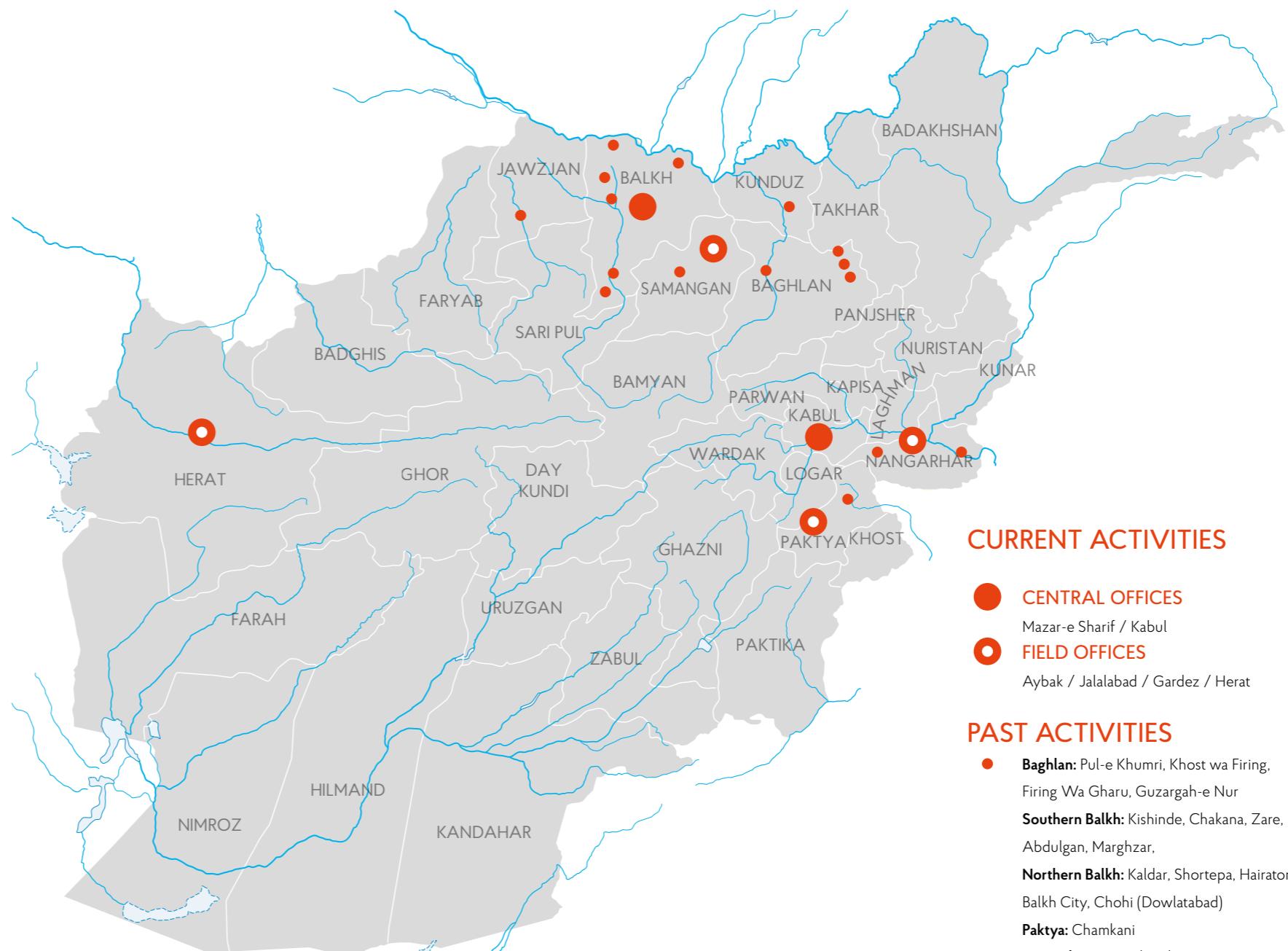
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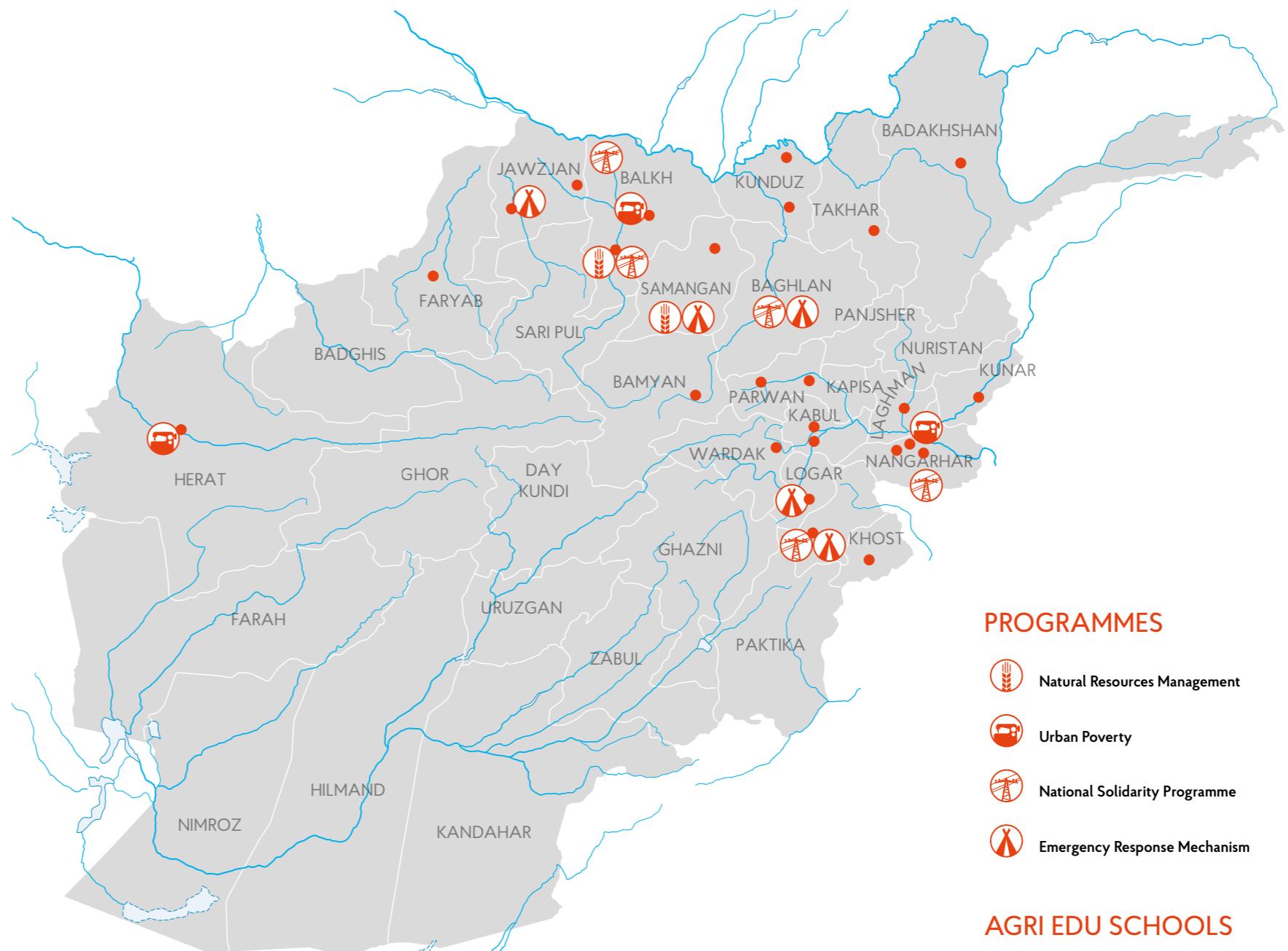
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198
SCHOOLS WERE REPAIRED OR NEWLY BUILT

34
MEDICAL CLINICS WERE BUILT

10,716
HOUSES WERE REPAIRED OR BUILT IN AREAS AFFECTED BY NATURAL DISASTERS

5,900
KM OF ROADS AND 75,775 KM OF PATHS WERE CONSTRUCTED

142,730
PEOPLE RECEIVED EMERGENCY SUPPORT (CASH OR KITS)

PIN agricultural expert inspecting the quality of grain with a local farmer, NRM program, Balkh province. © Iva Zímová, 2010

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WHAT WE DO IN AFGHANISTAN: PROGRAMMES AND ACTIVITIES

PIN first humanitarian assistance in Afghanistan fifteen years ago laid foundation to our longest-running development programme globally. During these 15 years, the range of assistance delivered has greatly expanded geographically as well as in terms of diversity. Gradually, five distinct programmes have been formed, focusing on the development of agriculture, improvement of the quality of agricultural education, development of rural infrastructure, good governance and fighting urban poverty. PIN continues to provide humanitarian assistance to people affected by natural disasters or armed conflict. This package of programmes is defined in two separate, but closely linked areas:

Emergency programmes

Emergency programmes are focused on emergency humanitarian assistance to communities affected by natural disaster and/or conflict. This includes floods, droughts, avalanches, earthquakes and other unexpected shocks as well as support of internally displaced people and returnees linked to armed conflict. The programme intends to meet life saving humanitarian needs through the distribution of food, medical supplies, non-food items, shelter and survival equipment, as well as direct financial support, and to build the resilience of communities against future shocks. The programme is operated according to clearly defined rules and in close cooperation with other humanitarian stakeholders. It represents of approximately 15% of the cost of the PIN activity in Afghanistan.

