Citizens Organization for Advocacy and Resilience

Organizational Profile



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Acronyms:

ACBAR	Agency Coordination Body for Afghan Relief &Development
ADF	Afghanistan Development Forum
ADRRN	Asian Disaster Reduction and Response Network
AHF	Afghanistan Humanitarian Forum
ANCB	Afghan NGOs Coordination Bureau
ANDMA	Afghan National Disaster Management Authority
APEP	Accelerated Primary Education program
AWN	Afghan Women's Network
BEST	Basic Education in-service and Training
BoM	Board of Management
BPHS	Basic Packages of Health Services
BSC	Beneficiary Selection Committee
BT	Board of Trustees
CAII	Creative Association International Inc
CEN	Civil Society Empowerment Network
CHAST	Children Hygiene and Sanitation Training
CHF	Common Humanitarian Fund
CHS	Core Humanitarian Standards
CIVICUS	Civil Society Network for UNDP Global
CLTS	Community Led Total Sanitation
CSAC	Civil Society Advisory Committee
DRR	Disaster Risk Reduction
EIEWG	Education in Emergency Working Group
EPSWG	Emergency Preparedness sub Working Group
EVI	Extremely Vulnerable Individual
FAO	Food and Agriculture Organization
FSAC	Food Security and Agriculture Cluster
HCT	Humanitarian country team
JICA	Japan International Cooperation Agency
MCH	Mother and Child Health
MISFA	Microfinance Investment Support Facility for Afghanistan
MoE	Ministry of Education
NCA	Norwegian Church Aid
NEPA	National Environment Protection Agency
PHAST	Participatory Hygiene and Sanitation Transformation
QA	Quality Assurance
SAARC	South Asian Association for Regional Cooperation
SCA	Swedish Committee for Afghanistan
TBA	Traditional Birth Attendants
TUP	Targeting the Ultra Poor
WASH	Water Sanitation and Hygiene Cluster
WHS	World Humanitarian Summit
WSG	Water Sanitation Group
WTWG	Water Technical Working Group

Introduction: Citizens Organization for Advocacy and Resilience (COAR) *formerly known as Coordination of Afghan Relief (COAR)*, established in 1989, is a national NGO formally registered under the NGO laws of the Islamic Republic of Afghanistan, a fully non-profit, not-political, not-sectarian organization, functioning under a fully democratic governance of its elected Board-of-Trustees/Board of Directors and technically operating under its Board-of-Management. COAR has a triangulated transparent accountability system, under which we report directly to the local communities/beneficiaries, donors and the Afghan government, both at local and national levels. Financially, COAR is a portfolio of an average annual budget of 8 million USD, using multi-currency budget.

COAR, as non-profit humanitarian and development organization, strongly believe in a strategy of complementarity and synergy, rather than working in operational segregation, individualism and a policy of monopolization. We at COAR, based on our past 34 years work experience in the field of humanitarian, Social Development and community development operations, strongly believe that human development and alleviation of human suffering can best be addressed and healed through humanitarian cooperation and partnership within a transparent, accountable and well-defined frame of action for common human goals and purposes. We thus, in 2008 established Civil Society Empowerment Network (CEN) of 25 sister NGOs, mainly to synergies efforts and effectively utilize available resources for common humanitarian goals and cross-fertilize our technical capability in the field and at strategic level human rights advocacy and lobby. Indeed, we are a human rights-based organization as we strictly observe in all policies and operations: participation, empowerment, accountability, non-discrimination, equality and legitimacy. We as a civil society organization, strongly believe in human rights-based development and mandatory introduced since 2008 by the UN system.

Vision:
A just and equitable society that embraces the rights of all people to fundamental freedom through participation and contribution in all spheres of social, cultural, economic and political life.

Mission:
To Support the process of community development through various programmatic and organizational interventions leading to creation of an enabling environment for communities to improve their living standard, self-help and understand their basic rights.

Values:
Transparency, Accountability, Trust, Leadership, People Centeredness, Dignity, Commitment, Team Work, Tolerance, and Fostering Learning Environment.

History:

COAR is an Afghan, independent, non-political, non-sectarian, and non-for-profit organization established in 1989 and registered formally with ministry of Economy under Reg. No#11. With 34-years work experience in both development and relief operations, COAR directly executed more than 863 projects in rural and urban communities in 34 provinces of Afghanistan. With initial experience during nineties, in relief operation, COAR, with the financial and technical support of NCA, EU and UNDP, switched in 1995 to Integrated Community Development operations through establishment of Rural Development Centers (RDCs) in 14 districts of central provinces of Afghanistan and gradually replicated this model to North as well. During the first era of Taliban, COAR was strategic partner of NCA and WFP and was feeding about 10,000 eligible families in Kabul, Logar and Ghazni provinces through emergency food security program and partner bakeries. As specialist organization in DRR we are part of Humanitarian Country Team of OCHA(HCT) and we are member of the FSAC, EiE, HEALTH and WASH clusters. We run Sharq, non-profit institute of higher education in Kabul where for the first time in the history of the country we graduate students with BA degree in Disaster Risk Management and Environment protection.

Currently, COAR handles numerous emergencies, and humanitarian programs across the countries with 2,565 national staff and 350 community volunteers (ex-COAR employees in 23 provinces), and regional/provincial program offices in Mazar, Takhar, Dykundi, Khost, Herat, Faryab, Nangarhar, Laghman, Kunar, Nuristan Kandahar, Kunduz, Logar, Paktia, Herat, Panjshir, Urozgan, Zabul, Ghazni, Nimroz, Helmand, Wardak, Paktika and Kabul (HQ+ Central regions).

Thematically:

COAR use an Integrated Community Development Model for its program implementation, where all thematic teams such as Livelihood, Emergency Response, Education, WASH/Engineering, Social Development (SBC and Social Cohesion), Humanitarian Assistance and DRR, are working in integrated manner unless the government and donors impose different model of execution. Gender, Human rights, Civic education and capacity building of civil society are the crosscutting issues across the programs and projects. As main partner, Community Groups (Shuras) are the main hub of program design and implementation, throughout all thematic areas, and we thus keep permanent "JREGA Facilitator", at HQ level who has 33-year community work experience and closely know most of key-community elder in 23 provinces. JERGA Facilitator, links all COAR programs with local people groups/shuras and Key community elders.

Geographically:

COAR has regional offices in Mazar (Northern region), Takhar (Northeastern region), Khost (South-Eastern Region), Herat-Kandahar, (South-Western Region), Nangarhar (Eastern Region). We are currently working in 23 provinces and 132 districts, with HQ located in Kabul.

