



From One Wheel to Multi-Wheels

A Glance at COAR's Humanitarian and Development
30 years journey in Afghanistan



Coordination of Afghan Relief (CoAR)

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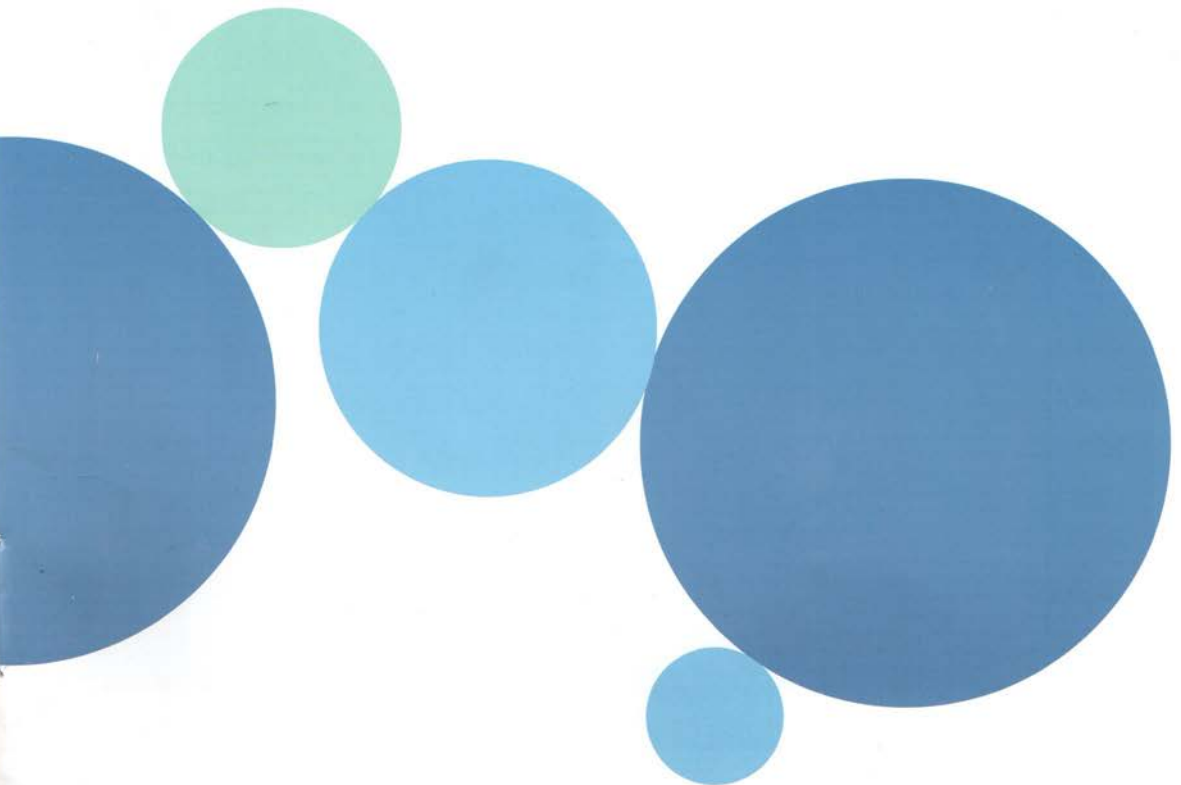
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ACRONYMS

ACBAR	Agency Coordinating Body for Afghan Relief
ADAP	Afghanistan Disability Action Plan
ADRRN	Asian Disaster Reduction & Response Network
ALLOHA	Asian Local Leaders Organization for Humanitarian Aid
ANCB	Afghan NGO's Coordination Bureau
ANDMA	Afghanistan National Disaster Management Authority
ANDS	Afghan National Development Strategies
ANPDF	Afghan National Peace Development Framework
CAID	Christian Aid
CEN	Civil Society Empowerment Network
CSO	Civil Society Organization
DRR	Disaster Risk Reduction
EC	European Commission
ECW	Empowerment Center for Women
EiE	Education in Emergency
ER	Emergency Response
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
GRTV	Gorbat Radio & TV
H Ed	Higher Education
HBC	Home Based Classes
ICT	Information, Communication, and Technology
IDP	Internally Displaced Person
INGO	International Non-Governmental Organization
IRoA	Islamic Republic of Afghanistan
MC	Management Committee
MISFA	Microfinance Investment Support Facility for Afghanistan
MoE	Ministry of Education
MRRD	Ministry of Rural Rehabilitation and Development
NCA	Norwegian Church Aid
NEAR	Network for Empowered Aid Response
NFI	Non-Food Item
NGO	Non-Governmental Organization
NPA	National Procurement Authority
NPPA	National Priority Program Afghanistan
OSDR	Organization for Sustainable Development and Research