Development programmes

Development programmes focus specifically on the development of local institutions, good governance and capacity building in local communities. Ongoing development programmes include:

- **Natural Resources Management, Agriculture, Livelihoods (NRM)** – programme stabilizing and increasing the quality of agricultural production.
- **Urban Poverty (UP)** – programme to support the most vulnerable residents of urban agglomerations.
- **Rural Rehabilitation and Development (RRD)** – programme aimed at infrastructure and governance development in rural areas.
- **Agricultural Education (AgriEdu)** – programme to improve the quality of high-school education and build links between schools and agricultural companies.

The security situation in the country is crucial for all current and future activities. The safety of our employees, as well as beneficiaries and partners, is a prerequisite for any planning activities and PIN assesses risk continuously. Following the security protocol, preparation of activities is based on a thorough analysis of the situation. Community acceptance is the core and starting point for all our activities in Afghanistan.

115,972
PEOPLE PARTICIPATED IN HYGIENE PROMOTION PROGRAMMES

26,198
FARMERS WERE SUPPORTED WITH TRAININGS AND TOOLS

5,324
SMALL ENTREPRENEUR BUSINESSES WERE SUPPORTED

48,574
LIVESTOCK TREATMENTS WERE PROVIDED

146,185
STUDENTS ATTENDING 115 AGRICULTURAL SCHOOLS WERE SUPPORTED

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EMERGENCY RESPONSE MECHANISM (ERM)

Afghanistan faces multiple humanitarian emergencies in a complex environment of insecurity. The country is extremely susceptible to recurring natural disasters, due to its geographical location and years of environmental degradation. Earthquakes, floods, landslides, avalanches, heavy rain and snow, as well as droughts are a common phenomenon in Afghanistan, and often affect several areas simultaneously. Conflicts are recurrent in virtually all provinces of the country – armed opposition groups control 18 districts in the country, and challenge 50% of all districts to the government authority.

PIN has been responding to the humanitarian needs of Afghan communities affected by natural disasters and conflict since 2002, providing food and non-food assistance as well as support to return from displacement and in the recovery of

PIN is part of the ERM, a programme responding to the needs of people affected by conflict or natural disaster.

livelihoods. In 2012, PIN joined the Emergency Response Mechanism (ERM), a consortium of seven international NGO's funded by EC Humanitarian Aid and Civil Protection (ECHO), providing immediate rapid assessments and response to emergencies, and coordinating the activities of other actors. In 2016, the ERM had the capacity to respond to the urgent needs of 170,000 people.

Cash assistance and promotion programmes

Through the ERM, PIN provides cash assistance to communities affected by humanitarian crises. Cash



A house destroyed in floods in spring 2014 being reconstructed in Jowzjan with ECHO funding, observing the Build Back Better principle. © PIN Emergency team

is provided for different needs: food, shelter and/or Non Food Items (NFI). This methodology has been chosen in co-operation with beneficiaries as the most appropriate response modality that allows them flexibility and dignity to meet their most immediate needs. In-kind Non-food items are distributed in cases where markets are not strong enough or where beneficiaries cannot safely access them. Besides providing financial assistance PIN also delivered disaster risk reduction training and hygiene and sanitation education through promotion programmes.

The best response to the real needs

Beneficiaries play an important role in the design and implementation of our humanitarian activi-

ties. Through regular contact with Community Development Councils, Focus Group Discussions and Post-Distribution Surveys, feedback is collected from communities and individuals, and if necessary the programme is adjusted to always aim at the best response to the needs. Ensuring that the most vulnerable are given adequate protection measures has been incorporated into the programme after close collaboration with affected community members.

Since 2016, the Humanitarian Country Team (HCT) promotes household level assessments, an approach the ERM and PIN have been advocating for years. This success gives hope for a significant improvement in the quality, impact and efficiency of humanitarian aid in Afghanistan.

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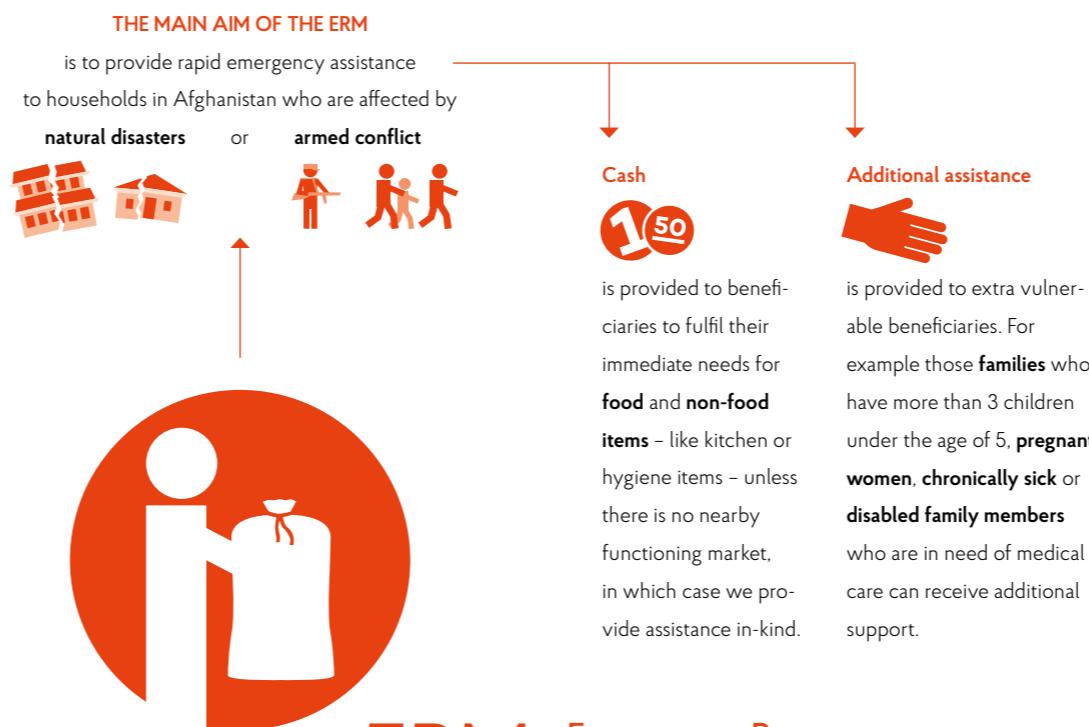
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WHAT IS ERM AND HOW DOES IT WORK?



80
SCHOOLS WERE REPAIRED OR NEWLY BUILT

10,716
HOUSES WERE REPAIRED OR BUILT AFTER NATURAL DISASTERS

140,370
PEOPLE RECEIVED EMERGENCY SUPPORT (CASH OR KITS)

114,803
PEOPLE PARTICIPATED IN HYGIENE PROMOTION PROGRAMME

32,000
RETURNS OF INTERNALLY DISPLACED PEOPLE WERE FACILITATED

THE STORIES OF THE PEOPLE WE HAVE HELPED:

Story of Khoday Berdy,
resident of Jawzjan Province



Over the last years Afghanistan saw a sharp increase of the number of internally displaced people. Eighty years old Khoday Berdy is one of them. Khoday Berdy's family received an unconditional cash grant to cover essential needs such as food and medication.

"My family and I used to live a relatively normal life here in Sozma Qala, in Sar-e-Pul province. A few months ago the situation got worse. There was a lot of fighting and the Taliban started coming to our house

"There are nearly 1.2 million Afghans who are displaced because of ongoing conflict."

asking for money and food. Every day we lived in fear and we decided we couldn't stay here any longer. We grabbed what we could and left. Luckily we have family in Jawzjan Province and we are now living with them, but they don't have enough money to support us all, and with my old age I need extra health care."

Internal displacement in Afghanistan is expected to increase, reflecting the overall security situation in the country. Since PIN joined the ERM, more than 3,000 families have received assistance in form of cash grants or in kind donations of Non Food Items.

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NATURAL RESOURCE MANAGEMENT, AGRICULTURE, LIVELIHOODS (NRM)

Agriculture and cattle herding represent the main source of livelihood for Afghans. But profit rates are low, employed technologies outdated, and the know-how of local farmers is limited. Extensive farming depletes soil of nutrients and moisture, leading to lower yields and pushing farmers to cultivate more land, destroying natural vegetation and rendering the land susceptible to erosion by rain and wind. Remote communities become locked in a vicious circle of unsustainable farming practices, not being able to harvest enough to feed their families, and forced to either cultivate ever more land, or abandon their livelihood and move to the city.

PIN works with remote communities to identify sustainable agricultural practices, observing the principles of conservation agriculture and using natural resources efficiently and sustainably. Through introduction of new crops and varieties,

Strengthening individuals and capacity building in the communities is the essence of the support.

improved farming techniques, and natural resource management measures, farmers increase their production and generate higher profits while reducing the cultivated area. PIN assists communities to further process their agricultural produce, extending the value chain, diversifying income generation and retaining as much added value as possible. This enables the communities to move beyond primary agricultural production and subsistence farming, ultimately contributing to general economic development.



Local farmer learning the principles of pruning from a PIN agricultural advisor. © Jan Mrkvíčka, 2013

Farmer Field Schools and Community projects

PIN has implemented agricultural projects since 2008 in eight districts of Northern Afghanistan, in the provinces of Balkh and Samangan. To build the capacity of individual farmers and pastoralists, community development councils and government authorities, PIN organizes farmers in the so-called Farmer Field Schools (FFS). Selected lead farmers spearhead the piloted practices and crops on their fields, providing real-life examples and demonstrating the benefits. Farmers then learn by doing and PIN monitors who implements the recommended practices, offering agricultural inputs in return. Of the 23,000 supported farmers so far, over 90% applied conservation measures. Furthermore, PIN supports entrepreneurial activities including

beekeeping, orchards, nurseries, poultry production, oil processing, and carpet weaving, all aimed at diversifying livelihoods – some 2,700 businesses have been developed.