4) Programmatically:

COAR is well-integrated national NGO closely linked to the line ministries and major aid organizations and donors. COAR has long-term cooperation agreement with NCA (for integrated rural development), Swedish Committee for Afghanistan (for Agriculture--closed now), UNICEF (for WASH, EIE and SBC), UNHCR (for EiE Education & WASH), WFP (cooperation partnership), UNDP (for Civil Society support) and MOE (primary education and teacher training).

Operationally:

COAR is member of CEN network, where about 21 local/ National NGOs work in close cooperation with each other and share resources for cost efficiency and synergy. They can also use each other facilities at regional and provincial levels in time of needs; this local NGOs consortium has a mechanism in place for joint implementation and technical support.

National Level Engagement:

COAR is member of ACBAR, AWN, SWABAC and ANCB and was steering committee member of ACBAR for several years, member of HCT, member of EPSWG, DRRWG, CEN, CSAC, AHF, ADF, WSG and WTWG, Education Cluster – Member of Advisory Group, Member of ESTWG, WASH Cluster, COAR was NGO representative for SDG working group for two years. COAR works closely with all these national Humanitarian and Development groups/forums and fully adhere with policy guidelines from these coordinating bodies.

International level Engagement:

COAR was member of regional advisory group of World Humanitarian Summit (WHS), Excutive member of Asian Disaster Reduction and Response Network (ADRRN), member of Core Humanitarian Standards (CHS) Alliance, member of CIVICUS, TWIN, NEAR and member of GNDR.

Government Level Engagement:

COAR works down in grassroots of the communities, through aid and development clusters shuras, village shuras, and district shuras. At national level COAR work in active partnership with ministry of Economy, Ministry of Rural Rehabilitation and Development, Ministry of Education, Ministry of Public Health, and Ministry of Agriculture, Irrigation, and Livestock, Afghan National Disaster Management Authority (ANDMA), National Environment Protection Agency (NEPA), the main hubs of governments and donors' social service delivery. COAR closely works in provinces with departments of Economy, Rural Rehabilitation and Development, Health, Education, Municipalities and others.

Media:

COAR runs Gurbat Radio & TV, which are fully dedicated to development and humanitarian program, human rights, civic education and DRR issues, the first if its kind in the country. This media wing of COAR is funded from the COAR reserve funds. COAR runs SHARQ institute of Higher Education, where Community Development and Disaster Management or the two humanitarian topics in which for the first time in the history of the country student can get Bachelor Degree. COAR has special focus on youths and children through its health and education program. COAR implemented the "Targeting Ultra Poor" program in Herat 99.7% which the direct beneficiaries were women headed households and in Takhar 100% of our direct beneficiaries were women headed households. Main component of this program is asset input and rights-based social awareness.

Program Impact Focus:

COAR actively bridging between donors of humanitarian aid and rural Afghan communities severely affected by almost four decades of wars, internal conflicts, natural and manmade disasters and complexities. COAR endeavors to reach to the unreached and embark on strengthening local coping mechanisms to enable communities to find durable local solution to their local problems

and encourage self-reliance and sustainability. Basic rights awareness is fundamental crosscutting part of all interventions.
COAR works with communities to proactively utilize their own scarce and limited resource the most efficient and effective way and discourage a culture of aid-dependency, except in times of disasters and extreme poverty. COAR has maintained the access of beneficiaries to basic services with strict observation of humanitarian principles of Humanity, Independence, Neutrality and Impartiality in practice.

Governance and Decision-Making Structure:

The organization has four layers of policy, management and operations:

At high Level:

General Assembly is the high-level decision-making bodies within the organization and they meet once in a year, BoD members, Management Board members, Head of the departments and Provincial Mangers are the main participants.

At strategic and policy level:

COAR is working under leadership of its Board of Directors who meet twice in a year and on special circumstances the chairman, on the request of director, can call an ad hoc meeting. None of the board members have any tribal and/or blood relation with each other and with the director.

On macro-operational level:

COAR receives guiding and policy direction from its Board of Management (BoM), which meets twice in a month with participation of General Director, Deputy director, Program director, Finance Manager HR, Procurement and Admin Managers.

For day-to-day management and technical issues:

COAR holds weekly technical meetings and bi-weekly Management Board meetings. Same weekly technical meeting is being held at regional and provincial offices. Immediate policy decisions and major financial and contractual issues are discussed in the COAR Management Board meeting.

Major Donors:

In total COAR worked to date with 25 various donors, especially the UN (UNOCHA, UNDP, UNICEF, UNHCR, WFP& FAO), USAID, NEAR, NRC, NPA, World Bank, EU, ECHO, JICA, NCA, UKAID, MISFA, Italian Embassy, Japan Embassy, SCI, IRC etc.….

Quality Assurance (QA), M&E and External Relations:

BoD once each Five -year appoints the Director General, with clear policy guidelines. Director also receives policy and operational support and technical advice from Management Board and Technical team. Two separate wings of the organization, the External Relations and Partnership team and the QA and M&E team, both works independently under the policy guide of the DG. The external relation and partnership team develop new institutional linkages, networking and

undertakes new business development endeavors. This team links COAR with relevant national and international development networks, UN system and major international and national development and humanitarian forums. It also maintains close working relations with line ministries of the government of Afghanistan. COAR keeps strong and dynamic M&E and QA work independently and report directly to DG where BoD deems it necessary and imperative, they also received their report. For the process auditors/reporters are working full time with a QA and M&E Senior Officer, in addition to the external audit and independent program evaluation bi-annually.

Financial Department:

COAR keeps capable and standard grant management and finance unit with 34-year finance, procurement, grant management and logistics experience. COAR finance department, with 34 years' work history has managed so far more than hundreds million USD grants and annually manage an average budget of around eight million US$ with more than three currencies. Our financial and procurement policy was passed by UNHCR Kabul office and is under process for approval of the UNHCR Hungary office. It is developed in line with local laws and World Bank procedures. Financially, COAR is a portfolio of an average annual budget of 8 million USD, using multi-currency funds.

Organizational Capacity Status:

COAR successfully went through UNOCHA 2015 organizational capacity assessment formally conducted by KPMG and COAR was the first Afghan NGO has got eligibility for Common Humanitarian Fund (CHF). In 2014 COAR successfully went through organizational certification process of USAID, through Counterpart International and received the certificate of "organizational development". This certification process took almost one-year time.

COAR has already completed Afghan Institute for Civil Society support (AICS) Due-diligence process and received the related certificate as well. COAR has passed successfully the due diligence process of several international partners including NRC, SCI, SCA, ACTED and NRC in 2023.

Knowledge Management and ICT Unit:

COAR has state-of -the-art knowledge management and ICT unit working across the program and projects. The Knowledge Management unit stores, organize and manage development and relief documents of more than 863 projects, a cumulative rural development knowledge of 34 years. This unit also maintains databases of finance and HR systems.