SDG	Sustainable Development Goal
SWOT	Strengths, Weaknesses, Opportunities and Threats
TLC	Temporary Learning Classes
UNCHS	United Nations Commission on Human Settlements (Habitats)
UNHCR	United Nation High Commissioner for Refugees
UNICEF	United Nations International Children's Emergency Fund
UN-OCHA	United Nations Office for the Coordination of Humanitarian Affairs
USSR	Union of Soviet Socialist Republics
WASH	Water, Sanitation and Hygiene
WB	World Bank
WFP	World Food Programme



ACKNOWLEDGEMENTS



Mohammad Naeem Salimee (Ph.D.)
Founder of CoAR and Chairman, CEN

CEN would like to thank the wide range of individuals and organizations that assisted and supported the work of CoAR over the past 30 years in Afghanistan. Dr. Arne Strand from CMI has been extremely valuable to the foundation of CoAR and continues to be a moral and technical support for the past 30 years. CoAR will always

remember Dr. Arne's sacrifices for the people of Afghanistan since the early 1980's till the latest terrorist attack on Intercontinental hotel in Kabul on January 20, 2018 while Dr. Arne was in Kabul on a mission to develop CoAR's 5 years' strategy. Thanks to God, he survived from the attack but still suffered serious injuries.

The NCA Afghanistan Program, through its long-standing partnership with CoAR, has always been the backbone of a strong CoAR that it is today. Dr. Manu Gupta, Co-founder of SEEDS, has made very valuable contributions in connecting CoAR with the external humanitarian world. The Sharq Institute of Higher Education provided research assistance, meanwhile OSDR as a pioneer organization in research and evaluation organized series of meetings with academic staff, donors, government, CSOs, Private sector, and students in four regions of Afghanistan. CEN also wishes to thank CoAR's Board of Trustees for their constant support and reviews on earlier drafts of this report.

CoAR would like to thank a wide range of donors such as NCA, USAID, UNICEF, UNHCR, WFP, FAO, UNOCHA, World Bank, MISFA, Save the

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Dr. Arne Strand & ANDMA Senior Management discussing Humanitarian Strategies in Afghanistan

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commenting on earlier drafts and giving up their time to be interviewed. We pray to those who sacrificed their lives during 30-year journey of CoAR.



Shaheed Eng. Bakhtawar



Shaheed Eng. Ehsanullah Samim



Shaheed M. Arif Kakar

Finally, God bless all our colleagues in and outside CoAR who lost their lives in serving their country people, thanks to my family and all the families of CoAR's colleagues who have helped us in the past 30 years taking the added load and responsibilities of family affairs so that we could serve our needy people better. The honor and pride of a successful CoAR goes to our families too. God bless all.

EXECUTIVE SUMMARY



Eng. Abdul Halim Halim

Afghanistan was a peaceful and almost self-sufficient country before 1979. After the invasion of former USSR in 1979 and during the war years in Afghanistan, the only comfort was that the NGOs will be there to meet their most urgent needs. Thanks to our valued donors, we were and can help whenever and wherever we're needed to reach the needy people of Afghanistan. The country experienced a massive destruction in all sectors of life including social cohesion. It's still difficult to measure the degree of social cohesion and peaceful life among the different ethnicities and geographical areas of Afghanistan before the Russian Red army invasion. After the aggression, every hope and prosperity were washed out from this country. Generous supports from the world arrived just as quickly as the Afghanistan people needed in the aftermath of 1979 invasion in Afghanistan.



CoAR's senior management discussing programmatic issues

During 1979-1988, most International NGOs were operating mainly in refugee camps in Pakistan and neighboring countries and partially across the border in Afghanistan.