In addition to working with individuals, entire communities have been supported to manage larger resource areas, including forests and pastures. Through Natural Resource Management Committees, 75 community projects addressing natural resource hazards and mitigating risks have been constructed, from check dams and protection walls to water reservoirs and roof water collection ponds. To ensure sustainability, the programme engages a range of relevant government departments, including the Department of Agriculture, Irrigation and Livestock, the Balkhab River Basin Authority, District Development Assemblies, and Cluster CDCs.

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“During spring season, many floods destroy our agricultural lands.”



“It is important to learn how to make use of unused land.”

Story of Ajab Khan,
a farmer from Samangan Province

“For hundreds of years nothing was cultivated on this land. Now I am working here and I am receiving reasonable income from this land. My family is happy now thanks to the project. Before, I was looking for a job, but without success. Last year PIN started its activities in our village and I was nominated as a lead farmer. With my full interest I have participated in all trainings conducted by PIN staff. When new agricultural techniques were introduced, I realized that it is possible to use the rain-fed hill on my land by applying these techniques.”

“With the support of PIN, I have changed the land on my hill to cultivated land. In the past, this was not possible. On this demo-plot we have created terraces on which I have cultivated almond saplings intercropped with wheat, safflower, sesame, flax, soybean and onion. During rainy weather, we collect the water and during summer we use it for our demo-plot irrigation.”

“There is no rain during summers and our village has limited agricultural water source. The PIN activity has not only had an impact on my family, but also on other people in the village who are now interested to apply the same techniques on their own land and are converting their unused sloped land into productive agriculture land.”

“I was a refugee in Pakistan for a long time: our family lived there for more than 30 years. Then we came back to Afghanistan. Recently, I got married and began to struggle to support my family. There are 20 family members living in our house now.”

“When People in Need started their programmes in the neighbourhood, our community leaders recommended my land as a demonstration garden. This contribution brought dramatic changes to my life, because I can grow vegetables such as tomatoes, okras and squashes. To work better I have received gardening equipment, such as plastic containers to keep water, wheelbarrows and spades, so I am able to make the gutters and carry the material more effectively. I also learned how to grow vegetables and how to take care for the garden. Later, we established our local farming group. As a team leader, I help our 30 members with planting trees and growing vegetables properly. Then we can sell our harvests and earn money, necessary for our living. I am grateful for such programmes from which the entire community can benefit.”

25,678

FARMERS WERE SUPPORTED
WITH TRAININGS AND TOOLS

3,615

SMALL ENTREPRENEURS
BUSINESSES WERE SUPPORTED

351

ORCHARDS AND NURSERIES
WERE ESTABLISHED

48,574

LIVESTOCK TREATMENTS
WERE PROVIDED

6,580

ANIMALS WERE DISTRIBUTED

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PIN trainer supervising a student in a tailoring course, 2015. © Tomáš Brabec a Patrik Borecký

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URBAN POVERTY (UP)

Even though the majority of Afghans still lives in rural areas, there is a significant rural-urban migration trend. This tendency raises several issues for the urban poor. Not only do cities grow fast and informally, without proper planning or housing, but the development of suitable and sufficient opportunities, infrastructure and basic services also lags behind the speed of the city's growth. The main pull-factors for urban migration are work

The rural-urban migration trend brings serious consequences in terms of poor growth in cities.

opportunities and safety concerns in rural areas. However, after arriving to the city, for many people the shortage of work opportunities continues to be the most significant problem, followed by lack of savings and dependency on purchased food. Rural – urban migrants often do not have the skills and knowledge, nor sufficient social support networks to navigate them in new environment.

PIN's UP Programme focuses on addressing the underlying causes of urban migration poverty. The programme works with individual household members and community-based groups and coordinates with relevant local and state authorities and other stakeholders. Targeted assistance is intended

to benefit the poorest and most vulnerable urban households, by improving their economic situation, food diversity, employment prospects and overall resilience to external risk.

PIN started its urban programming at the end of 2012 with a self-funded pilot programme in Mazar-e Sharif, which served as a basis for next, long-term interventions in Mazar-e-Sharif and Samangan. In 2015 the UP Programme expanded to Herat and Jalalabad, two important provincial capitals.

Vocational training and business skills

In terms of key results, since the beginning of the programme more than 1,100 participants graduated from vocational training centres. Due to the complex approach, consisting of vocational training paired with business skills, the majority of graduates have a steady income, mainly from starting their own micro-businesses. In addition, the UP Programme includes targeted support for women, delivering literacy classes and nutrition & hygiene trainings that have resulted in improved health of their children.

Many of the approaches introduced by the Urban Poverty programme, including the system of coordination of services and the complex vocational training programme, are being spontaneously

replicated in the target areas, proving the activities are well designed, effective and sustainable, and respond well to the needs of vulnerable Afghan urban inhabitants.

STUDY OF URBAN POVERTY

This large study involving about five and half thousand respondents shows alarmingly high levels of poverty and food insecurity and low levels of resilience amongst urban population across the board. The urban poor are the first impacted by the economic slowdown and the political turmoil.

The study commissioned by PIN in 2014 in Afghanistan's five largest cities on urban poverty (Kabul, Herat, Jalalabad, Mazar-e-Sharif and Kandahar) found that almost 80% of urban households fall below the poverty line. With approximately 30% of the country's population now living in cities (forecasted to reach 40% by 2050), much of the country's future growth and stability depends on tackling the livelihood challenges of the urban citizens.

380

SELF-HELP AND LEARNING GROUPS WERE ESTABLISHED

7,597

SELF-HELP GROUP MEMBERS WERE SUPPORTED

4,522

WOMEN AND MEN LEARNED READ AND WRITE THROUGH BASIC LITERACY SUPPORT

6,876

BENEFICIARIES WERE TRAINED IN BUSINESS SKILLS

1,132

MICRO-BUSINESSES WERE STARTED THROUGH THE PERSONAL SAVINGS OF SELF-HELP GROUP MEMBERS

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THE STORIES OF PEOPLE WE HAVE HELPED:



**Story of Atiqullah, 22 years old,
trainee in a PIN vocational training in Herat Province**

Atiqullah was busy with school and half a days' work in a metal workshop. Then he was informed about the PIN vocational training centres. *"I was interested in preparing for a profession especially in the field of wiring so it was a great chance for me. Generally, local people are very interested in activities offered in the project, such as embroidery, beauty parlour services, and wiring; the trainings seem to be useful. However, at the beginning, our community elders always try to assign their relatives at first, so the way that PIN provides the offer is better."*

"As the number of our family is 14 and we don't have a fixed amount of income, our economic situation is not good. We all live in one house which is not really good for us. This training seems to be a good chance for us. Now I am working as a trainee so I don't have an income, but after receiving my certificate and toolkit I am definitely going to start my own business and I estimated I will earn around 15,000 AFA per month."

"As I see, especially in my class, lots of changes have occurred. Young people with no profession or plans became optimistic, having a profession they can start to make a plan for their future. I can say that it's really a big help for our area and local people to receive the training, transport allowance and stationery. It is really a chance to make a change in our lives."

"I really appreciate the PIN staff and office for this project. They support poor people to improve their lives, to have a better future and the impact is positive."

"Being hopeful for the future is really good for a young man."



**Story of Shahzada, 36 years old,
trainee in a PIN vocational training in Herat Province**

Shahzada was a housewife. Her large family of 10 was supported only by her husband's income, providing approximately 7,000 AFA per month. In 2015, she heard about PIN activities and become a trainee at the beauty parlour vocational training.

"Before I came to this class I didn't know anything about beauty parlour services, but I have loved it since I was very young, before I got married. Unfortunately, I didn't have any opportunity. Through this course, I decided to change it. I learned many new things in this training and then opened my own beauty salon in my house. I am hoping to be successful and support my family."

"In my opinion, PIN activities are very useful and effective for people in the area. PIN has helped many of them to improve their lives, especially women. For me personally, it was not only an organization that helped me to learn about beauty parlour services. When I came to register my name into the classes, others told me that I am too old to run a beauty parlour, recommending me embroidery classes instead. Now after a few months of the beauty parlour training, all my friends tell me that I look younger than the first day they saw me. It's because I am very happy and hopeful of my future. I've made many friends since I have joined this class and learned many things from them. Finding new friends and good communication skills are the most valuable presents of PIN to me."

"Age doesn't matter to start a small business."

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“Only one month is enough to start a business.”



“Even very young girls cover all expenses of their families.”

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RURAL REHABILITATION AND DEVELOPMENT (NSP)

After the Taliban were ousted from power in Afghanistan, the National Solidarity Programme (NSP) was launched. The programme is run by the Ministry of Rural Rehabilitation and Development (MRRD) to develop the ability of Afghan communities to identify, plan, manage and monitor their own development projects. Through the promotion of good local governance, the NSP works to empower rural communities to make decisions affecting their own lives and livelihoods.