Community Volunteers:

At community and grass roots levels, COAR keeps a national pool of more than 350 community social worker and/or community volunteers all ex-COAR employees all well-trained in working with community and local Shuras. These community volunteers support COAR when we need community support at their localities and/or an emergency technical intervention. Particularly these volunteers have supported COAR in implementations of the social Behavior change programs funded by UNICEF in Central regions and WEERDP projects which has funded by the NPA/WB.

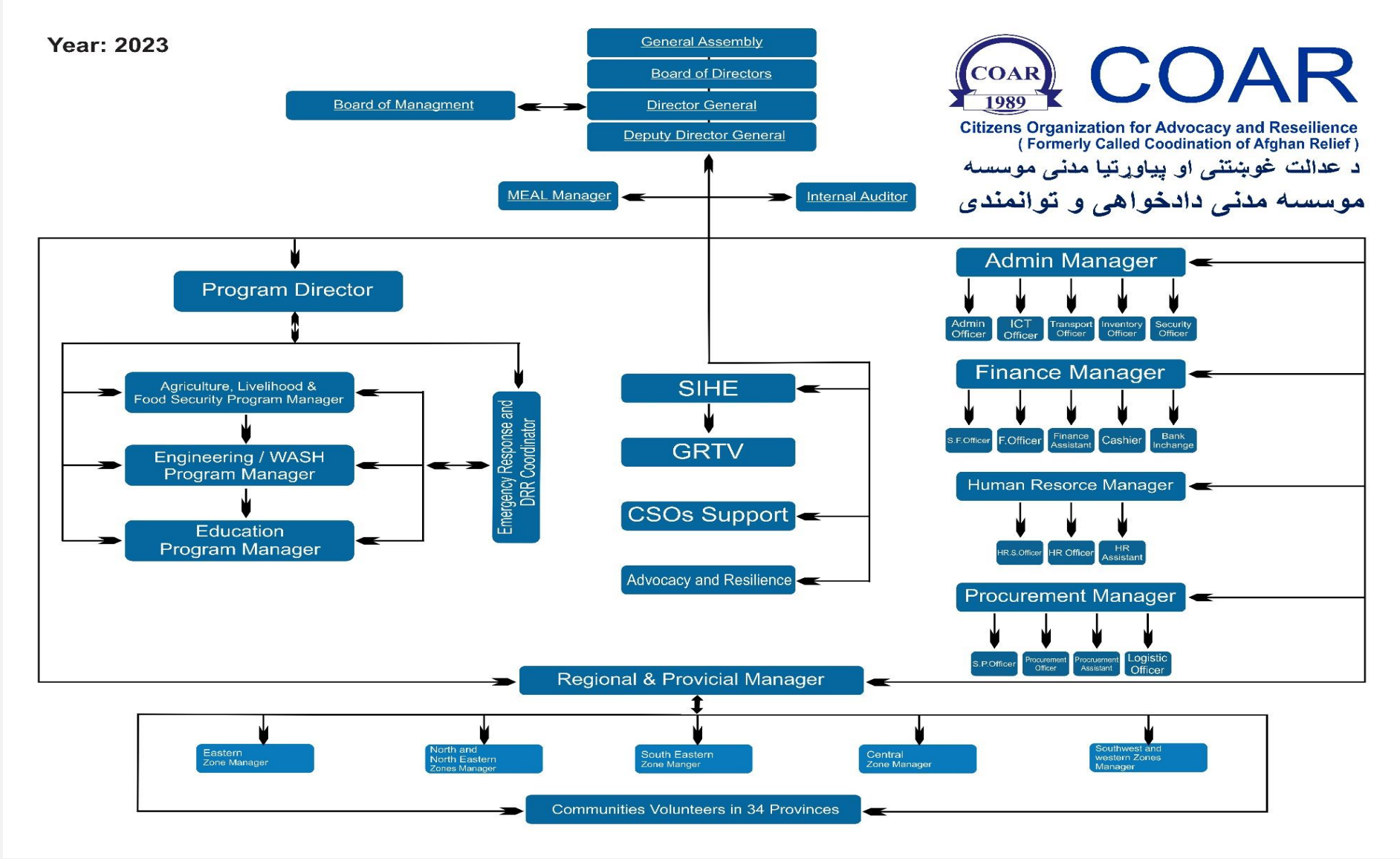
Procurement Unit:

The Procurement Unit of the Citizens Organization for Advocacy and Resilience (COAR) is a specialized department responsible for acquiring goods and services. It consists of four members: A Procurement Manager, Procurement Officer, Procurement Assistant, and Logistic Officer. These team members are highly trained and experienced in procurement processes, having worked in both COAR and other reputable organizations.

The procurement team operates in accordance with COAR's procurement policy, which has been developed to ensure transparency, accountability, and adherence to international standards. This policy was evaluated and approved by UNHCR in 2016, resulting in COAR being awarded the Pre-qualified for Procurement status with national scope for UNHCR-funded programs.

This recognition reflects the procurement team's competency and the organization's commitment to transparent and accountable procurement practices. The team is capable of handling procurement for projects of any scale and is familiar with the rules and regulations of all COAR donors, ensuring compliance with donor requirements in addition to COAR's own procurement policies

Structure Chart – Tashkil for 2024



Decision Making Bodies:

1- Board of Directors

- Mr. Sultan Mohammad Ahmadi –Chair Person
- Mr. Abdul Rahman Azizi member
- Mr. Moahmmad Iqbal Shahzada Member
- Mr. Zabihullah Member
- Ms. Sameera “Noori” – Member

2- Management Board /Management committee:

- Director General
- Director Program
- Admin Manager
- Finance Manager
- HR /Gender Manager
- Procurement Manager

3- Technical Team /Committee:

Management Board members + Heads of the departments.



Figure 1: COAR General Assembly Meeting 2023

Holistic Interventions and Expertise at COAR

Summary:

COAR has specialized departments of FSL, Engineering/WASH, Educations, Social developments, Emergency response/NFI, DRR and Health which has been working actively in collaborations with relevant national clusters and working groups since the establishment of COAR.
COAR boasts extensive expertise in livelihood, infrastructure, economic empowerment, enterprise development, food security, and poverty alleviation, cultivated through enduring partnerships with key stakeholders such as NCA, MISFA/World Bank, and Irish Aid. Our approach spans small to large-scale livelihood models, emphasizing the development of local capacities to harness maximum benefits from available local resources and services.
In WASH department, COAR has been implementing CLTS, hygiene promotion, water supply schemes, WASH in schools, WASH in health centers, construction of latrines, distribution of Hygiene kits, bathing facilities, water tracking, and Solid Waste Management as a core model.
In Education in emergency, we follow Education department is a key pillar of the COAR. It has started implementation of educational projects, both formal and education in emergencies, shortly after its establishment. Since then, the education department has successfully implemented 223 education projects in various province of Afghanistan.