In late 1980s the Afghan National NGOs evolved to serve the needy people in Afghanistan. CoAR was established in 1989, with an aim to coordinate the international aid to the people of Afghanistan without any influence of warlords and armed groups. Unfortunately, some of the commanders at that time were misusing the donations and assistance to the people during the war years. CoAR accomplished this mission by working with the local

communities and other humanitarian and development partners to deliver life-saving services. We helped communities to meet these urgent needs by performing the following services in all over Afghanistan:

CoAR is celebrating its 30th anniversary in 2019 and this publication is relevant mainly for two purposes:

Firstly, to elaborate the history of evolving National NGOs in Afghanistan and its impact on the lives of people.

Secondly, to encourage National NGOs in Afghanistan to be prepared for more committed work, transparency and accountability with fruitful work.

This publication showcases a case study of local capacities in humanitarian and development aid. It elaborates how a group of local leaders in humanitarian and development sector impacted the lives of poor and changed people and communities' perspectives from life-saving endeavors to development. Though doing well is not enough and we still need to do it better, we must show what kind of good work we're doing, in which sectors and in which communities.

There are problems around security, accessibility, often lack of basic data such as population figures, etc.

In this publication we will have a glance at the history of National/ Local NGOs and its rapid growth and the current practices of humanitarian and development work in Afghanistan. Through this report, the donor community will be further encouraged to find alternative solution policies and practices for supporting local capacities to ensure the sustainability of humanitarian and development work in Afghanistan.

The definition of local capacities and localization recently became a topic of debate, particularly during the 'World Humanitarian Summit' (WHS) in 2016 in Istanbul, Turkey. Since then, many developments have happened towards finding ways and procedures to reduce the distance between the donor

community and local humanitarian and development organizations. Although enormous discussions are going around the world to debate the definition, boundaries, authorities and responsibilities of local humanitarian and development organizations, there are few highlighted movements such as Charter for Change and Grand bargain that work for localization in the aftermath of WHS in 2016 in Turkey.

It will be unjustified if we say nothing has been happened in the sphere of localization in the aftermath of WHS in 2016 in Turkey but there is still a need to continue debates on the common understanding of localization with donor community to see the further translation of words to practice and see whether it is possible to do it better. There is also the need to explore the benefits, dangers and costs of paying greater attention to translating localization in practice.

Although questioning the impact of localized humanitarian and development assistance is not new, it has moved up the humanitarian agenda in recent years. As the overall volume of humanitarian assistance has increased, there has been greater scrutiny of how this money is spent.

The existing tools and capacities in National NGOs in Afghanistan seem insufficient for impact and results-based humanitarian and development work. Thus, if donors and agencies alike want to be able to demonstrate impact and results-based work, there is a need for greater investment in the skills and capacities of National NGOs and long-term partnership policies.

The case study of CoAR's development phases and lifecycle from seed growing to self-help NGO in Afghanistan in this publication is based on its experience of 30 years. The lessons learnt during this journey have much wider benefits beyond simply the practice of impact work, such as greater emphasis on the participation of the affected population in the humanitarian and development work, the need for clearer objectives, and

more research into what works and what does not would be to the advantage of the system as a whole.



CoAR implemented Kabul Emergency Program (KEP)

BACKGROUND



The phenomenon of evolving national humanitarian and development organizations happened almost in the aftermath of 1979 Soviet invasion of Afghanistan. Prior to that, Afghanistan was a peaceful and reasonably-paced developing country with regional development movements of the era.

The war for freedom in 1979 in Afghanistan was not the first experience for Afghans, having faced multiple invasions from Great Britain and other invaders historically. The Afghan nation unanimously ran to defend its own territorial integrity in 1979, having very little or no knowledge of the greater regional agenda of the superpowers. After 10 years of resistance, the Soviets were defeated and left Afghanistan.

Many regional and international players channeled in, enormous military and technical support for the resistance against the Soviets, namely the United States and its allies through Pakistan.

It is worth mentioning that during the period of resistance against the Soviets and civil war within Afghanistan, Pakistan was in the process and

eventually became an atomic bomb power, which brought regional as well as international concerns, and insecurity for some neighboring States. This accelerated in regional rivalry and arms race, which could bring wars and humanitarian crisis.

