COAR
1989



2024 Annual Report

CITIZENS
ORGANIZATION FOR
ADVOCACY AND RESILIENCE
(COAR)

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ACRONYMS

AQBE	Access to Quality Basic Education
BBA	Bachelor Business Administration
BCS	Bachelor Computer Science
BDM	Bachelor Disaster Management
CBE	Community Based Education
CEN	Civil Society Empowerment Network
CFM	Community Feedback Mechanism
CLTS	Community Led Total Sanitation
COAR	Citizens Organization for Advocacy and Resilience
DRR	Disaster Risk Reduction
EiE	Education in Emergencies
GRTV	Gurbat Radio
HHs	Households
IDP	Internal Displaced Person
IRC	International Rescue Committee
MEAL	Monitoring Evaluation Accountability and Learning
MoEc	Ministry of Economy
MoE	Ministry of Education
MoU	Memorandum of Understanding
NCA	Norwegian Church Aid
NORAD	Norwegian Agency for Development Cooperation
SCI	Save the Children
SIHE	Sharq Institute of Higher Education
TLM	Teaching Learning Materials
UNICEF	United Nations International Children's Emergency Fund
WASH	Water Sanitation and Hygiene

COAR 35 YEARS' JOURNEY IN A GLANCE

Citizens Organization for Advocacy and Resilience (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 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 35 years work experience in the field of humanitarian 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 26 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 legality. With 34-years work experience in both development and relief operations, COAR directly executed more than 850 projects in rural and urban communities in 34 provinces of Afghanistan.

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

MESSAGE FROM THE CHAIRPERSON

It is with great pride that I present the COAR Annual Achievements Report for 2024. This year has been marked by resilience, growth, and impactful interventions, despite the persistent challenges affecting humanitarian operations in Afghanistan. Our unwavering commitment to serving vulnerable communities has driven COAR's efforts in Food Security and Livelihoods (FSL), Social Cohesion, Education, and WASH across 55 districts, directly benefiting over 137,500 individuals.

In 2024, COAR took significant strides in institutional strengthening by updating key organizational policies such as the Child Safeguarding Policy, Gender Policy, and Security Policy, ensuring alignment with international standards and donor requirements. The completion of Standard Operating Procedures (SOPs) across departments has reinforced operational efficiency and accountability. Furthermore, the enhancement of COAR's public profile, including updates to our websites, reflects our commitment to transparency and strategic growth.

Our programmatic achievements stand as a testament to the dedication and perseverance of our team. In FSL, we delivered cash assistance to flood-affected households, rehabilitated vital infrastructures, and enhanced disaster risk reduction (DRR) capacity at the community level. Through Social Cohesion initiatives, we engaged communities in dialogue, psychosocial support, and cultural activities that foster peace and inclusion. Our education programs provided learning opportunities to over 32,600 children, with a strong focus on supporting female teachers and reactivating previously suspended learning spaces. Meanwhile, our WASH initiatives enhanced community resilience through hygiene promotion, tree planting, and the construction of water conservation structures.

Despite challenges such as funding delays, prolonged MoU approval processes, and operational constraints, COAR remained steadfast in its mission. We have embraced innovative strategies, including expanding digital data collection tools, integrating climate resilience into our programs, and strengthening partnerships with UN agencies, INGOs, and the private sector to secure sustainable funding streams.

Looking ahead to 2025, COAR remains committed to scaling its impact through strategic program expansion, improved emergency preparedness, and enhanced monitoring and evaluation systems. We will continue advocating for timely resource allocation, stronger multi-stakeholder collaboration, and capacity-building initiatives to ensure the effective delivery of our humanitarian and development programs.

I extend my deepest gratitude to our donors, including UNICEF, SCI, IRC, NEAR, and other partners, for their invaluable support and trust. I also commend COAR's dedicated staff and stakeholders, whose relentless efforts have been instrumental in overcoming obstacles and achieving remarkable progress. Together, we will continue driving sustainable change and empowering communities toward a more resilient future.

Sultan Mohammad Khan (Ahmadi)
Chairperson, COAR

KEY HIGHLIGHTS IN 2024

COAR's achievements in 2024 span multiple sectors. Under FSL, COAR reached 9,000 households across six provinces, distributed cash assistance to 2,581 flood-affected households, rehabilitated 50 infrastructures, and trained 450 individuals in disaster risk reduction (DRR).

Food Security and Livelihood

Under FSL, COAR reached 9,000 households across six provinces, distributed cash assistance to 2,581 flood-affected households, rehabilitated 50 infrastructures, and trained 450 individuals in disaster risk reduction (DRR). Additionally, community-level early warning systems were established.

In Social Cohesion, COAR conducted 36 dialogue sessions with 900 participants, 9 sports tournaments with 1,350 participants, and 9 poetry/Qirat competitions involving 225 participants. Psychosocial support was provided to 600 individuals, while 1,151 religious scholars were trained, and 310 volunteers were engaged across six provinces. Over 96,000 individuals were reached through SBC messaging.