PIN started implementing the NSP in 2005 as one of the 31 Facilitating Partners (FPs). Over the years, PIN has been working in 1,002 communities (repeatedly in 223 of them) of 14 districts in Balkh, Baghlan, Nangarhar and Paktya provinces. The role of PIN has been to facilitate fair and open elections of Community Development Councils (CDCs), provide technical assistance to CDCs, to prepare a Community Development Plan and develop sub-project proposals for funding by MRRD while promoting transparency and inclusiveness. PIN has been also conducting a range of trainings for CDCs and communities such as community mobilization, office barrier, book keeping, procurement, basic finance, project management, community-based monitoring, gender, conflict resolution, linkage etc. NSP also includes livelihood training projects for



Villagers casting their vote in the selection of their Community Development Council representatives. © Vladimír Inek, 2012

women such as embroidery, carpet weaving, and tailoring and literacy skills.

One of the biggest achievements is the 74,165 km-long electricity extension grid line with construction and installation of 1,479 electricity poles and 6 transformers in Kaldar District of Balkh Province with the total cost of USD 801,173, being the single largest joint NSP subproject in the country. It is important to mention also the construction of 81.674 km of roads and pathways and 885 culverts

and bridges. All construction projects positively affected 1,002 villages and cities with 928,729 inhabitants. The total costs of implemented subprojects were 36,392,783 USD.

Apart from NSP, PIN helped rural communities improve access to water, sanitation and hygiene practices (WASH). A range of projects were implemented in Balkh, Samangan and Bamyan including construction, related WASH trainings and follow up support.

118
SCHOOLS WERE REPAIRED OR
NEWLY BUILT

28
MEDICAL CLINICS
WERE BUILT

4,548
WATER WELLS AND OTHER
WATER SOURCES WERE
BUILT INCLUDING 62.8 KM OF
WATER SUPPLY NETWORK

42,878
KM OF IRRIGATION CANALS
WERE CONSTRUCTED

4,619
KM OF GABION
OR PROTECTION WALLS
WERE CONSTRUCTED

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THE NATIONAL SOLIDARITY PROGRAMME (NSP)

leading

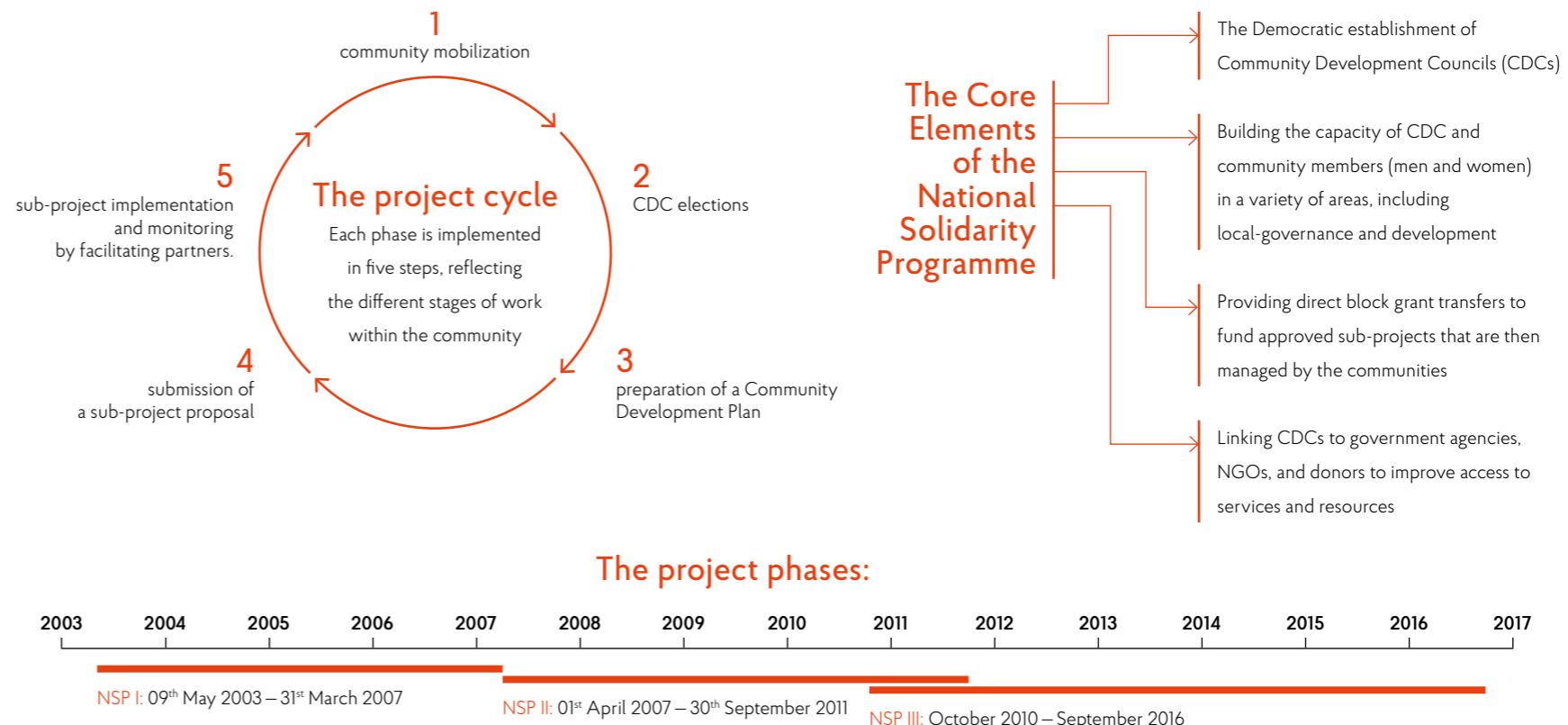
NSP is led by **Afghanistan's Ministry of Rural Rehabilitation and Development (MRRD)**

funding

NSP is funded by the **International Development Association (IDA)** of the World Bank Group, the **Afghanistan Reconstruction Trust Fund (ARTF)**, the **Japanese Social Development Fund (JSDF)** and other bilateral donors

goal

Through the promotion of good local governance, the NSP works to empower rural communities to make decisions affecting their own lives and livelihoods.



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A clinic being constructed in Northern Afghanistan under the NSP program, 2007. © Petr Drbohlav

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THE STORIES OF PEOPLE WE HAVE HELPED:

Story of Shirin Gul, a woman from Joy Borj CDC in Balkh District

"Before getting married I was living with my parents and brothers and had very nice life. Later, with my husband, we also started a very happy and good life together with no need or dependence on anyone else, even when our children came. Unfortunately, after a period of time, my husband started to take drugs and our life changed."

"Now there are 11 people in our family including my 9 children, my eldest is only 14 years old so they are too young to work and contribute to the family income, even though my husband couldn't

"Many women must support their families on their own."

support us. Our poverty meant I could not register my children in school, only one son is registered"

"I had to take care of the family on my own. I borrowed money from one of our relatives and started a bakery at home, preparing about 100 breads a day. On days when I don't sell all the breads at the market, we don't have enough income."

"In the past I baked breads for families in the neighbourhood, but the income was not enough for our family. At that time, the PIN-NSP team came to our village, making meetings and workshops for women, which I participated in. They encouraged me to find solutions to our problems and find ways to develop. I really benefit from these workshops and consultations with PIN."

"Now I am grateful we are safe and healthy although I am passing a very hard life in this world."

Story of Tajek ha village in Zare District of Balkh Province, beneficiary of NSP

Zare district is in a remote area of Balkh Province. Local people make their living primarily from farming and doing seasonal agricultural work where wages are low and communities are predominantly very poor. Tajek ha village is in the south west of the district, located on the hillside, comprising 179 resident families.

When PIN-NSP team came to this area, first they supported the community members to prepare community development plans and establish priorities. Safe drinking water turned out to be a key need and priority of the community. Before the well was built, they had to travel a long way with donkeys to bring water; it used to be a big a job in this area.

Then PIN helped to prepare the project proposal for the construction of well. At first, the government representative disagreed with the project, because of the lack of groundwater in the area,

"Drinking water is one of the most important things for life."

so PIN had to submit valid arguments and convince them. Even though the approval process was very complicated, finally it was approved and the deep well, water tower reservoir, and generator to fill the reservoir, were built.

Fortunately the project is completed and people from Tajek ha village are very happy using the water, even the neighbouring village benefits from it. This demanding project is a great achievement.

Story of Qara Khawal village school in Zare district of Balkh Province, beneficiary of NSP

Qara Khawal village is located in the east of Zare district, 184 families live in the village. Residents are mainly very poor, without access to school, clinics, transportation or clean drinking water.

At the beginning of NSP, community development plans and priorities were established, with the PIN assistance. The community identified the

"To build a new school is to allow children access to education and a better future."

school as the main priority, as children had to walk an hour or more to reach schools in neighbouring villages. Most children couldn't attend the school in winter due to snow, rain and wild animals. On the basis of negotiations between PIN and PMU, the project for the school was successfully submitted and approved and the new building including three classrooms and one office was built in just four months in late 2014.

Local children are happy and thankful for their new school: *"In the past, we had to go to Bodog School in Mirzayee village – a 3 hour walk from home. It was very difficult for us, especially in the winter and spring and due to wild animals, mainly dogs. Here it is a custom that every house must have one. Fortunately, PIN built a school with us and now we are very happy and can go easily to school. We want to thank you."*

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AGRICULTURAL EDUCATION (AGRIEDU)

Three decades of war has left Afghanistan's education system in a state of disrepair. The lack of facilities combined with poor curriculum and teaching methods has discouraged parents from sending their children to school, perpetuating the cycle of poverty. PIN's work in the education sector began with the construction and renovation of schools destroyed by the conflict. Since 2006, PIN has also focused on improving the quality of education in agricultural high schools.

Agricultural education seems to be one of the most important issues regarding development of Afghanistan.