Livelihood (Agriculture, Livestock, Vocational Skills and Poverty Alleviation) department:

Interventions in Livelihood, Infrastructure, and Beyond:
COAR works to promote sustainable livelihoods so that families and communities can meet prosperous li**fe**. COAR strictly follows sustainability rules and provide long term solutions to community problems that community members themselves can support after the grant funding ends.

COAR follows from small to large-scale livelihood models, which focus on building local capacities to get maximum benefits from the locally available resource/services. Encouraging local resources is the first step for sustainability while the project impact will remain same for many years. Targeting the Ultra Poor (TUP) is the Sustainable Livelihood Approach to Poverty Reduction which COAR implemented in Badakhshan, Takhar, Parwan and Herat provinces


Distribution livestock in Injil District

with a total target of 4585 ultra-poor households through a package of inputs over a two-year period, including the transfer of productive assets, training, subsistence support, and basic health care.

Sustainable agriculture and livestock phenomenon in COAR is to meet the ever-growing needs of a growing Afghan population, however climate squeeze us in this regard, but trying to engage farmers and stakeholders to use the new techniques and technology for enhancing production and productivity.

Livelihood and Food security department works to promote sustainable livelihoods so that families and communities can meet prosperous life. COAR strictly follows sustainability rules and provide long term solutions to community problems that community members themselves can support after the grant funding ends. COAR follows Right based approaches to developments and involved participatory governance of community and which allowing people to direct their own developments agricultural assistance, which works with farmers to improve yields; enterprise development and employable skills, which supplements villagers' farm-based incomes; financial inclusion, which helps smooth erratic incomes. Based on crises and emergency situations in Afghanistan which were required emergency response support therefore COAR Livelihood and food security interventions also shifted to emergency based on context and availability of funds. COAR livelihood department implemented the Cash for work activities, free cash for food purposes, winterization and multipurpose cash supports for most emergency and crises affected people in different provinces.

For 2022 and 2023 despite of the limited fund COAR has targeted 50,053 HHs, 350,371 individuals including men women and children who separated numbers of 151,667 boys, 145,719 girls, 31,264 men and 21,721 women. The total projects costs were 7,763,680 $ with segregated of 858874. Project cost and 6,904,806 cash transfer directly to the beneficiaries.

COAR has played a pivotal role in addressing economic challenges through temporary employment via cash-for-work activities. Notably, we've successfully established 300 micro and small-sized enterprises, delivering comprehensive asset packages for a holistic impact. Additionally, we've imparted climate-smart agriculture training to 1,150 farmers, offering valuable insights into CSA practices. The distribution of solar-powered systems and charging stations has empowered 520 women beneficiaries.

In Urozgan and Helmand Provinces, COAR's initiatives include the establishment of 8 farmers' field schools and demonstration plots. Our commitment extends to supporting 210 female farmers by providing drip irrigation systems, installing them, and equipping them with essential gardening tools and high-quality vegetable seeds. Through these initiatives, COAR continues to make significant strides in sustainable development.



Figure 2Solar Powered lightening system distribution Khazo community, Qalat district, Zabul Southern region- Dec 2023 © Sadiqullah Zaheen CoAR

Main Activities:

Agriculture:



Figure 3:Agriculture farming in Faryab 2024

1. Agri-business enterprise development
2. Kitchen Gardening
3. Farmers Field School (FFS)
4. Demonstration Plots
5. Value chain development (Dry fruit, Wheat)
6. Integrated Pest Management (IPM)
7. Food Security (wheat and vegetables seed distribution)
8. Plant protection services
9. Orchards Establishment
10. Nurseries establishment
11. Provision of support for agro-forestry and reforestation projects to respond growing needs for fruit and environment protection.
12. Uplifting of national capacities in research, training and extension in the target areas.
13. Constructing irrigation structure to reduce irrigation water losses.
14. Farmers Capacity Building on (Food Processing and Agriculture new techniques).
15. Providing agriculture inputs (Seed, Fertilizer and tools).
16. Establishment of greenhouses.
17. Conducting extension trainings.
18. Providing micro finance facilities to farmers.
19. Distribution of saplings.
20. Food and cash distribution in emergency context

Livestock:



Figure 4: TUP program, 2016 Takhar

1. Animal Health Services (Treatment, Vaccination, Deworming)
2. Training of Para-Vets and BVWs
3. Running of Veterinary field units (VFUs)
4. Providing animal health services (running of clinics)
5. Breeding (Artificial Insemination and lamb distribution)
6. Improved Sheep distribution
7. Animal fodder (ration) distribution.
8. Poultry farming
9. Conducting Vaccination Campaigns.
10. Training on poultry farming including vaccinations
11. Livestock distribution.

Vocational Skills

1) Labor Market Assessment
2) Tailoring
3) Embroidery
4) Welding
5) Carpentry
6) Mobile Repairing
7) Cooking
8) Handicraft

Note: Type of skills is being provided based on the result of labor market assessment.

Figure 5: Poultry farm in Faryab, Andkhoy district. 2018



Poverty Alleviation / ECONOMIC EMPOWERMENT

1) Feasibility Study
2) PRA
3) Provision of Asset
4) Repairing of Asset
5) Capacity Building
6) Enterprise development
7) Linkage to microfinance institutions and creditors
8) Linkages to market



Figure 6: TUP Project, Herat Province, Certificate distributions to the training participants, 2016

Irrigation Engineering & WASH Department:

Engineering:

It should be appreciated out that the engineering department of **COAR** started its activities since 1989 – right after **COAR**'s establishment, with the aim to carry out infrastructure projects and mainly concentrate on rural development schemes in different provinces of Afghanistan. The projects implemented by this department have always been selected based on community needs and requirements.

WASH:

This sector includes both emergency and development water sanitation and hygiene (WASH). Currently COAR has been implementing a number of WASH related projects funded by UNOCHA-CHF, NCA, UNHCR and UNICEF in almost 22 provinces. The hard component includes: Gravity pipe schemes, solar pipe scheme, bore wells, spring protection and construction of latrines and batching facilities and soft component of the program includes: hygiene promotion, awareness raising using Participatory Hygiene and Sanitation Transformation (PHAST), Children Hygiene and Sanitation Training (CHAST) and Community Led Total Sanitation (CLTS) approaches.

Clean water, basic toilets and good hygiene practices are essential to the survival and development of children. In Afghanistan, diarrheal diseases are the second most common cause of death for children under the age of five, after acute respiratory infections.