Education

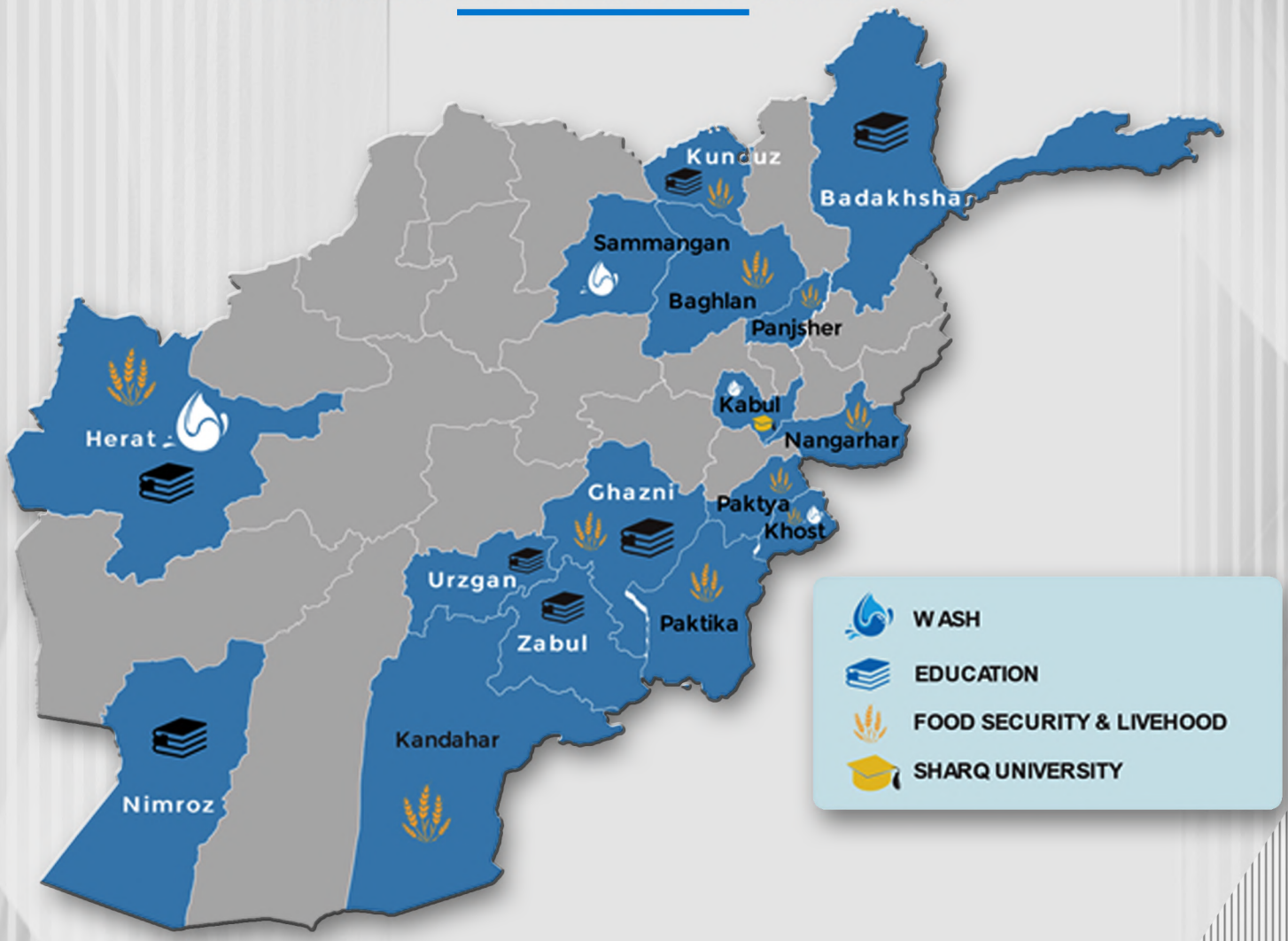
The Education sector supported 32,658 children, distributed teaching materials to over 28,630 students, and established 350 CBS/ALC classes, employing 2,630 teachers (658 women). COAR reactivated 69 suspended ALC classes and installed GRM feedback boxes in 397 classes to enhance accountability.

WASH

In WASH, 10 projects benefited 27,904 individuals. COAR conducted 526 hygiene sessions, built five check dams, planted 1,200 trees, and dug 600 trenches to enhance resilience and sustainability.

- Successfully implementation of Community-Based Education (CBE) projects in Ghazni, Kunduz, and Uruzgan provinces, with a total of 729 CBE (656 CBS and 73 ALP) Classes.
- Recruited 1055 teachers for CBE/ALP classes in Kunduz, Ghazni, Kandahar, and Urozgan Province provinces and trained 701 teachers in Ghazni and Kunduz provinces.
- Distributed 7000 student kits, 300 teacher kits and 300 classroom kits to public schools in Urozgan province.
- Starting expanding SIP program to Zabul province and start-up SIP in 7 Schools of Zabul province.
- Continue teaching to 28828 students (18358 Girls and 10470 Boys) in Ghazni, Kunduz and Urozgan Provinces.
- In 2024, COAR successfully implemented a range of impactful FSL (Food Security and Livelihoods) and social development projects, achieving significant outcomes for affected communities:
- Cash-for-Work Activities: Empowered 2,383 crisis-affected individuals by providing temporary employment, supporting their livelihood during a critical time.
- Unconditional Cash Transfers for Food: Delivered immediate food security to 5,500 individuals, ensuring essential sustenance during periods of hardship.
- Social Cohesion Initiatives: Strengthened community resilience and promoted social stability through tailored interventions, benefiting 10,243 individuals and fostering solidarity within vulnerable communities.
- Behavior Change Communication (BCC) Programs: Reached 224,663 men, women, and children, promoting awareness and positive social behaviors in areas such as health, hygiene, child protection, and education.

COAR PRESENCE IN 2024



WATER SANITATION AND HYGIENE (WASH)

COAR's Engineering/WASH Program, established in 1989, plays a vital role in providing safe water, sanitation, and hygiene services across Afghanistan. It implements infrastructure projects, disaster risk mitigation, and emergency response while promoting ecological resilience through tree planting, trench excavation, and check dam construction. In recent years, COAR has benefited hundreds of thousands of individuals through WASH interventions, including sanitation improvements, hygiene promotion, and water supply projects.

COAR WASH Department – 2024 Achievements:

- Successfully executed four major WASH projects, benefiting 28,276 individuals, 16,966 women and 11,310 men assisted.
- Constructed five small check dams in Kabul and Samangan provinces.
- Planted 2,600 trees to support environmental sustainability.
- Dug 600 trenches for water conservation and flood prevention.
- Rehabilitated 172 existing latrines in local communities.
- Constructed 45 new latrines to enhance sanitation infrastructure in Kabul.