Within the PIN AgriEdu programme, the Baghlan Agriculture and Veterinary Institute was reconstructed, including building of a new dormitory. Assessments showed the importance of agriculture for Afghanistan and the need for improvements in materials, methods and curriculum in agriculture high schools and institutes. Specifically agricultural schools lacked basic equipment, such as furniture, books, laboratory items and computers as well as practical tools for agriculture. Teachers needed training and updated curricula. To meet these needs, close collaboration has been established with the Deputy Ministry of Technical and Vocational Education and Training (TVET) - a section of the Ministry of Education of Afghanistan.

Monitoring of quality and performance of schools

The project responds to the current situation in the sector of agricultural technical and vocational



Teachers at the Herat Agricultural and Veterinary Institute performing chicken autopsy, 2014. © Jaroslav Petřík

education in Afghanistan where sustained support of quality education is missing resulting in poor agricultural practices. This is why an innovative element has recently been added to the project – introducing performance monitoring of pilot schools and results-based certification of model schools. PIN aims to enhance the quality of education at Afghan agriculture high schools and institutes (AHSs and AVIs) by setting up a system of model schools supported by multi-stakeholder quality monitoring that are used for replication of good practice in other schools. The project also contributes to the implementation of the National TVET strategy for Afghanistan 2013 – 2018 by focusing on development of quality and performance monitoring of schools by governmental institutions, linking schools to private companies, teaching practical skills relevant to labour market demands, practi-

cal teaching of business skills and increasing the participation of girls.

In 2015, PIN worked with 20 pilot schools which were selected based on their performance in practical education and ability to utilize and maintain equipment. 15 additional schools were supported as non-pilot schools replicating the activities of the pilot schools. Cooperation continued between PIN and DM TVET in accordance with the Agreement of Cooperation (Memorandum of Understanding) 2015-2017, ensuring close government cooperation in the sector of agricultural education.

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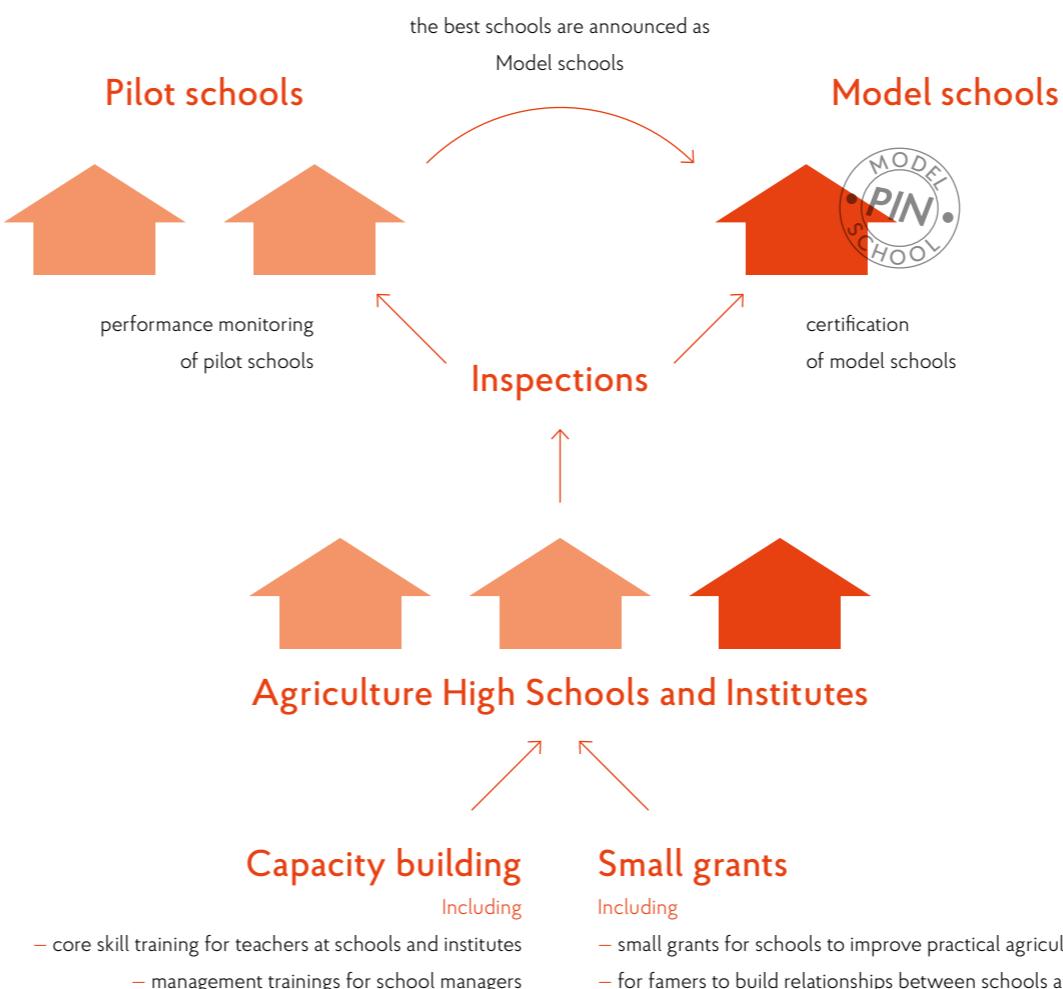
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HOW WE WORK WITH SCHOOLS



115
AGRICULTURAL SCHOOLS
WERE SUPPORTED

7,047
TEACHERS WERE TRAINED
IN THE USE OF NEW METHODS
AND APPROACHES

146,185
STUDENTS WERE TAUGHT

202
SMALL GRANTS
WERE ALLOCATED

**OUR ADVISORS HAD
67**
SUPPORT VISITS
WITH SCHOOLS

This innovative approach was implemented through a series of activities including: two management trainings, one performance monitoring training, two horticulture core skill trainings, two business core skill trainings, two schools sharing workshops for supporting business in schools, five horticulture trainings by pilot schools to non-pilot schools and five internship workshops. In addition, we convened a large scale conference of mutual learning in Kabul, and PIN advisors had 67 support visits to schools. In the last seven years of the programme, PIN allocated 202 small grants to schools to fund their development plans.

Now there are five model schools, each responsible for helping other schools around them and building relationships with local farmers. Recently, in two of our model schools horticulture and business core skill trainings were conducted and ten farmers were invited to this training along with staff and pupils from nearby schools. Looking to the future, we want to see the schools conducting trainings for other schools and holding small exhibitions for farmers and other agriculture schools around them, sharing their knowledge and best practices.

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THE STORIES OF PEOPLE WE HAVE HELPED:



Story of Yalda, a student of Parwan Agriculture and Veterinary Institute

"To learn more, the internship is a very good way."

Yalda lives in Charikar city centre in Parwan Province. She is currently studying in the 14th grade of Parwan Agricultural and veterinary Institute and is an intern at Afghanistan Agriculture Extension Office. From PIN, she received a short training on the basics of completing an internship in a host organization.

"I was working in the vet laboratory testing blood samples of animals for identification of diseases, taking samples from grass and taking parasite samples from animals. Besides working in the laboratory, I was performing some other tasks such as taking part in farm management (registering and taking records of animals) and participating in seminars. Most of the mentioned skills were taught by our teachers at school as well, but here I had a chance to perform them practically – to do the tasks."

As an intern, she had a supervisor observing her work and giving instructions.

"Whenever my supervisor was giving me any task, he also clearly explained how to perform the task, so I learned a lot of new technical skills. My work was continuously evaluated, giving me incentives to improve. I would recommend this experience to other students. To learn more, they should perform 90% of the work by themselves and 10% with the help of their supervisor. I would like to use my skills and knowledge in control of animal diseases, farm management and vaccination; I am interested in working in a veterinary clinic."

"To sum up, this internship was a great experience for me, supporting my professional development."



Story of Jamshid Kohistani, a student of Parwan Agriculture and Veterinary Institute

"The internship can help in securing a proper job in the future."

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Jamshid is also a student of the Agriculture Department Parwan AVI. He was introduced as an intern to Agriculture, Irrigation and Livestock Department of Parwan Province. Together with other students he received logbooks from PIN as well as a short training.

“During my internship, I worked 3 days per week and 3 hours per day, doing the activities which are related to nurseries, designing plots and gardens. I was assisting my supervisor and other extension officers in the field in designing the plots, nurseries and gardens, pruning, grafting, and preparing irrigation systems and diseases control.”

As with Yalda, he appreciates the practical experience and the approach of his supervisor, who kindly explained the tasks and gave him valuable feedback.

“First when I went to DAIL some of the activities were difficult to understand; especially when we were going out to design gardens and graft trees. But later on I got used to those activities and now I don’t have any problems. Each day I was writing a short report of my activities and the supervisor was giving me advice on how to perform the activities properly. I want to recommend other students to go for internships and learn the practical skills of agriculture. The other benefit is that they could gain job experience and write it in their CVs as I did.”

Jasmid wants to use his knowledge and help local farmers to learn new methods of garden design and nursery and plot management, with better irrigation systems. In the future, he would like to have a job in field of agriculture to contribute in agriculture development.



Access to Water through Solar Energy
for Tanai Agriculture High School

“Thanks to PINs guidance and support, we now have enough water for drinking and irrigation.”

Tanai Agricultural High School (AHS) is located in Tanai district of Khost Province, approximately 20 km far from the province centre. Currently this AHS has a concrete building, built on land which was donated by the local people to this school.

However, the school didn’t have any water for drinking or irrigation. The school was getting its water from the Department of Agriculture, Irrigation and Livestock (DAIL) using a generator. This method was expensive and beyond the financial capacity of the school, but also essential for an agriculture school for practical work and building experimental agricultural plots.