COAR Engineering/WASH department was involved in construction of water supply system, providing community members with the fundamental human right of water consumption in sufficient quantity and of sufficient quality. WASH department is one of the prime fillers of COAR and has strong partner of WASH cluster. COAR Engineering/WASH working with UNICEF, NCA and many other governments stakeholders' likes MRRD, MoPH, MoEd, MoEc and AUWSSC.

Specifically, COAR has been implementing CLTS, hygiene promotion, water supply schemes, WASH in School, WASH in health centers, construction of latrines, distribution of Hygiene kits, bathing facilities, water tracking and Solid Waste Management as core models.

Other than that, COAR is now implementing a comprehensive approach which covers the WASH needs in community and public institutions at the same time and using a smart WASH methodology to utilize the surface water for the community water supply pipe after treatment.

Summary report:

In 2022 and 2023 COAR Engineering/WASH Department was able to provide water, sanitation and hygiene services to 727,430 beneficiaries in which 212118 were girls, 180694 were boys, 153924 were men and 180694 were women, in Mazar, Jawzjan, Khost, Herat, Nangarhar, Laghman, Kunar, Nuristan, Kandahar, Kunduz, Logar, Paktia, Herat, Paktika, Takhar, Badakhshan, Samangan, Ghazni, Nimroz, and Helmand.

Main Activities

Engineering:

1- Infrastructure (Bridge, Culverts, Rural- Sub- Roads, Schools, Clinics)
2- Irrigation Structures (Canals, aqueducts, Intakes, Storage Dames, Retaining and Protection walls, Water Shed management)
3- Asset Creation (Rural infrastructures)
4- Water Supply- Drinking water (Bore wells, Digging wells, Pipe Scheme Network both gravity and motor oil)
1- Hygiene Education
2- Community Led Total Sanitation



Figure 7Figure 7:Gadal, Hanif Khan and Hussain villages water supply project, Nimroz Province, Oct, 2022.

Humanitarian, Disaster Management and Emergency Response:

Since COAR is the key member of Disaster Risk Reduction Consortium, and Asian Disaster Risk Response network (ADRRN), COAR has developed its capacity in response to the needs in emergency outbreaks. Following component have been implemented by COAR till now:

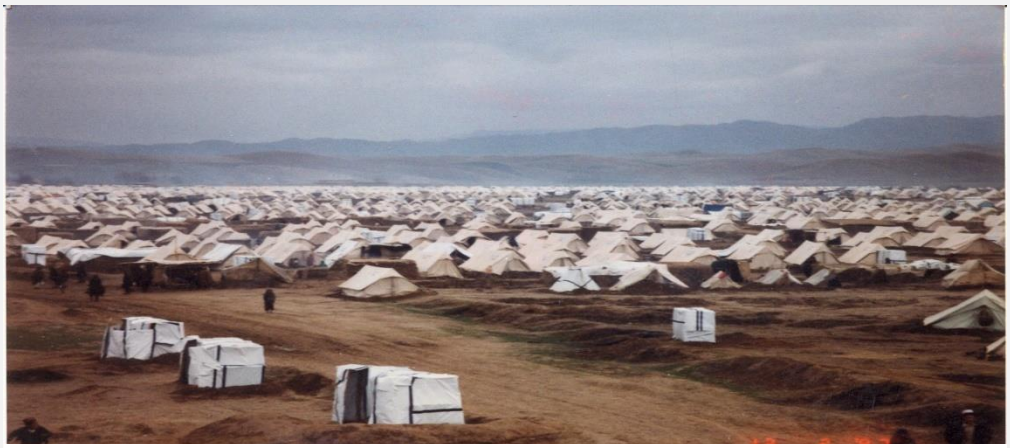


Figure 9 IDPs camp management in Saripul center by COAR with the financial support of Peace Wind Japan.

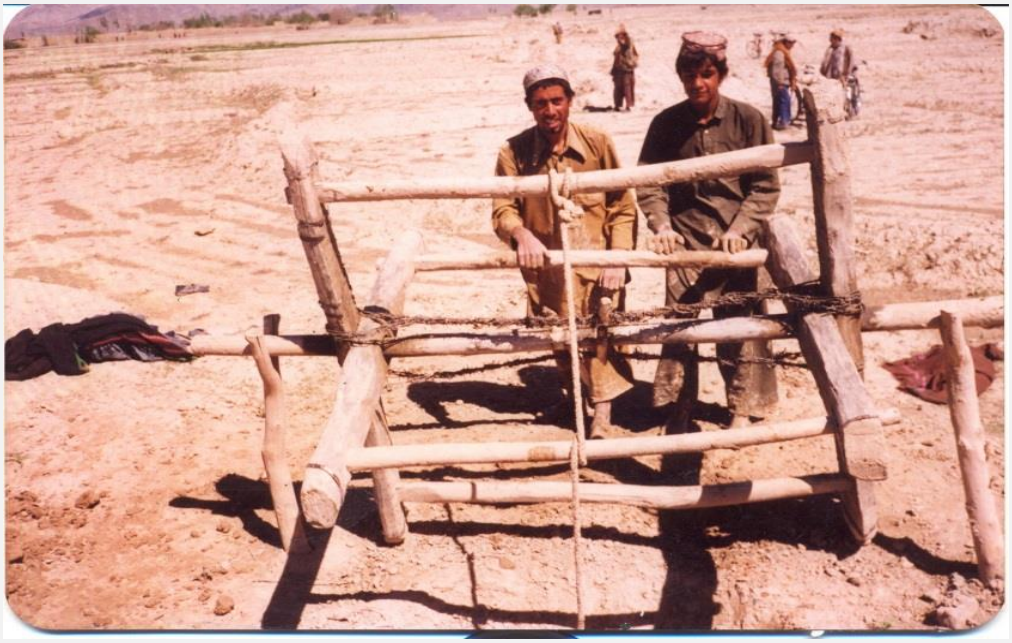


Figure 8Water supply and water for irrigation 1st project in Moqur of Ghazni

Background:

When Communist regime under the leadership of Noor Mohammad Taraki has taken power from Duadkhan (Ex-president of Afghanistan)in1978, Afghans mostly in the rural areas were unsatisfied with the actions of the national and local government, This slowly and gradually resulted in armed conflict and in different parts of the country and extended to the main cities, displacement and migration of Afghans to Pakistan, Iran and other countries has been started , it reached to the peak point when due to the Russian invasion of Afghanistan in 1979 Actually this was the time where Afghans in Pakistan, Iran and in the rural area in Afghanistan face number of problems having no access to basic human needs (water, food, shelter, health and education facilities),so number of educated Afghans for the sympathy with Afghan refugees in Pakistan and war, conflict affected people in the rural areas of Afghanistan gathered in Peshawar and established an NGO under the name of Coordination of Afghan Relief (COAR) and renamed as Citizens Organization for Advocacy and Resilience (COAR) in 2019.