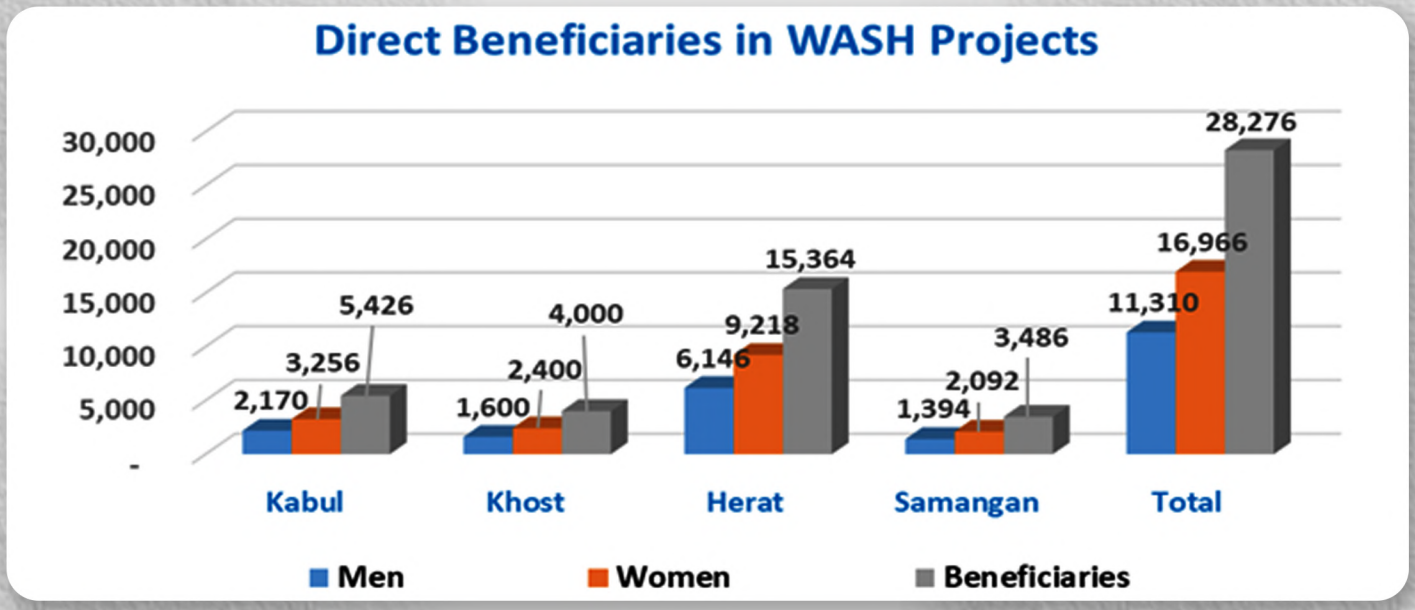




Photo 1: View of the stand tap in Koka Bolaq village of Hazrat Sultan district.



Photo 2: view of sign board in Koka Bolaq Village of Hazrat Sultan district Samangan Province.



Photo 3: View of the check dam in Ghaznigak village of Hazrat Sultan district.



Photo 4: View of the trench excavation process in Ghaznigak village of Hazrat Sultan district.

WASH Projects in 2024:

Project name	Donor	Budget in $	Location	Direct Beneficiary				Duration	
				Target group	# of men	# of women	Total Beneficiary	Start date	End date
Promoting CR-WASH services in Chahar Asyab and Deh Sabz districts of Kabul province	NCA	326916	Kabul	Host community	2170	3256	5,426	1/1/2024	12/31/2024
Promoting CR-WASH services in Matun and Mandozai districts of Khost province.	NCA	241446	Khost	Host community	1600	2400	4000	1/1/2024	12/31/2024
Enhancing Resilience: Earthquake Recovery and Disaster Risk Management Project in Herat Province"	CDP	250000	Herat	Host community	6146	9218	15,364	15/4/2024	15/10/2024
Promoting CR-WASH services in Feroz-e-Nakhcher and Hazrat Sultan districts of Samangan province	NCA	262671	Samangan	Host community	1394	2092	3,486	1/7/2024	12/31/2024
Total		**1,081,033 $**			**11310**	**16966**	**28276**		

A New Dawn for Shabai Village: Access to Clean Water and Hygiene

For years, the residents of Shabai village in Char Asyab district, Kabul, struggled with a lack of clean water and poor sanitation. Among them was Noor Wali, a father who, like many others, had no choice but to fetch water from a distant spring. The journey took half an hour each trip, using a wheelbarrow to transport water that was often unsafe to drink. During the summer, the water level would drop, making access even more difficult. Without any method of purification, families were vulnerable to waterborne diseases, leading to widespread health issues in the community.

The situation took a transformative turn in 2024 when COAR, with financial support from NCA, implemented a comprehensive WASH project in Shabai village. A 20,000-liter elevated water tank and a network of 13 public stand taps were installed, directly benefiting 85 families and 595 individuals. Noor Wali and his neighbors now have immediate access to clean and safe drinking water, drastically reducing the time and effort spent on water collection.

However, the impact of the project extended beyond water access. COAR's hygiene facilitators conducted extensive training sessions on personal and environmental hygiene, water safety, and sanitation. The villagers learned about proper handwashing techniques, the importance of using toilets, and waste disposal methods. As a result, the community took proactive steps to improve their living conditions—latrines were built, garbage was properly managed, and the village became significantly cleaner. The incidence of diseases such as diarrhea, typhoid, and cholera decreased, leading to lower medical expenses and improved overall well-being.

Today, Shabai village stands as a model for transformation. "I consider access to clean water, prevention of diseases, time-saving, and economic strengthening as the outcomes of this project," says Noor Wali. His gratitude echoes throughout the village, where families now enjoy a healthier and more dignified life. The success of this initiative highlights the profound impact that clean water and proper hygiene can have on a community, proving that sustainable interventions can pave the way for a brighter future.