In 2015, Tanai AHS proposed a water supply project which included drilling a 140 meter deep well and building a solar energy system to provide water for drinking and irrigation for the school.

The proposal was approved by PIN and implementation was started by the school. The cost of the project was higher than the available funds and additional 40,000 AFA was contributed by the school. Now the school has access to water for drinking and irrigation. This enabled the school to run practical work and currently the students cultivate up to 30 different types of plants at the school.

Some of the agriculture produce is sold at market, to provide school income to support continued practical work. In 2015, Tanai AHS conducted a market place for its products inside the school, selling them to the local community and teaching students basic business skills.

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Over the 15 years of working in Afghanistan, PIN employed over 1000 Afghan men and women (not including beneficiaries directly supported through cash for work). Currently, there are 180 employees working for PIN in Afghanistan, including nine members of management, 121 project staff and 50 support staff (including logistics, accountant, drivers, security guards, cleaners and cooks). There are only 5 foreign employees. 16% of employees are women.

The organizational structure is arranged by programmes, each lead by a programme manager and supported by the finance, logistics, Public Relation and security departments. The Afghan country programme is also supported by the country management team and directly by the headquarters in terms of programme oversight and financial management.

Lajavard, known as Eng. Lajbar



Originally from Paktia, Eng. Lajbar now lives in Kabul. He is 56 years old and an area manager for the EWLI Programme in Nangarhar Province. He is a proud father of three sons, two of them already University graduates.

"In the 1980's I worked at the Ministry of agriculture as an agriculture specialist. Later I started to work with Pamilarana Institute as the head of a council dealing with a section of the NSP. In 2005, I was offered a position with PIN, which I perceived as a service to my country, so I accepted this challenge."

Eng. Lajbar likes his work in the EWLI Programme, he sees students benefiting through vocational trainings and starting their own businesses. So far the programme has supported more than 250 students.

"The people of Afghanistan have been living in war for forty year. War is leading us to destruction and death and leaving orphans. I want PIN to extend their programmes in Afghanistan and do their best with no bias. I am trying my best with PIN to help my country and my people."

Mohammad Nazir



Living in Mazar-e-Sharif with his family including his wife and three children, at 43 years Mohammad has worked with PIN since its first programme in Afghanistan in 2001. Working as a guard, logistics assistant and currently as a driver, he remembers all the years spent together with joy.

"Without any exaggeration, I am satisfied with every single one of PIN staff and I am thankful for them because they are serving for our people with kindness. I remember for example the war in Daresof, when PIN helped to take the wounded people to the hospital. PIN is working very well in Maghzar, Zare, Daresof, and Abdolgan. The inhabitants of these places are enlightened and know the government and PIN through the National Solidarity Programme and also agricultural programmes and vocational trainings such as carpentry and literacy classes as well as re-building destroyed schools."

"I remember also first meeting with PIN. By accident they forgot a bag in our house that I found and returned to them. I also remember the Czech PIN director who taught me English."

"To be honest, I really like working for PIN and I like my colleagues for their smartness and integrity, they are very polite."

Mohammad Baqir, known as Suhrab



He has been employed as a PIN housekeeper for the last fifteen years; no one can imagine the PIN compound in Mazar-i-Sharif without this man. He has lived through PIN history in Afghanistan and remembers several Country Directors as well as expatriate staff. *"I am satisfied with my job and colleagues appreciate my work, which is the most important."*

So how did this father of four daughters and three sons join PIN back in 2001? He previously worked as gardener and lived in the same neighbourhood as the PIN compound. One day he went down the street in front of the PIN compound and saw they needed a new housekeeper and applied for the job.

"I found a lot of Afghan and foreign friends among PINs staff, they are usually very friendly and kind to me. I feel from their behaviour to be trustworthy for them, that is why I decided to work with PIN as long as they will be in Afghanistan. After 15 years from what I can see of their work I think that these programmes are very helpful. They are really helping to poor, creating investments and jobs, improving agriculture and building houses for Afghan people."

Diba Mohmand Abdul Hanan



She was born in Baghlan, where she lives with her husband and eight children. Her family was well educated and supported her education and career in teaching.

"The year I graduated, the Soviet-Afghan war started. The situation was really tough for studying.

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I was only 17 when I started to teach, I was doing this job for 17 years. Then the Taliban came to power and all the schools were closed. I started to teach students at home, we were a small team of one director and four teachers. We had to be very cautious, carefully close all the doors and windows, keep in silence, not to be given away. Fortunately, we were lucky, our community supported us."

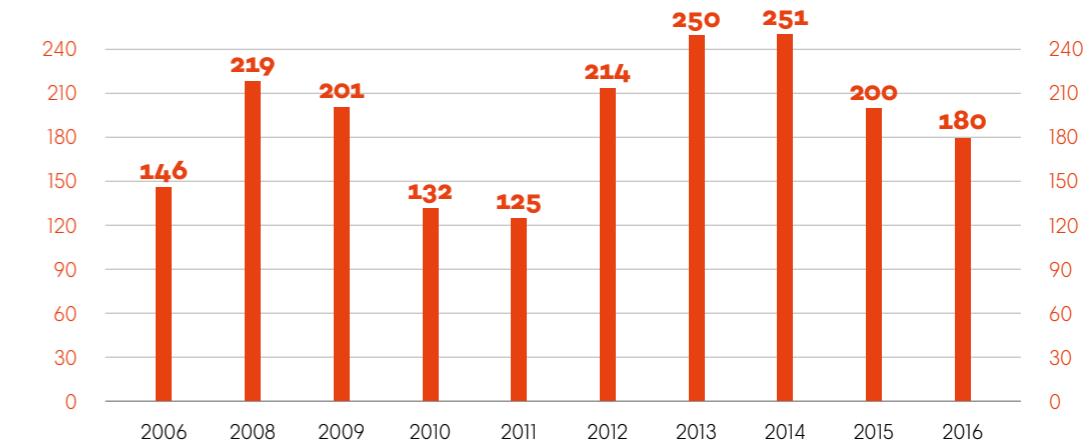
Later, about 13 years ago, Diba started to work for PIN as a trainer, providing capacity building trainings for schools and for women in Baghlan, Kunduz and Takhar Provinces. Now, she works as a field worker in Mazar.

"I can't imagine being at home. We are five sisters in our family and all of us work. I wish all Afghan women could be so lucky. However, there are big differences between life in city and in small villages. In rural areas women usually are not allowed to study and work, I estimate only about 9-10 % of girls attend school. They can't even choose a husband or decide about their future. This attitude always makes me really sad. When I work in the villages I can see the young women would like to change their situation, they are not happy. I do my best to motivate them to study. I work also with their mothers, encouraging them to support their daughters as much as possible, as my mother did."

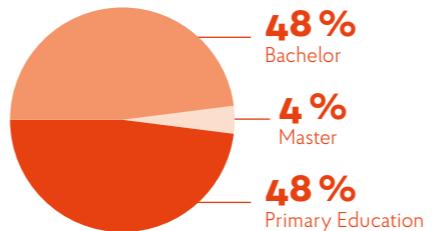
The woman has very important role in the family. When she is educated, usually the whole family is educated as well. If only the man is educated, they usually send only one child to study. This is my experience. An educated mother can also teach her own children, later they can be beneficial to the family as well as the whole society."

"I am happy to have this job. I can support my family, because one of my sons and two of my daughters study at university. Furthermore, I can contribute to our society, to Afghan women helping them have a chance of better future."