The organization with a small grant from some donor in 1989 started its activities in the refugees' camps in Peshawar and soon extended to inside of Afghanistan.

Initially, COAR undertook emergency projects such as water supply and irrigation in Moqur district of Ghazni province and in a short while within few months extended its activities to Wardak and Logar provinces. Keeping in view its capacity to serve on urgent bases COAR expanded its humanitarian assistance to other provinces of Afghanistan.

Main Objectives:

The main objectives of the Humanitarian assistance, DRR and Environmental protection department are as following:

- To save the life of disaster and conflict affected population
- Increase capacities of the disaster affected people and empower them to cope with the disaster risk by themselves.
- To raise awareness and increase the knowledge of the disaster affected people to struggle For clean, sustainable and healthy environment.

Main Activities:

Through Humanitarian, DRR & EP department the following activities have been implementing:

- Providing basic needs for disaster affect population (water, foods, shelter etc.…)
- For the awareness raising and increasing knowledge trainings, workshops and conferences conducting
- For the awareness raising and increasing knowledge, books, magazines, brochures, flyers printing and distribution.
- Specific hygiene related training and hygiene kits distribution to the targeted beneficiaries
- Disaster risk mitigation related activities like construction of protection walls, water hand pumps installation, water Karezes and springs rehabilitation etc.…
- Contributing in the coordination system at country level through the meetings at different stages and different levels.
- Worked with other actors for advocacy regarding IDPs, Returnees and Refugees at all level.

The organizations through this department more than 500 small- and large-scale projects have been implemented. (As a sample some implemented project list is as following

Core competencies:



COAR field team during beneficiaries' selection in Ab-Barik village of Argo district of Badakhshan,

COAR is one of the largest Afghan National Non-governmental Organization and has access to 23 provinces of the country, luckily with cooperation of other Civil society Empowerment Network (CEN) member organizations possess the ability to assist the disaster affected people in all over the country, although the security situation is changing from time to time, but as COAR is community based organization and the people involvement in all phases of the project is essential for us, at the meantime we believe that accountability, stability and transparency are the main factors for attracting trust of targeted communities, we have always followed the humanitarian principles while assisting the disaster affected people .

Based on COAR strategic plan capacity building of COAR staff at central and field level is always considered as priority, when they were in need the related trainings have been conducted for them, we believe that experienced and knowledgeable staff is the key for all successes and luckily our staff have experience from 5years to 25 years.

As COAR has established higher education institute named SHARQ to educate cadre and professional people in the field of Humanitarian Assistance, Disaster Risk Reduction and Environment Protection, so this is also golden opportunity for COAR that beside of practical experiences it follows the academic issues as well.

Again, I would like to mention that, committed and knowledgeable employees are the main asset of the organization and should not be ignored, we know all the success and good reputation of COAR is the result of the professional and committed employees.

Education Department:

COAR's initial entry into the development landscape in 1991 marked the inception of its profound contributions to Afghanistan's education sector. COAR has undertaken two significant approaches: elevating the quality of education and providing essential emergency education services.

Over the years, COAR has championed various Emergency in Education projects in different parts of Afghanistan. Simultaneously, it has invested resources into enhancing the quality of education by constructing and rehabilitating schools in rural areas.

A Drive for Enrollment:

A pivotal aspect of COAR's mission has been to motivate young boys and girls, as well as their parents, to actively engage in primary education. This initiative has been especially vital in provinces such as Logar, Wardak, Kabul, and Ghazni. In these regions, COAR has not only

encouraged the initiation of learning activities in primary schools but has also provided support to secondary and high schools.

International Collaborations:

COAR's dedication to its mission has garnered support from the United Nations and the international community. In collaboration with these entities, COAR has effectively managed and sustained schools in targeted areas.

Beyond Formal Education:

COAR's impact extends beyond formal education. Between 1990 and 2000, it successfully launched literacy programs in provinces such as Ghazni, Mazar, and Juzjan, with the support of organizations like Oxfam, SCI, NCA, and others. These initiatives have contributed significantly to increasing literacy rates and empowering Afghan communities.

As COAR continues its journey of advocacy and resilience, it remains committed to its founding principles, working tirelessly to enhance the lives of the Afghan people through education, relief, and development initiatives.



Education in Emergency program for Waziristan Refugees in Khost- Gulan Camp-2016

Sectoral Expertise:

The education sector is fundamental to progress and development in any country. COAR understands this, and its involvement in the education sector dates back to 1991. Since then, COAR has consistently engaged in various educational initiatives to empower Afghan communities. This sector's work includes:

- **Education in Emergency Programs:** COAR has been at the forefront of implementing education in emergency programs in camps, contributing to the capacity building of teachers and conducting various types of training across the country.
- **School Construction and Rehabilitation:** COAR has actively participated in the construction and rehabilitation of schools in Kabul and other provinces, providing children with safe and conducive learning environments.
- **Training Programs:** COAR has conducted numerous training programs for teachers, principals, and informal learning space teachers, enhancing the quality of education delivery**.**

- **Community-Based Education (CBE):** COAR has adopted the CBE model to provide education in areas lacking formal schools, benefiting students from grade 1st to 6th and establishing links to hub schools for upper-grade education.
- **Child Protection and Safeguarding:** COAR has integrated child protection and safeguarding into its programs, ensuring the well-being and safety of children through teacher capacity building.
- **Catch-up Classes:** COAR provides catch-up classes to crisis-affected out-of-school children, preventing dropouts and addressing learning difficulties.
- **Language Classes:** Language classes in Pashto and Dari are offered to returnee children enrolled in CBEs, facilitating their reintegration into the formal education system.
- **Girls Leading to Teach and Train Afghanistan (GLTTA) Program:** This program, supported by COAR and SCI, empowers rural girls to become primary grade teachers, addressing the shortage of female teachers in remote areas.

Moreover, based on the organization Strategic plan, COAR has established Higher Education Institute named SHARQ in 2012, having Disaster Management, Computer Science and Business Administration departments, currently it has more than 1000 students (semester1st- semester 7th) and 40 prof. & Associated Prof. are busy for teaching and guiding the students, so we have enough academic and learning resources to implement this type of program throughout the country.





Entry test to SHARQ institute of Higher Education, 2013

Health Department:

In 1996 COAR was supporting a network of basic health units targeting mother and children under five of COAR's Public Health, Vaccination EPI and MCH project. Meanwhile, COAR established more clinics in Maqor two Cl clinics, one in Gilan district and the other Maqor District. Later the clinics have been equipped with lab and MD doctors and only in 1997 and totally have treated 50,000 patients again different diseases in two provinces during 5 years and more than 20,000 children have been vaccinated as well through COAR/UNICEF, EPI program.