Noor Wali brings drinking water from canal



Noor Wali brings drinking water from public tap



Hygiene training for school students



New constructed Latrine



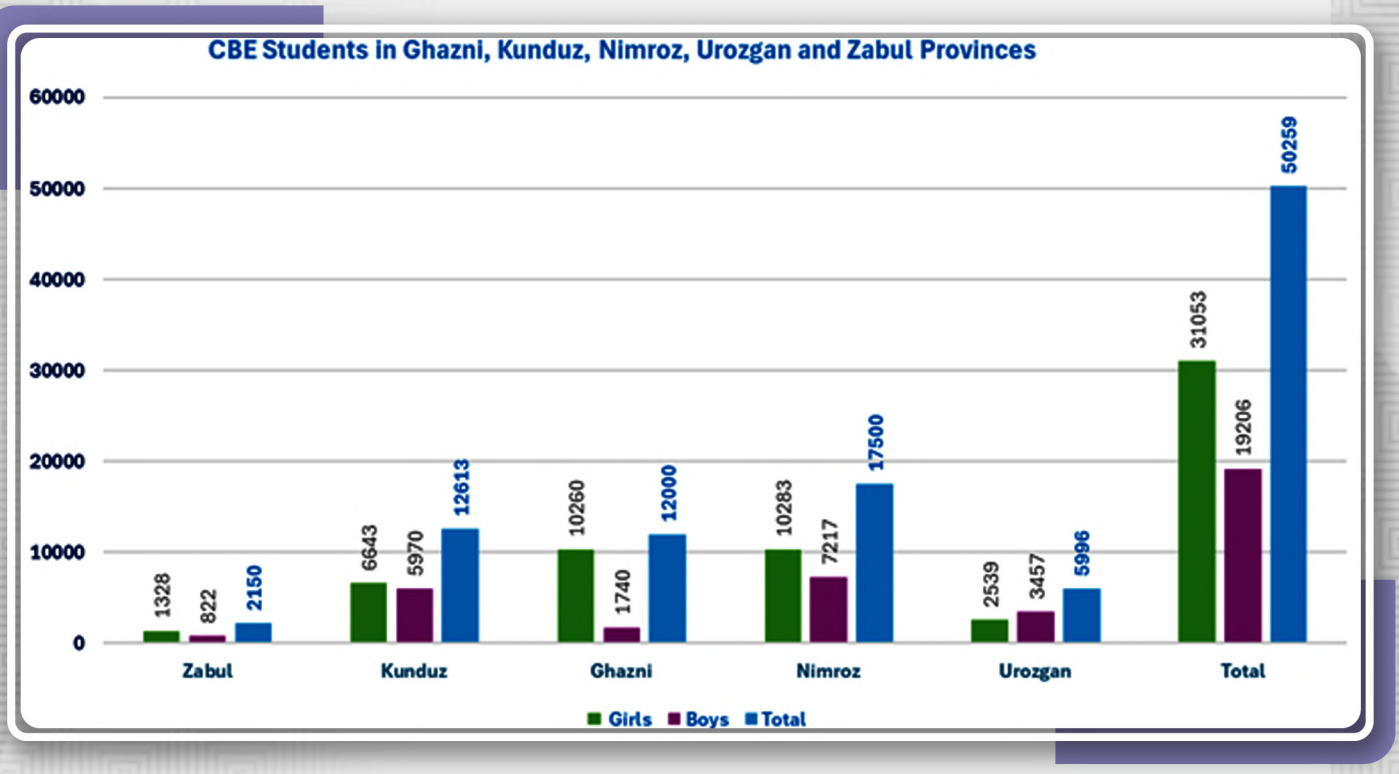
Clean village certification

EDUCATION DEPARTMENT OVERVIEW

COAR's Education Department, established in 1991, plays a crucial role in providing quality education, especially in conflict-affected areas. In 2024, it executed seven Education in Emergencies (EiE) projects in six provinces, establishing 1,300 classes and seven schools. The department actively collaborates with teachers, school councils, and government bodies to improve education quality and ensure safe learning environments. Through training programs, distribution of learning materials, and infrastructure improvements, COAR enhances education accessibility while addressing barriers, particularly for girls.

COAR Education Department – 2024 Achievements:

- Implemented seven Education in Emergencies (EiE) projects in six provinces, establishing 1,300 classes and seven schools to improve education accessibility.
- Provided education to thousands of students, ensuring increased enrollment, especially for girls.
- Conducted training sessions for CBE and government teachers on pedagogy, child protection, disaster risk reduction (DRR), inclusive teaching, and safeguarding.
- Distributed classroom kits, teaching and learning materials (TLMs), dignity kits, winterization kits, heating and cooling systems, and hygiene kits to CBE classes.
- Established School Management Shuras (SMS) to strengthen community engagement in education.
- Supported hub schools with infrastructure improvements, including window and door repairs, and provided essential resources and teacher training.
- Installed water stations and provided soap to improve hygiene standards in schools.
- Created job opportunities for hundreds of teachers and educators, including women, enhancing education quality and employment rates.
- Conducted Sectoral Assessment in Education (SAE) and developed a School Improvement Plan (SIP), leading to classroom construction, bore well drilling, and school repairs.
- Established community feedback mechanisms, including hotlines, complaint boxes, and monitoring visits, to ensure transparency and responsiveness.
- Launched the USAID-funded AQBE project in Badakhshan, supporting 70 schools over the



Changing Thousand Lives

at A Time

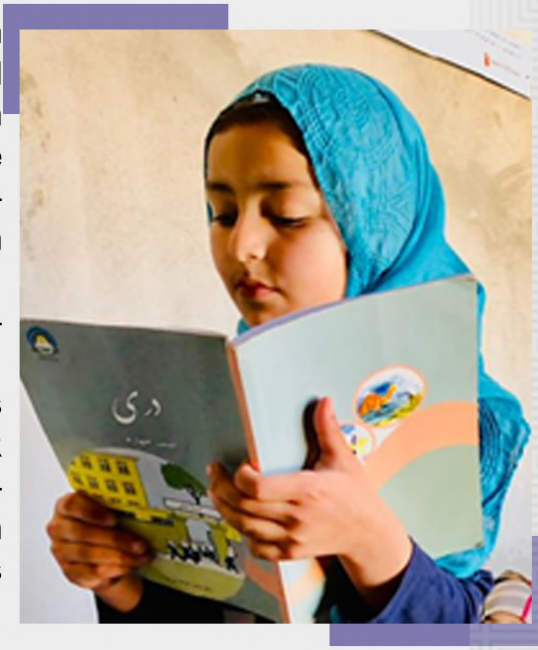
Program: Education Cannot Wait (ECW)
Province: Kunduz
District: Ali Abad
Village: Haji Hussain
Date: 10 May 2024

Shogofa Success Story:

Haji Hussain village in Ali Abad, Kunduz province in northern of Afghanistan. There is no any school near to this village and all of the students of this village have no access to education especially girls. COAR provided quality education to more than 15000 children in Kunduz province. One of the beneficiaries, Shogofa a 13-year-old girl who lives in Haji Hussain village of Ali Abad district in Kunduz, Afghanistan.