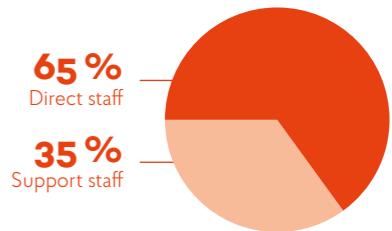
NUMBER OF EMPLOYEES



EDUCATION LEVEL OF PIN STAFF IN 2016



PERCENTAGE OF DIRECT/SUPPORT STAFF FROM 2006 TO 2016



PERCENTAGE OF MALE/FEMALE STAFF FROM 2006 TO 2016



88:12
%



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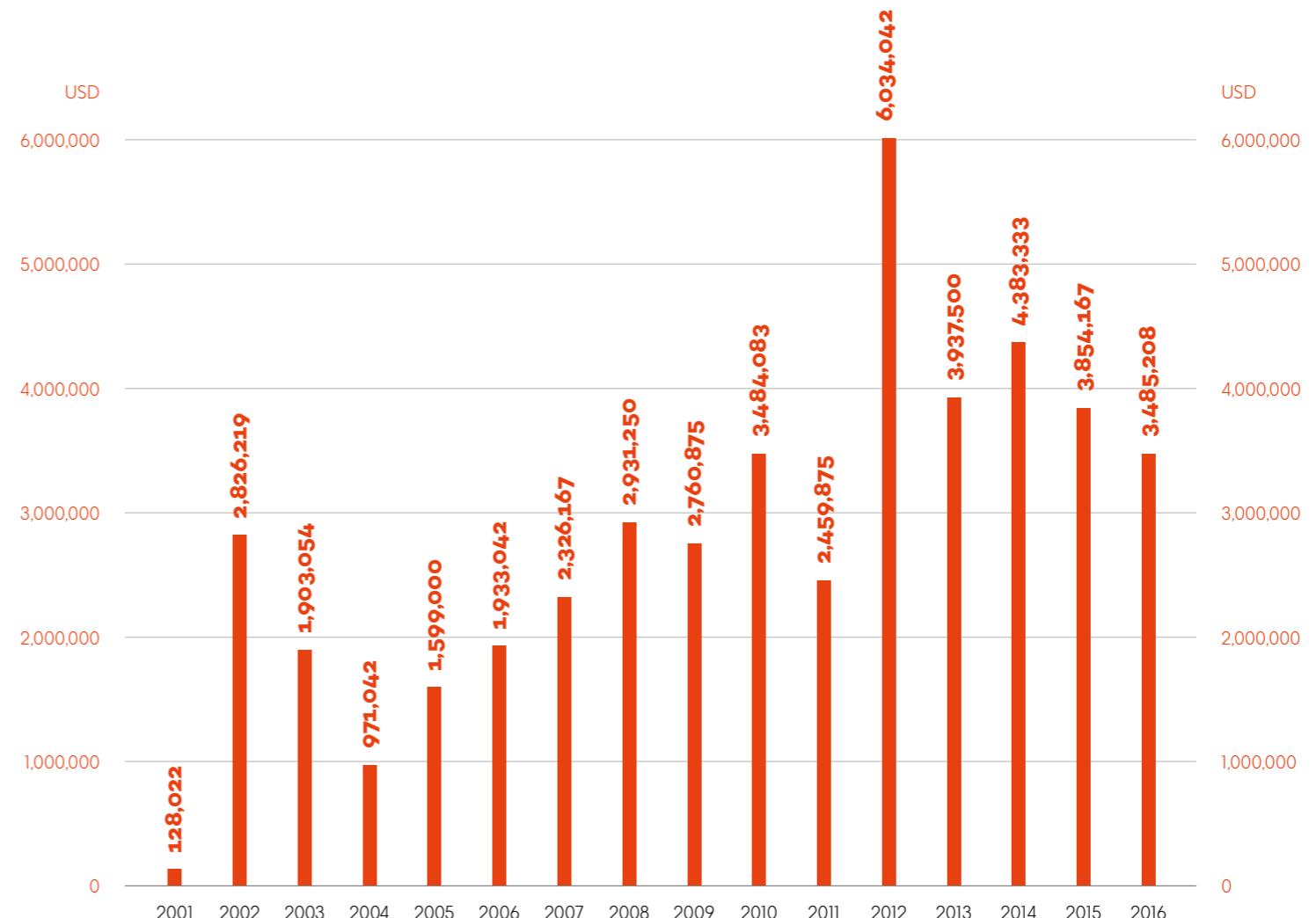
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FINANCIAL BACKGROUND OF THE COUNTRY PROGRAMME IN AFGHANISTAN

In its 15 years in Afghanistan, PIN invested over 45 million USD, benefiting over 1 million Afghan children, women, and men. The average ratio between

direct and indirect costs has been 7:3. In the last five years, the country programme has been implemented with an average budget around 4 million USD.

PIN Afghanistan budget over the years



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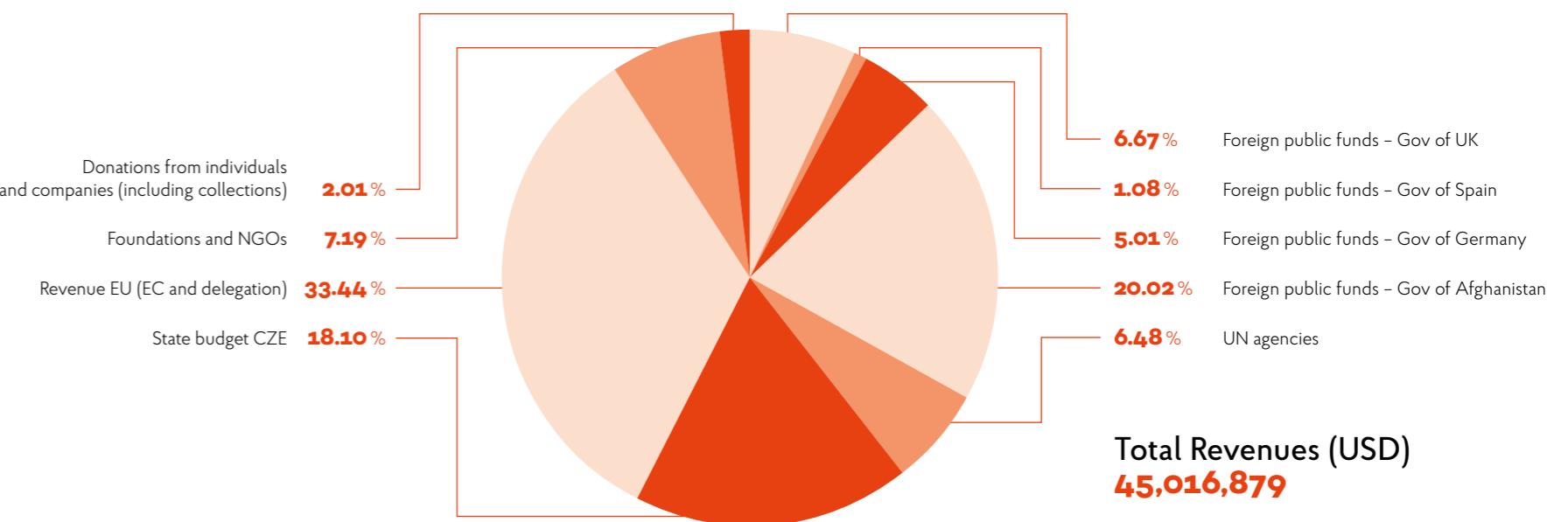
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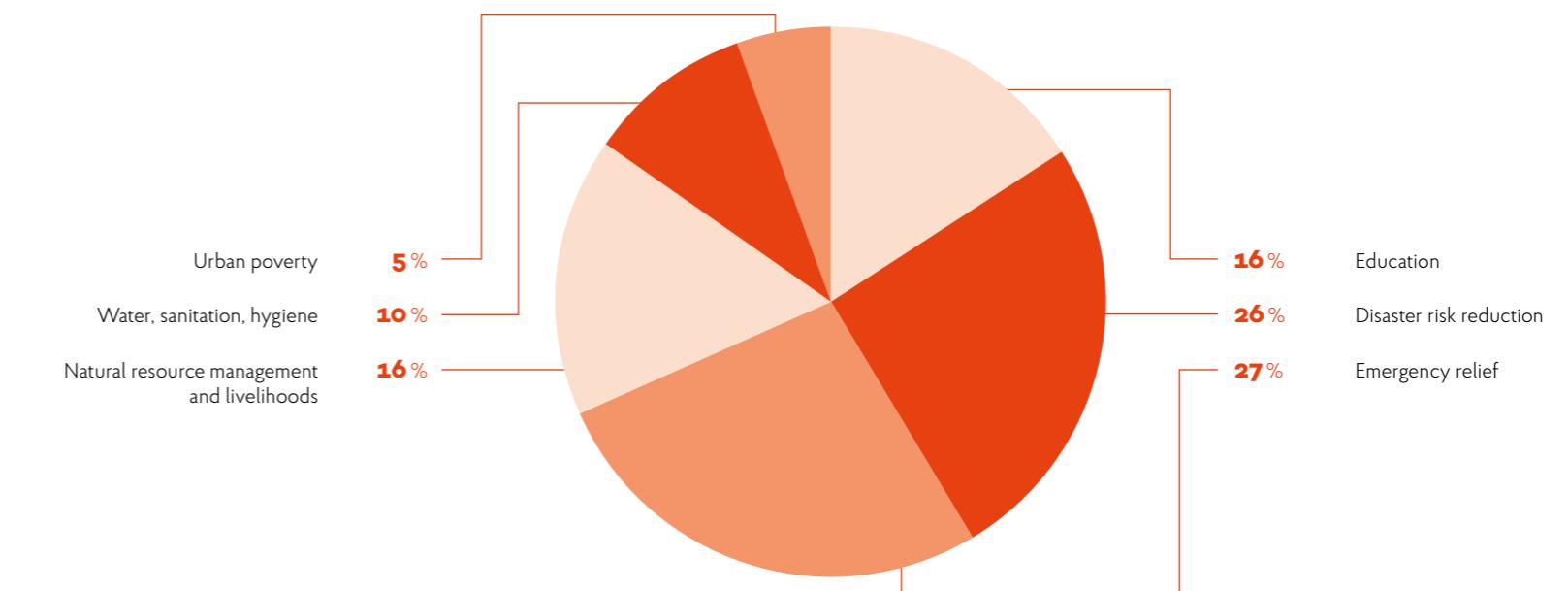
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Revenues by sources



Programmes (%)



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ALLIANCE 2015

Alliance 2015 is a strategic partnership of seven European non-governmental organisations engaged in humanitarian and development activities, six of them operating in Afghanistan. In addition to People in Need (Czech Republic), the Alliance 2015 includes the following organisations: ACTED (France), Cesvi (Italy), Concern Worldwide (Ireland), HELVETAS Swiss Intercooperation (Switzerland), Hivos (The Netherlands) and Welthungerhilfe (Germany).

Members work together in ninety countries with the aim of fighting poverty more effectively by cooperating on various levels and influencing and campaigning jointly at EU level. By joining forces, they can meet the challenges and changing demands of their work and shape public and political opinion in Europe. Their annual combined budget is approximately one billion Euros.

How do they operate in Afghanistan?

ACTED began operations in Afghanistan in 1993, and is currently active in seven provinces in the North of the country, Kabul, and recently expanded into three Eastern provinces through a new shelter project. ACTED's programming includes both stabilization and humanitarian interventions, spanning the sectors of shelter, WASH, food security, agriculture, rural livelihoods, education, governance, and emergency cash assistance. ACTED has also been a Facilitating Partner of the flagship National Solidarity Programme since its inception in 2003.