During the war, the people of Afghanistan were in dire need as every infrastructure and means of life were destroyed. International humanitarian and development actors from different parts of the world reached to help Afghan people - both locally and regionally displaced refugees and citizens. This was the time where the international humanitarian organizations played its humanitarian role and the people of Afghanistan will always remember and value this timely action. It is worth mentioning that the agenda of humanitarian aid and politics in and around Afghanistan were influencing the people of the country and in some cases even exacerbating the cultural values of this country.



A scene from a great regional political agenda of super powers

During the late 1980's some Afghan NGOs evolved side by side with the international NGOs and started to learn by doing and serving its people. It's important to mention here that the technical, moral and financial international

support of that times were vital for the today's pioneer National NGOs such as CoAR in Afghanistan.

In 1989, Coordination of Afghan Relief (CoAR), which is now one of the pioneers among the few National NGOs in Afghanistan, was established with Norwegian seed money, with the aim to coordinate the humanitarian and development assistance to the needy and poor people of Afghanistan by gradually takeover the humanitarian aid policies and practices from warlords and armed groups to public. A strong relationship and close communication of CoAR's leadership with communities across Afghanistan was the key for CoAR to reach the set objectives and programs results.

SCOPE AND METHODOLOGY

The Rural Development Center (RDC) is the logical outcome of the initiative taken by the founders of Coordination of Afghan Relief at the end of 1989. By working through the RDCs it was hoped to contribute to the reconstruction of Afghanistan. By adopting the strategy of placing centers for integrated programs along an economical axis, CoAR hoped to minimize risks and costs and to maximize control of aid given. Budgets allocated to CoAR increased regularly and this allowed the growth of RDCs as a focus for rehabilitation which should spread out to several surrounding provinces.

The leadership of CoAR were keen to ensure the survival of the RDCs and to go beyond the conditions that might be shadowed by political aid agendas, therefore they early decided to set up Sharq Institute for Higher Education, Gorbati Radio TV and CEN.

CEN was created to ensure the sustainability of coordinated humanitarian and development programs between the members NGOs and likeminded networks. CoAR is now on the path of implementing its 5 years strategy 2018-2022. Looking to the rapid changing political, economic and social context, CoAR institutional development and programmatic growth is well stabilized and impactful. The thirty years of experience with dedicative leadership and staff of CoAR have been cautiously and thoroughly heading with the reasonable pace of humanitarian and development programs in Afghanistan.



**Disaster risk
reduction/
emergency
programs**



CoAR emergency operation in IDPs camp, Northern Afghanistan



A view from CoAR integrated Approach implemented from Rural Development Centers (RDC)



CoAR believes community participation as a secret of successful programs

OUR PROGRAMMATIC JOURNEY

CoAR as a one-wheel humanitarian driven organization started the journey from supporting war-affected people in Muqoor district of Ghazni province with a total fund of 1,000 USD from Norwegian Afghanistan Committee (NAC). Looking at the broader need for life saving assistance, migration and displacement of Afghans to Pakistan and other neighboring provinces due to Russian troops clashes and then internal conflicts and Taliban regime in Afghanistan, CoAR started serving the Afghans both in and out of the boundaries by responding to the immediate live saving needs during the period 1989 to 2002, and then expanded to the programs to both development and semi-emergency based on context and demand in overall Afghanistan. CoAR is now more developed and multi wheels organization working on sustainable livelihoods, poverty alleviation, education, WASH, engineering, emergency response, DRR, advocacy, and media.