Shagofa a student in our CBE class, didn't have access to education, because the school was too far from their village.

Shogofa always wanted to go to school but the situation was never on her favor until ALP class was established by COAR in their village, Haji Hussain, Ali Abad district when she was finally got enrolled in. Currently she is studying in 6th grade in ALP class and now she is able to read and write, and she is very good in other subjects as well.



Shagofa said about her future, “I’m willing to pursue my desire to learn and become a good teacher in the future to support other girls who don’t have access to education.”
She admires the COAR efforts and requests COAR to continue their support for girls up to grade 12 in the community. She thanks COAR office for providing education facilities for girls in the community.
The CBE/ALP students are mostly from poor families. Due to low economic income, most of the families cannot provide basic educational support. In addition, one of the main purposes of establishing CBE/ALP classes is to reduce distance so that children can continue their education. Like Shogofa there are thousands of children who benefit from ECW project in Kunduz province.





Photo 1: Shogofa (13) enthusiastically pursuing her desire to learn and educate.

Photo 2: Shogofa (13) participating in lesson in Haji Hussain village, Ali Abad, Kunduz province.



Photo 3: COAR Provincial Manager along with district coordinator visit with Urozgan provincial governor in Tirinkot city.



Photo 4: District coordinator and DED representative of Tarinkot city distribute student kits to students of a CBE class in Tarinkot city, capital of Urozgan Provicne.

No	Province	District	Donor	Number of Students	Budget in USD	Duration
1	Zabul NORAD	Qalat, Seyoori, Shahjoy	NRC/ NORAD	(2150) 1328 Girls 822 Boys	280,524	01.10.2024 - 30.09.2026
2	Providing access to quality education to emergency-affected children through CBE/ECW)	Kunduz (Imam Sahib ,Qalay Zal Chardara ,Centre Kunduz Ali Abad ,Dasht-e-Arch)	UNICEF	(12613) 5970 Boys 6643 Girls	2,546,851	23.05.2022 - 31.12.2024
3	Ghazni (Provide access to education for emergency-affected children)	Waghaz, Jaghatoo, Zanakhan, Deh yak, Ander, Qarabagh, Ab Band, Muqur, Center, Nawa, Gilan.	UNICEF	(12000) 10260 Girls 1740 Boys	1,767,441	25.03.2021 - 31.12.2024
	Nimroz	Chakhansoor, Chahar burjak, Khashrood, Dilaram & Zaranj	NRC/EC W		48,480.70	
4	Nimroz (Consolidation and expansion of community-based education)	Kang, Chakhansoor, Chahar burjak, Khashrood, Dilaram & Zaranj	UNICEF	(17500) 7217 Boys 10283 Girls	815,884.37	30.06.2022 - 18.01.2024
	Badakhshan (AQBE)	Jurm, Faizabad, Warduj	SCI/ IRC USAID		1,192,256	
5	Urozgan (ECW-MYRP)	Chahar Chino, Dihrawood, Triankoot	UNICEF	(5996) 2539 Girls 3457 Boys	239,835	01.11.2023 - 30.06.2024
Total		**32 District**		**50259**	**6,891,272$**	

FOOD SECURITY AND LIVELIHOOD

COAR's Food Security and Livelihood (FSL) Department promotes sustainable livelihoods by empowering communities with long-term solutions for self-reliance. Through a rights-based approach and community participation, COAR enhances agricultural productivity, supports enterprise development, and builds employable skills to stabilize rural incomes. In response to ongoing crises, COAR also integrates emergency food security and livelihood interventions, ensuring resilience and adaptability in Afghanistan's evolving context.

COAR Food Security and Livelihood (FSL) Department – 2024 Achievements

- Implemented Cash-for-Work activities, providing temporary employment for crisis-affected individuals.
- Distributed unconditional cash transfers, ensuring immediate food security for vulnerable households.
- Strengthened social cohesion initiatives, fostering community resilience and stability.
- Conducted Behavior Change Communication (BCC) programs, promoting awareness on health, hygiene, child protection, and education.
- Benefited 284,417 individuals across Kunduz, Logar, Paktika, Kabul, Kandahar, Nangarhar, Herat, Baghlan, Samangan, Panjshir, Paktia, and Ghazni through FSL initiatives.
- Successfully managed $1,377,878 in financial support to beneficiaries.
- Adapted programs to both emergency response and long-term development, ensuring sustainability.
- Collaborated with GFFO, NEAR, CARE International, NCA, and UNICEF to fund and implement impactful interventions.

Project name	Donor	Budget in USD	Location (Province)	Direct Beneficiary			Duration
				Target group	HHs	Total Beneficiary	
Providing humanitarian assistance to the IDPs and Returnees in Kunduz, Kandahar, Kabul, Herat and Nangarhar provinces.	GFFO	844,311.00	Kabul,Kandahar, Nangarhar, Kunduz, and Herat	Returnees , IDPs, and HC	**4500**	**31,500**	09/01/2024-15/08/2022
Humanitarian Response to the flood affected HHs and providing employment for the flood affected in Baghlan province.	NEAR	250,000.00	Baghlan province	Flood Affected People	**2383**	**16,681**	05/01/2024-30/Jan/2025
Nangarhar Flood Response project	CARE International	35,000.00	Nangarhar	Flood Affected people	**190**	**1,331**	8/29/2024-31/Aug/24
Building social cohesions	NCA	28,275.42	Kabul	Vulnerable HHs	**3682**	**3,682**	01/01/2024-31/12/2024
Building socail cohesions	NCA	28,275.56	Khost	Vulnerable HHs	**4074**	**3,074**	01/01/2024-31/12/2024
Building social cohesions	NCA	43,496.00	Samangan	Vulnerable HHs	**3486**	**3,487**	01/01/2024-31/12/2024
Social Behavior Change and Accountability to Affected Population integrated interventions in the humanitarian situation of Kabul, Khost Paktia, Paktika, Ghazni and Panjshir provinces.	UNICEF	148,519.74	Kabul, Panjshir, Ghazni, Paktia, Paktika and Paktia	Vulnerable HHs	**32,095**	**224,663**	01/01/2024-31/01/2024
Total		1,377,878 $			**50410**	**284,418**	

Success Story: Restoring Hope for Mohammad Naseem:

Mohammad Naseem, a resilient and hardworking resident of Jomali village in Borka district, Baghlan Province, faced one of the darkest chapters of his life when devastating flash floods struck his community. As the sole provider for his family of eight—comprising his wife, three daughters, a son, and his elderly parents—his life revolved around ensuring their well-being.