Additional to daily OPD service, following service provided through COAR health clinics: Midlevel training, TBA refreshment course, EPI Vaccination and etc.

COAR Health services has significantly reduced the morbidity and mortality, disability among the recipient population and enabling them in carrying their routine activities in better physical shape. Generally, the health program concentrates on both curative and preventive care, rehabilitation of emergency health services with the special focus on differential needs of both women, men and children, applying of vaccination, reproductive health programs including maternal health, new born health care and provision of appropriate advice on family planning and communicable diseases control, child health, immunization, including nutrition supplementation, midlevel training,

Traditional Birth Attendants (TBA) Program, Refresher Training Program, Health Education, First Aid Services and treating of malnutrition through the distribution of BP5 biscuits and other necessary medical care in the target areas during the period as briefly summarized below:

- Focus on improvement of general health services,
- Measures aimed at reduction of people's affliction with contagious diseases,
- Helping reduction of morbidity and mortality rates among the target population,
- Provision of advice on improving personal hygiene, and environmental sanitation,
- Provision of required awareness on HIV (AIDS), on the adverse effects of using of hashish, opium and other types of narcotics,
- Carrying of surveys to find out children affected by malnutrition, and distribution of fortified biscuits.
- As a whole, COAR health service maintains one MCH clinics.

COAR has implemented BPSH projects to facilitate a comprehensive package of health services, which consists provision of health services delivery in all primary health care facilities and to enhance redistribution of health services by providing equitable access, particular in underserved areas of target area.



COAR has agreement with World Vision, INC for the work performed under

MSH - REACH - BPHS in Chesht-e-sharif of Herat province from 2005. The objectives of this program were to strengthen the capacity of local NGOs in management and implementation of health program and sustain quality health care through a collaboration effort of planning, capacity building and strategizing program management for the provision of the basic packages of health service in order to improve the health status of targeted population especially for women and children.

In 1994 (COAR has supported MCH clinics from: One (‘2 clinic in Mangali village in Saidabad of Wardak province.

- One C2 clinic in Babaker Khil village in Jaghatoo of Wardak province,
- One EPI Mobile team Avicenna COAR in 32 villages of southern Saidabad of \Wardak Province.



TBA training Certificate distribution to the training participants in Mazar ,2003

Social Developments Sector:

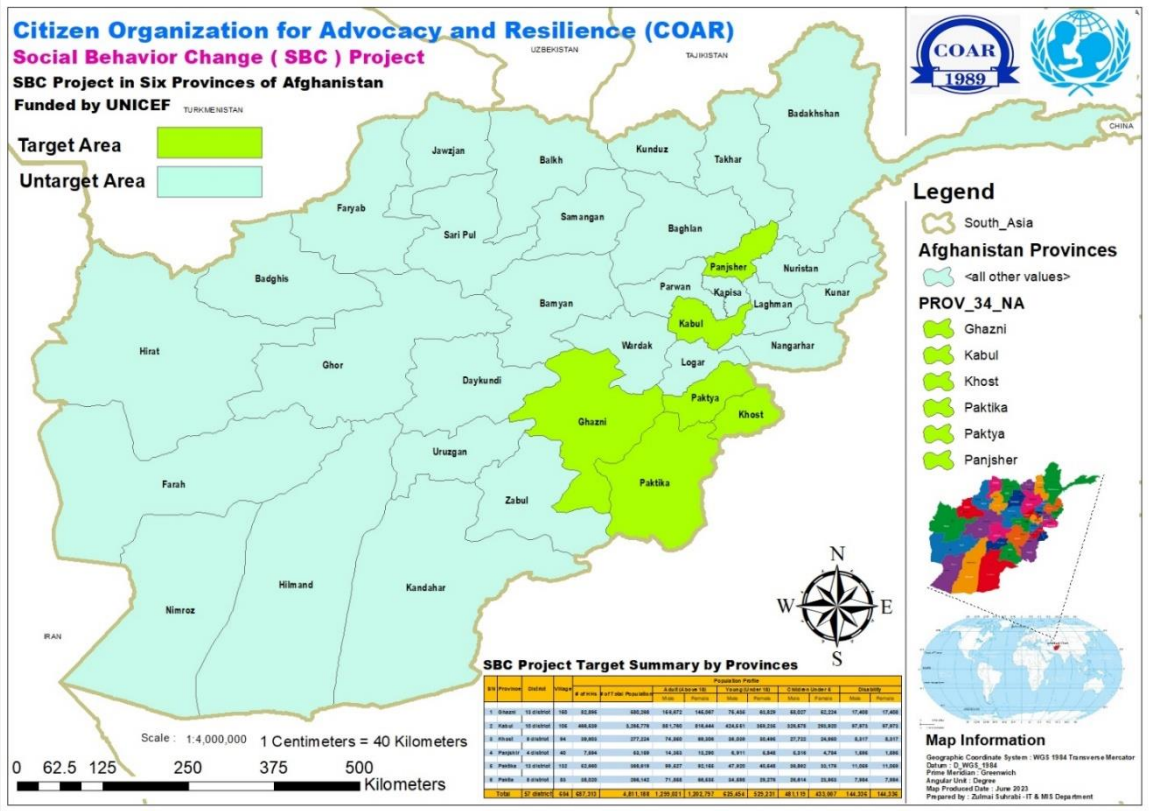
COAR has implemented the social cohesions and Social Behavior change project in central regions in 2023.

1. Social Behaviour Change and Accountability to Affected Population integrated interventions in the humanitarian situation of Kabul, Khost, Paktia, Paktika, Ghazni and Panjshir provinces.

COAR is running the social Behavior change SBC program with financial backing from UNICEF, this project was launched in 6 provinces and 58 districts in the central regions. The SBC teams are diligently working to raise awareness on a variety of topics, including nutrition, vaccination, education, and water, sanitation, and hygiene (WASH), at the village level.

The two-pronged approach to community mobilization and engagement has been effective in ensuring sustainable social behavior change. By engaging and building the capacity of duty bearers’ religious scholars and social media activist at the community level and reaching a significant portion of the target population through multimedia multi-channel interventions, the project has been able to promote positive changes in support of communities.

The SBC project endeavors to broaden its engagement, extending its impact to a larger segment of the population across the six provinces. COAR's primary objective remains centered on empowering individuals and communities by addressing the cognitive, social, and structural determinants of developmental and humanitarian challenges. This collaborative approach involves working closely with communities and authorities to bring about positive changes.