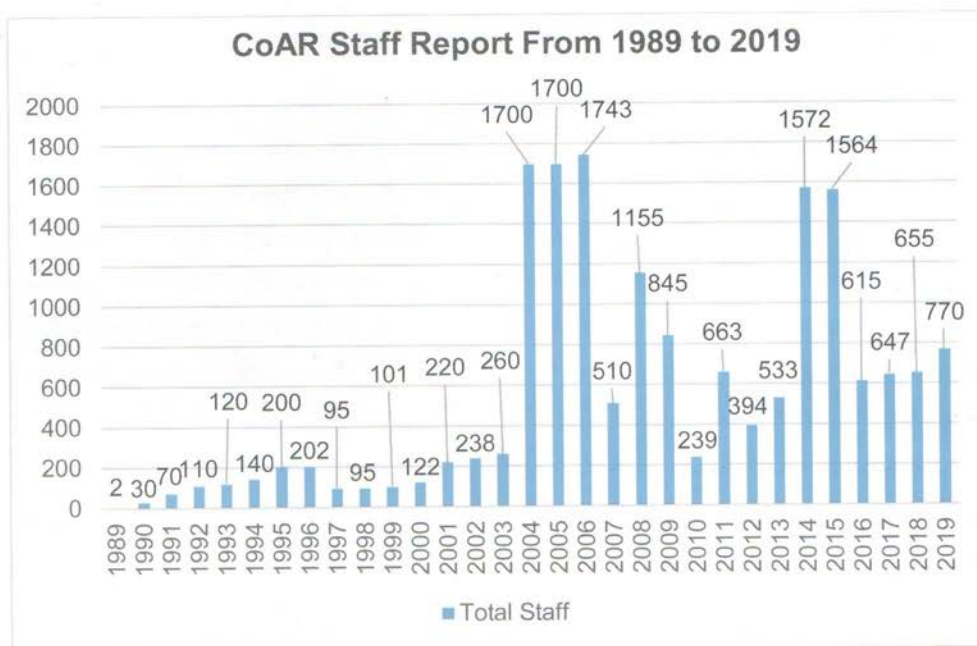
A scene of discussion on CoAR development programs with nomadic/ Kochi in Herat province



A scene of discussion on CoAR development programs with nomadic/ Kochi in Herat province

Human Resource and Capacity Building Overview

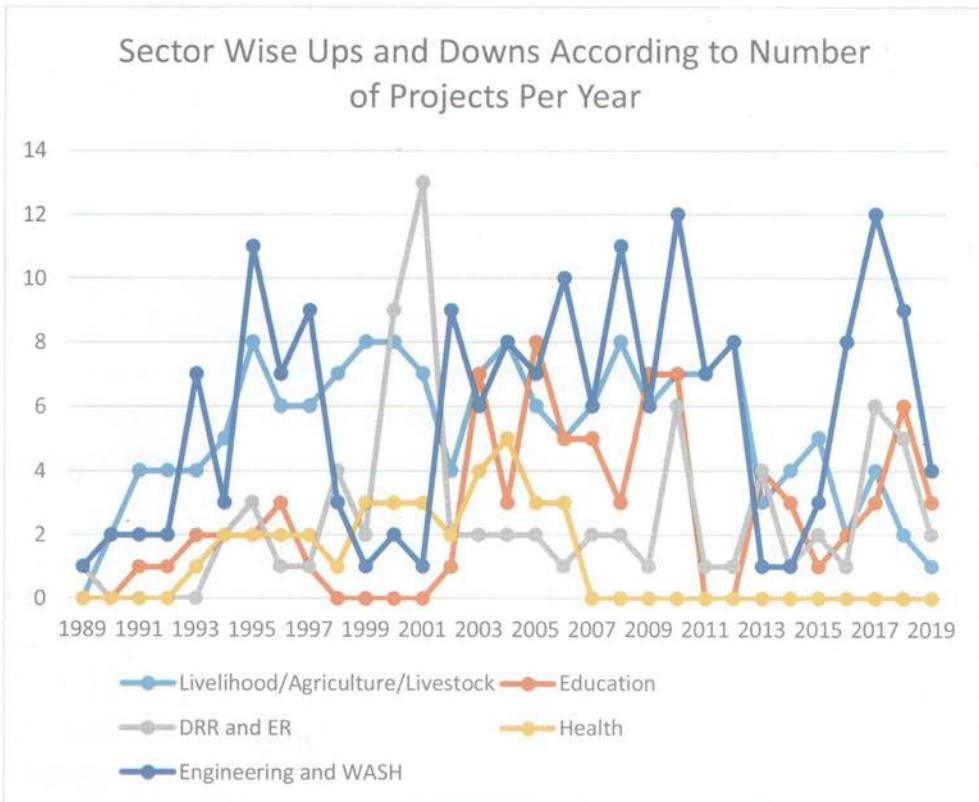
The graph indicates that in addition to the mandate of community development, CoAR has given significant importance to capacity building of the staff. It is growing from year to year and it is because of our focus on being a humanitarian-driven organization in the first decade of establishment. When our programs expanded to the development sector, then the employees per year has also significantly increased. All the NGOs played vital role as expertise provider in the establishment of Afghan new government in 2001. Most of the senior level employees of the government were shifted from NNGOs and INGOs. A total of 17,310 people worked for both long and short terms. CoAR yearly staff is graphed as bellow;