On the day the floods hit, Mohammad Naseem was immersed in his daily work when an urgent phone call from a neighbor turned his world upside down. The neighbor alerted him that rising waters were forcing villagers to evacuate. Overcome with fear for his family, Naseem rushed back to his village only to be met with devastation.



The floodwaters had engulfed everything: his home, food supplies, and possessions were destroyed.

The tragedy did not stop there. The disaster claimed the life of Mohammad Naseem's father, leaving the family not only homeless and vulnerable but also grappling with profound grief. His children faced extreme hardship, lacking basic necessities such as food, clothing, and medicine. With no resources to rebuild or sustain his family, Mohammad Naseem felt helpless in the face of insurmountable challenges.

Amid this despair, hope arrived through the Cash-for-Work Project, implemented by NEAR in collaboration with CoAR. Identified as a beneficiary, Mohammad Naseem participated in the program, which provided financial assistance tailored to meet the urgent needs of flood-affect-



“This project has been a miracle for my family. It came at a time when I had nothing left and gave us hope to start over. I am deeply thankful to NEAR and COAR for standing by us and helping us rebuild our lives.”

This story stands as a powerful reminder of the transformative impact of humanitarian initiatives. Through timely and compassionate support, communities affected by disasters can regain their dignity, rebuild their lives, and envision a brighter future.



Cash for work activities cleaning or roads and rills



Cash for work activities cleaning Lakes



Cash for work activities cleaning or roads and rills



Cash for work activities cleaning Lakes

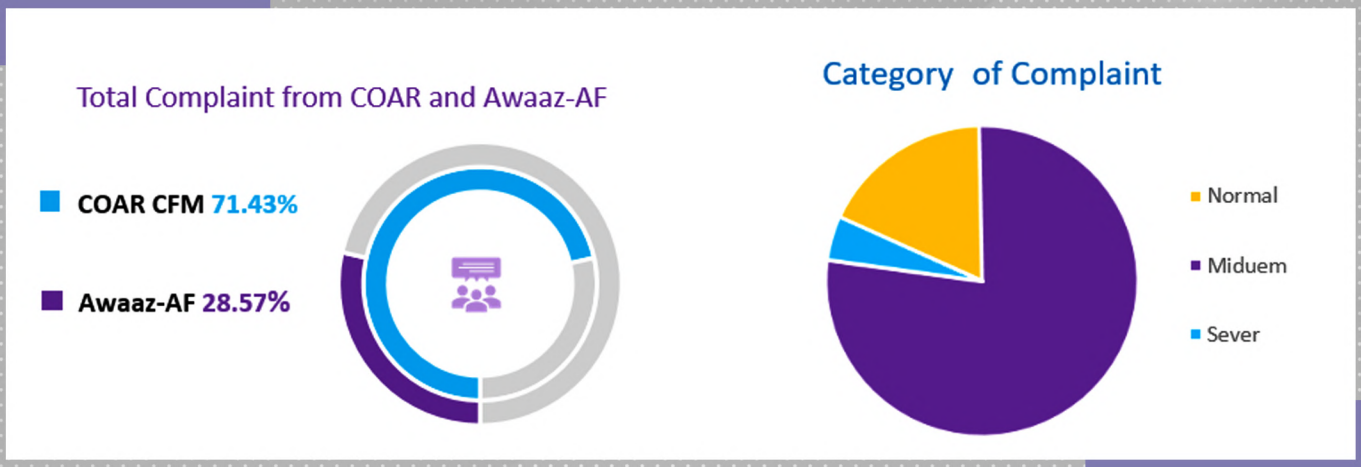
MONITORING EVALUATION ACCOUNTABILITY AND LEARNING

The Monitoring, Evaluation, Accountability, and Learning (MEAL) department represents a fundamental component of COAR's operational framework. This department collaborates closely with other divisions to guide the organization toward achieving transparency, quality, accountability, stakeholder satisfaction, and comprehensive learning across all projects. The primary objective of the MEAL department is to assess the effectiveness and efficiency of projects by identifying strengths and areas for improvement, as well as recommending corrective actions to enhance and realize the intended outcomes.