Established in 1985, **CESVI** is a secular, independent association, working for global solidarity. CESVI established the first country office in Afghanistan in 2001. In 15 years of activities, CESVI has successfully implemented 16 humanitarian and development projects in the Provinces of Badakhshan, Takhar, Balkh,

Sar-e-Pul, Jawzjan, Faryab, Parwan, in the region of Mazar-e-Sharif and in the Province of Herat. Cesvi focused its action in the Disaster Risk Management sector, Children's Rights promotion, good governance and social business.

Concern Worldwide is an international, humanitarian organisation dedicated to the reduction of suffering and working towards the ultimate elimination of extreme poverty in the world's poorest countries. Concern has been working in Afghanistan since 1998 in Takhar, Badakhshan and Kabul Provinces implementing developmental as well as humanitarian emergency projects related to Livelihoods, Education and Water and Sanitation and Shelter.

HELVETAS Swiss Intercooperation has been active in Afghanistan since 2002, running projects in the north and east of the country. The goals of their programmes are to improve the livelihoods and resilience of the communities through collective and individual initiatives to manage land and water sustainably, do fair business with their marketable products while good local governance is strengthened and to improve sanitation facilities and hygiene to improve health. One further focus is developing primary education in remote mountain regions and training teachers.

In 2017, the **Welthungerhilfe** Afghanistan Country Office celebrates 25 years of country presence. The organisation first began its work in the 1980's to support Afghan refugees in Afghanistan. Since 1992, it has continuously operated in Afghanistan, implementing over 150 projects focused on sustainable food and nutrition security, integrated rural development, support of IDP's and returnees, and disaster risk reduction. Geographically, the main operation areas are Jawzjan, Samangan, Kabul and Nangarhar Provinces.

"Working together for a just and sustainable world free from poverty and hunger"



7
EUROPEAN NGO'S

PROGRAMMING IN
90
OF THE POOREST COUNTRIES

THERE ARE
33
JOINT PROJECTS WITH A GRANT VALUE
IN EXCESS OF €74 MILLION
BEING IMPLEMENTED AT PRESENT

3
MAIN AREAS OF ACTIVITY:
DEVELOPMENT PROGRAMMING,
EMERGENCY RESPONSE,
ADVOCACY
AND PUBLIC CAMPAIGNS

72
MILLION PEOPLE SUPPORTED IN 2015

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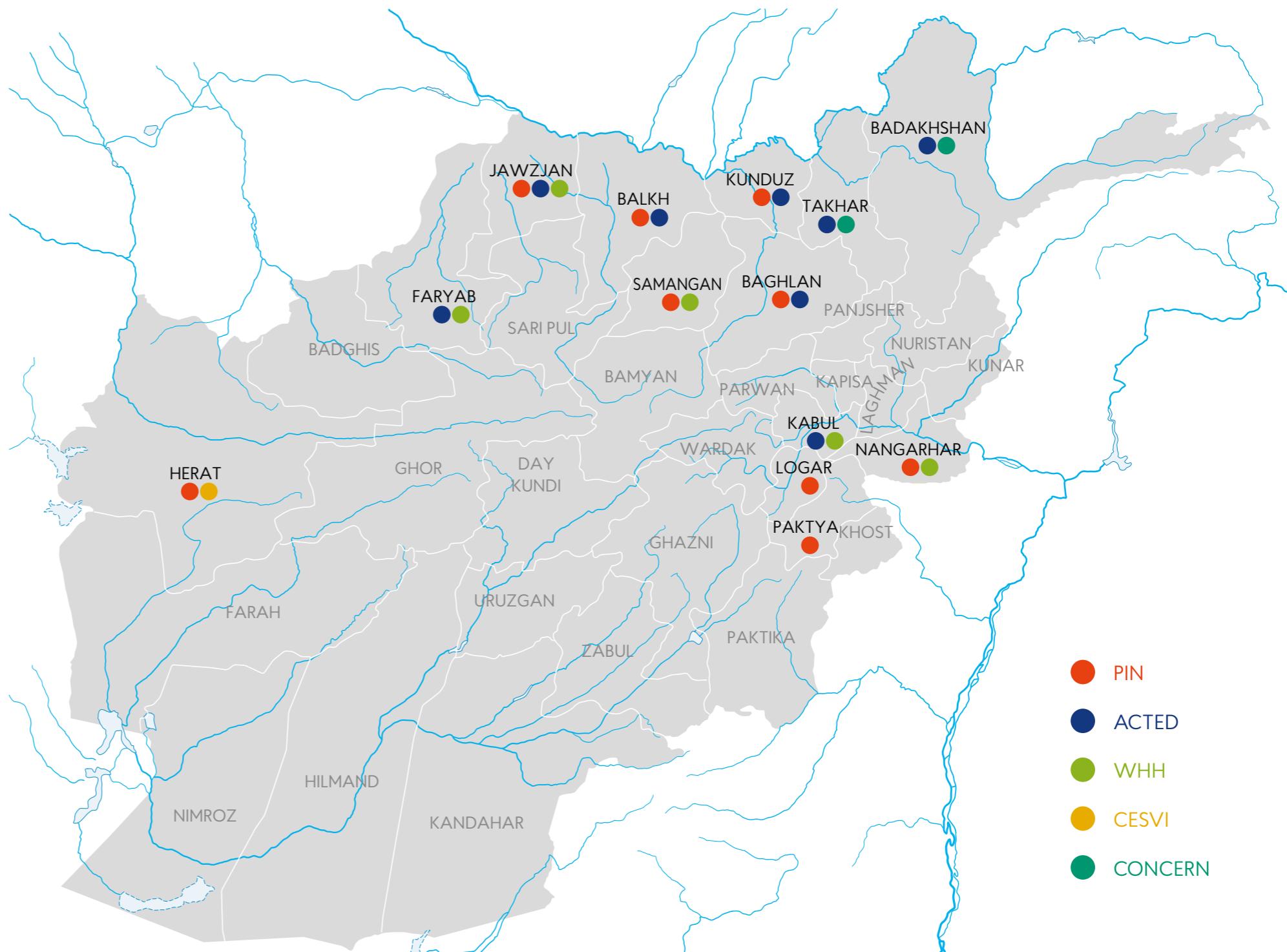
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Southern Balkh, 2012. © Vladimír Inek

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FUTURE PLANS FOR THE PIN AFGHAN COUNTRY PROGRAMME

Our strategic Plan for 2017-2021 develops current activities to enhance the quality of work, improve preparedness and flexibility of the team and to further contribute to the development of Afghanistan in line with the vision and mission of the organization.

The **emergency programme** will remain a solid component of our activities. We will further expand our geographical coverage, and at the same time enhance our preparedness capacity to respond rapidly and flexibly in the case of a large scale natural disaster or conflict escalation resulting in new humanitarian needs.

In the area of **natural resource management**, we will continue to implement innovative methods and the transfer of experience from abroad for water resources management, soil quality development, and the use of sustainable energy sources to strengthen the capacity of rural economic development.

Our extensive experience in **agricultural education** will enable continuation of our educational component and cooperation with schools to support linkages between schools and the private sector. We will continue to focus on inclusion of vulnerable groups that remain largely excluded from education.

Our **Urban poverty** programme will introduce an additional component of market/business cooperation to the existing self-help groups. It will include a system of follow up activities to further support most vulnerable groups including females, returnees and youth.

“Assisting people in need as a core of our activities leads us to plan to develop our existing programmes.”

After successful completion of the third cycle of the National Solidarity Programme, our **rural rehabilitation and development** team will leverage their cumulative experience to continue supporting communities with an emphasis on sustainability, energy efficient technologies, business development opportunities, and manufacturing.

Additionally, we will use long-term relations with communities and new project opportunities to introduce sustainable and effective PIN methodologies from other country programmes. Examples include methods of empowerment and social cohesion, education models and mental health programming.

Geographically, we intend to focus mainly on strengthening ongoing projects in areas where we currently operate and plan to forge linkages between programmes to enhance learning and synergies.

A substantial part of our strategic planning relates to capacity building of PIN employees for the continuous development of their expertise and professional skills. This includes long-term trainings, exchange of experiences from country programmes, and support of formal education.

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“OUR DONORS HELP US CREATE A BETTER WORLD!”

Our work would not be possible without the support of our donors.

Over the years, our activities have been supported by a wide spectrum of public and private entities and institutions and a considerable number of individual donors.

On behalf of People in Need, our employees and all the men, women and children across Afghanistan that have benefited from our work, we express our respect and gratitude to our donors. We extend our appreciation for their generosity that enables us to work and support those most in need.

On behalf of all of us, thank you.

FUNDED BY:



PEOPLE IN NEED PROJECTS IMPLEMENTED IN COOPERATION WITH:



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PIN AFGHANISTAN TEAM IN 2016

PIN Afghanistan team in a country meeting in 2016, Mazar-e Sharif. Every year, PIN organizes an all-team workshop for key employees from all over the country, an opportunity to share experiences, best practices, and ideas for further development of the country program and individual projects. The meetings are visited by PIN senior management – in this case, Šimon Pánek, PIN Executive Director, participated in the workshop.

Photo: Šimon Pánek, 2016.

We are grateful to and proud of every person who helped us establish and improve our programs over the years. It is the resolute commitment and unwavering effort of all our colleagues, present and past, that brought a light of change to the lives of hundreds of thousands of Afghan men and women who benefited from our projects.

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