SOCIAL BEHAVIOR CHANGE – SBC

unicef for every child

Public Outreach Model Tools for SBC

- Social Mobilizer
- Billboards
- Flip-Charts
- Religious Leaders
- Radio Broadcast
- Text Message
- Social Media & digital Platforms
- Community events and workshops
- Brochures
- Banners
- Volunteers
- Service Providers
- Community Structures
- Grand Mothers Groups (GMGs)
- Interpersonal Communication Skills (IPC)
- Community Engagement & Feedback Center (CEFC)

S B C

SBC capacity and achievement:

COAR has engaged 1,200,000 men, women and reached 7,000,000 men, women and children through the SBC projects interventions.

1. 1200 Religious scholars, 348 volunteers, and 300 social media activists received training on SBC integrated package.
2. 1550 community structure have been identified, capacitated and supporting the SBC program.
3. million men and women have engaged & five million have reached in SBC integrated package.
4. 481000 text messages have been sent to the beneficiaries through telecommunication.
5. 60 roundtables and Radio slots on SBC integrated package have been broadcasted through Radio in six provinces.
6. Established 7 community feedback centres in six provinces and received 14000 feedbacks.
7. Conduct and organized technical meetings and follow up on their decisions.
8. Responded to 25 outbreaks AWD, leishmania and Scabies in targeted provinces.

Social Cohesion projects:

COAR has implemented the social cohesion projects in Kabul and Khost provinces and partially implemented the So Co project in Zabul, Kandahar and Helmand provinces as part of the PEARL projects. this project aimed at creating an enabling environment for communities to live in unity, respect each other, and work together towards securing cohesions and social norms. COAR, as the implementing partner, utilized a participatory approach, involving the communities from project design to completion. COAR collaborated with relevant partners, local communities and leaders, and government line departments to identify and prioritize the immediate and medium-term needs of affected people.

The social cohesion intervention was particularly noteworthy, as COAR worked closely with community committees to address conflicts local resources. Through this intervention, COAR were able to facilitate dialogue sessions among community members and promote understanding and cooperation in the management of shared resources.

Overall, the project has made significant strides in promoting peaceful coexistence among communities. The establishment of local committees for conflict resolution and training has been particularly impactful, as it has empowered community members to take ownership of conflict resolution processes. Additionally, the project has helped to raise awareness about the importance of social cohesion and human rights including rights of women from Islamic perspective and has fostered a sense of shared responsibility among community members.



Figure 10: Human Rights, including Women Rights training

We are pleased to report that COAR successfully concluded the Building Social Cohesion Project in Kabul, Khost, Kandahar, Zabul and Helmand provinces which province.



Figure 11:Cricket tournaments, social cohesion activities 2023

Core Humanitarian Principles

Several core principles guide all humanitarian action and respected by all staff of COAR at all times. Respect for these principles is critical for the integrity of our work and the credibility and safety of humanitarian operations.

Do No Harm:

Action, as well as inaction, can have unintended negative consequences. COAR ensure that our actions and interventions (or lack thereof) do not adversely affect individuals and their communities, our partners or colleagues, or expose them to harm. Before taking action, COAR anticipate the consequences and assess any potential risk factors, and take measures to eliminate and minimize such risks.

Gender and protection Mainstreaming Strategy:

COAR has developed Gender Mainstream policy and uses it into entire cycle of projects in Afghanistan. For further information, refer to COAR Gender Mainstream Policy.

Humanity and the humanitarian imperative

The prime motivation and purpose of our work is to save lives and to prevent and alleviate human suffering, wherever it is found. Individuals must be treated humanely, with dignity and respect, and have a full and equal right and ability to receive humanitarian assistance.

Impartiality:

COAR's humanitarian action is taken without any adverse distinction based on nationality, ethnic origin, religion, class, political opinion or other ground. Priorities for humanitarian action must be determined on the basis of rights and needs alone. The principle of impartiality therefore establishes two clear rules of conduct for humanitarian work: non-discrimination and proportionality according to need.

Independence:

Humanitarian action must be free from interference, whether political, ideological, economic or military.

Neutrality:

COAR's humanitarian action is not take or be perceived to take sides in an armed conflict or other dispute. The principle of neutrality does not prevent us from taking action, nor does it provide an excuse for inaction; indeed, failure to take action could even amount to taking sides. Rather, it provides important guidance on how we should act, by considering how our actions might be interpreted by others. We therefore need to be aware of our own prejudices as well as the ways in which aid can be manipulated, diverted or exploited for political or military purposes. Our actions and activities are transparent, balanced and based on objective criteria. In addition to the core principles, several key considerations should guide us in our work.

Confidentiality:

Respecting confidentiality and guaranteeing the privacy and security of individuals, their families and wider communities must be of paramount consideration at all times. Breach of confidentiality or careless handling of information can have serious consequences for persons of concern as well as for our partners, our colleagues and even the humanitarian operation as a whole. We must always assess potential risk factors and seek informed consent for the gathering and use of information. Vigorous data-protection methods must be in place to guarantee the security of recorded information.

Humanity and the humanitarian imperative

Sensitivity:

Many internally displaced and disasters persons have experienced violence, abuse and other forms of personal harm. COAR is sensitive to their suffering, treat them with respect and dignity, and avoid creating more harm by requiring them to relive painful experiences through repeated interviewing. COAR is very careful to avoid creating false hopes and unrealistic expectations about what protection and assistance we can offer; failure to do so risks increased anxiety and hopelessness, and might even put people at greater risk by giving them a false sense of security.

Strengthen local capacities:

The role COAR as humanitarian actor is not to substitute, but rather to support and strengthen, local capacities: both the capacity of individuals to claim their rights and the capacity of States and other authorities to fulfill their responsibilities to ensure protection of these rights. To this end, humanitarian actors should identify and work to strengthen effective local coping strategies and protection mechanisms.

Understand the context:

including as it is perceived by others: To ensure that COAR “do no harm” and act in an impartial, independent and neutral manner, it is essential that we have a sound understanding of the country, the culture and the communities in which we work. This must include an awareness of the political agendas, interests and perceptions of all those with whom we work. Information must come from a wide range of sources and be verified to ensure that we gain an objective picture of the situation.

Professionalism:

COAR actions and activities are consistent with and guided by the highest standard of personal and professional integrity. In particular, COAR need to ensure that our conducts, and that of our colleagues respects the dignity and worth of all women and men, girls and boys of concern; that it is consistent with national laws and customs; and that it respects international human rights and humanitarian law standards. Any form of sexual abuse or exploitation, including entering into sexual relations with a beneficiary or exchanging aid for sexual favors, is unlawful and amounts to gross misconduct.



Female hygiene promotion sessions in the communities to promote community resilience through personal and environmental hygiene.



Figure 12 Distribution of WASH NFIs in to children in the temporary resettlement in Kabul province.

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