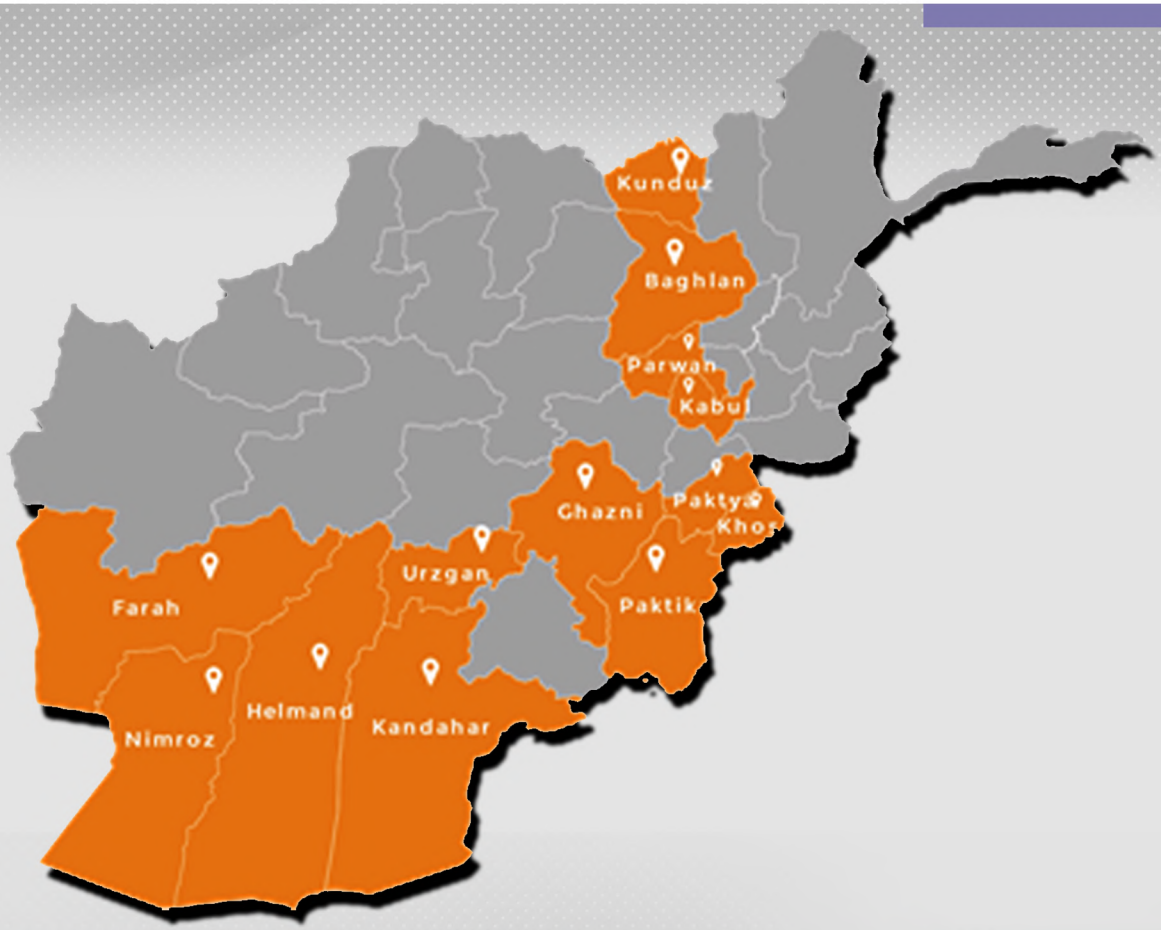
The MEAL team at COAR has systematically documented lessons learned from each project through stakeholder workshops conducted at the conclusion of each initiative. These documented insights will serve as valuable resources for the organization in the planning and execution of similar future projects. Additionally, data collection and management systems have been utilized separately for Water, Sanitation, and Hygiene (WASH), Food Security and Livelihoods (FSL), and Education projects, guided by log frame indicators. The analyzed and interpreted data provides a comprehensive understanding of project performance, supports effective decision-making processes, and facilitates the adaptation of programming as necessary.

In 2024, the COAR MEAL team, consisting of 15 dedicated staff members, conducted a total of 663 monitoring and field visits, in addition to 5 joint programmatic visits in partnership with program teams. These visits serve as a testament to our commitment to ensuring the implementation of projects with high quality and achieving significant outcomes. The MEAL team meticulously executed and monitored field and project-level visits, as well as programmatic visits undertaken by senior MEAL and program staff from the COAR headquarters across 10 provinces. The MEAL team takes pride in our unwavering commitment to delivering programs with excellence and efficiency.

In 2024, as part of the COAR capacity development initiative, the COAR MEAL team facilitated five in-person and online training sessions focused on feedback and response mechanisms for 175 staff members, aiming to enhance capacity and accountability. To ensure effective use of its Complaint and Feedback Mechanism (CFM), COAR distributed dedicated uptake channel addresses to all project beneficiaries and stakeholders. Throughout the year, the CFM received a total of 133 complaints from 13 provinces, including Baghlan, Ghazni, Helmand, Kabul, Kunduz, Nimroz, Khost, Farah, Paktika, Parwan, Kandahar, Paktia, and Uruzgan. All complaints were properly registered, investigated, and addressed, with timely responses provided by project teams. Every case was closed to the satisfaction of the complainants. Additionally, the MEAL team independently conducted one post-distribution monitoring (PDM) to assess the effectiveness and impact of the education project, ensuring accountability and continuous improvement.



Complaints received from 13 provinces





CFM Training session for head office staff in Kabul 26-08-2024



CFM In-person training for Ghazni province staff

COAR HUMAN RESOURCE

Action plan for 2024:

The 2024 action plan includes implementing an HRMIS System, transitioning to a computerized recruitment process, handling recruitment challenges, conducting staff training programs, and developing performance appraisals.

Activities and Achievements:

The individual successfully hired and placed 270 staff members across various projects, with a total of number of 1,100 male and female staff members in 2024. They developed a structured personal filling system for staff records, organized and conducted online training programs on Child Safeguarding, PSEAH, and Code of Conduct, revised and updated the Code of Conduct policy, and updated the Job Description. They also conducted annual performance appraisals for project staff, ensured correct salary payments for COAR staff, and prepared for audits including ministry of labor and donors.

Action plan for 2025:

The 2025 action plan includes developing and implementing an HRMIS System, updating HR policies based on situational requirements, creating a structured performance appraisal policy, conducting staff training and development programs, conducting a training need assessment, updating job descriptions, conducting annual performance appraisals for project staff, and ensuring proper salary implementation for COAR staff members.



COAR Human Resource department has a well-organized filling System

CIVIL SOCIETY EMPOWERMENT NETWORK (CEN)

Introduction

The Civil Society Empowerment Network (CEN) has had a productive year in 2024, focusing on localization efforts and strengthening the role of national NGOs in Afghanistan. The year was marked by significant achievements, including research initiatives, capacity-building activities, institutional strengthening, and advocacy efforts. Below is a detailed summary of CEN's activities and accomplishments.

Key Activities and Achievements

1. Baseline Survey on Afghan Localization

CEN conducted a comprehensive baseline survey on Afghan localization, collecting responses from national NGOs. The findings provided valuable insights into localization challenges, opportunities, and stakeholders' perspectives.

2. Inauguration of the Afghanistan Localization Lab

On November 5, 2024, CEN successfully inaugurated the Afghanistan Localization Lab, with participation from national and international institutions and donors. This milestone event marked a significant step toward advancing localization in Afghanistan.

3. Advocacy and Awareness Campaigns

- Prior to the opening of the Afghanistan Localization Lab, CEN launched a broad campaign calling for proposals and raising awareness about localization.
- Following the inauguration, an extensive social media campaign was conducted, drawing the attention of international donors and national partners to localization in Afghanistan.

4. Stakeholder Engagement

- A meeting was held with CEN members before the inauguration to discuss the event's objectives and ensure coordinated participation.
- CEN secured financial contributions of $10,000 from NEAR and $10,000 from NCA to support localization initiatives in Afghanistan.

5. Institutional Strengthening

- A systematic and organized archiving system was established to enhance record-keeping and documentation.
- Membership requirements for CEN were developed to ensure clear criteria for joining the network.
- A WhatsApp communication group was created for CEN members to facilitate collaboration and information sharing.
- A website and social media pages (Facebook, Twitter, and LinkedIn) were launched to reflect CEN's activities and engage a broader audience.
- A general CEN brochure was designed and printed.
- A special brochure focusing on localization in Afghanistan was developed and distributed.

- The vision, mission, goals, and slogan of CEN were formally established and communicated to stakeholders.

6. Media and Public Awareness Initiatives

- CEN produced documentaries, radio programs, radio plays, and social media messages to promote localization.
- Roundtable discussions were organized to facilitate dialogue on localization issues.
- Promotional materials related to localization were printed and placed in public locations, as well as made available to the general public.

7. Membership Expansion

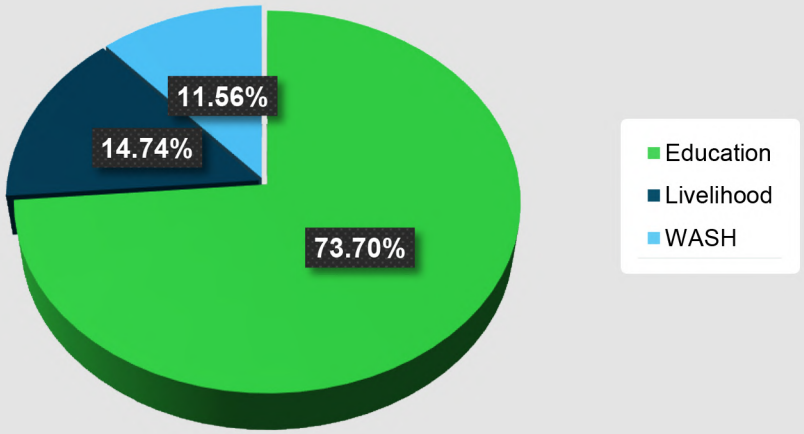
- Seven national NGOs were granted membership in CEN.
- Five additional NGOs submitted applications, which are currently under review.



Photo 1: Afghanistan Localization Lab

COAR PORT FOLIO IN 2024

Sector	Donors	Amount (USD)	Percentage
Education	UNICEF	5,370,011.37	73.70%
	SCI/IRC USAID	1,192,256	
	NRC/NORAD & ECW	329,004.7	
Livelihood	UNICEF	148,519.74	14.74%
	NRC/GFFO	844,311.00	
	NEAR	250,000.00	
	Care International	35,000.00	
	NCA	100,046.98	
WASH	NCA	831,033	11.56%
	CDP	250,000	
TOTAL		9,350,183	100 %



COAR's Donors and Partners



SHARQ INSTITUTE OF HIGHER EDUCATION

Founded in 2012, the Sharq Institute of Higher Education (SIHE) is a non-profit private institution located in Kabul, Afghanistan. It has established itself as a center of excellence in higher education, carving a niche in the educational landscape of the city. SIHE is officially registered with the Ministry of Higher Education and offers a range of programs leading to recognized degrees, including pre-bachelor certificates, diplomas, and bachelor's degrees across various fields of study.

in 2024, the Sharq Institute of Higher Education reaffirmed its commitment to knowledge as a cornerstone of an Islamic society, guided by the leadership of the COAR Institution. This report evaluates our progress, challenges, and strategies to enhance educational quality and accessibility.

The new Administrative Board has implemented a comprehensive action plan to enhance the operational efficiency and academic excellence of the institution. Key activities include the development of strategic implementation, operational, and financial plans to address current challenges and align with the Ministry of Higher Education.

The board has established partnerships with organizations such as ALSO and the Youth Capacity Building Center and initiated the development of the Sharq Professional Training Center. A total of ten scientific programs, including seminars and workshops, were conducted to enhance student learning and engagement.

In terms of administrative affairs, the board has ensured the provision of necessary facilities, settled tax obligations, and processed payments for graduate documents. The recruitment of staff and faculty has been effectively managed, aligning with the institution's needs.



The student affairs saw the successful administration of five entrance exams, resulting in the admission of 562 students across two semesters, increasing the total student population to 650.

Efforts to improve the Management Information System (MIS) have enhanced operational efficiency, addressing previous challenges in data submission. Additionally, monograph defense sessions were conducted with a focus on quality assurance, ensuring high academic standards.

GURBAT RADIO

Achievements:

Over the past year, we have taken significant steps in expanding and enhancing access to our radio broadcasts. One of the most important achievements during this period has been enabling radio broadcasts through a dedicated online streaming link. This initiative has made our programs accessible not only to local listeners via FM frequency but also to audiences worldwide through smartphones. This transformation has not only expanded our listener base but has also fostered stronger connections with our fellow citizens abroad, allowing a much wider audience to easily tune in to our programs.

Advancing Public Awareness Through Localization Programs

Another key initiative has been the implementation of the Localization program to raise public awareness about its importance and applications. To achieve this, we have focused on producing and broadcasting a variety of programs, including:

- **Radio Dramas:** These dramas are designed and produced to illustrate the challenges opportunities, and significance of localization in everyday life.
- **Specialized Round Table Discussions:** In these discussions, experts and special ists from various fields have analyzed and debated the impact and necessity of localization.
- **Radio Documentaries:** These documentaries, funded by NCA and supported technical ly by COAR, highlight different projects, their impact on society, and how to effectively utilize available resources.



The Role of social media in Expanding Radio Influence: Acknowledging the increasing importance of social media in today's landscape, we have been dedicated to expanding and improving our radio station's presence on platforms like Facebook, Twitter, YouTube, and other social networks. These pages have evolved into vital sources of news and information for our audience, with many considering Ghorbat Radio a trusted hub for information.

Additionally, our audience's diversity is noteworthy, encompassing men, women, the elderly, youth, and teenagers. This broad listener base demonstrates the extensive impact of our programs and the radio's capacity to address the informational and cultural needs of various social groups.

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2024 Annual Report