Within CoAR in the last 30 years' journey, Capacity building was fundamentally about improving effectiveness, at both micro and macro levels. Capacity building focused on furthering CoAR's ability to do new things and improve what we currently do. Most simply, capacity building improved the organization's performance and enhanced its ability to function and continue to stay relevant within a rapidly changing environment. Capacity building typically involved training, mentoring, learning environment and financial and/or other resource support to individuals and members from both internal and external sources. Capacity building did not happen overnight. It was a process that took several years, and often involved experts from many fields. Typically, capacity building resulted in the adoption of new skills and knowledge as well as systems to sustain and expand these improvements over time. As result of CoAR strong learning culture and capacity building program, number of our ex-employees are working in senior levels of government and non-government organizations as key driving factors.

Thematic and Operation Overview

Initially CoAR started its work with emergency programs and then expanded according to broader needs in the country to specific thematic areas of education, livelihoods, agriculture, livestock, vocational skills, WASH/ Engineering, higher education, health and advocacy. Bellow graph indicates that there are huge ups and downs in each sector specially in health. Most of the sectors were declining in different decades then improved. The

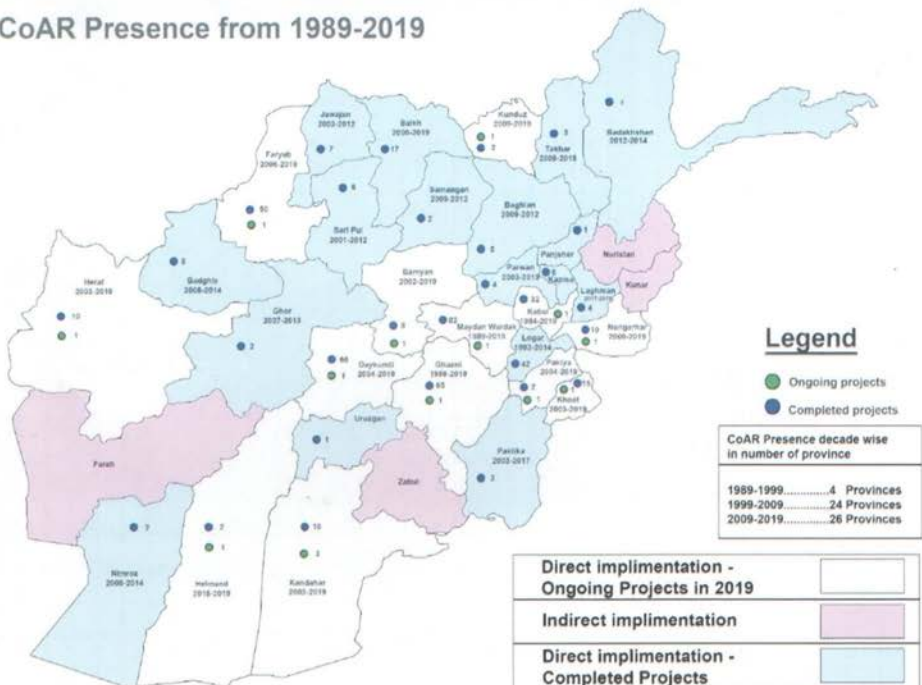


reasons behind are dynamic needs in Afghanistan, increasing crises in the country, shifting programs from emergency to development and overall needs in other crises affected countries. The graph also indicated that Livelihood and WASH/ Engineering departments maintained normal distribution which is the result of maintaining continues capacity and well understanding of external and internal environment.

Our Presence and Geographical Coverage

CoAR has worked all over Afghanistan in the last 30-year journey and implemented about 800 small and large scale projects. out of those 116 projects implemented in 18 blue highlighted provinces. CoAR has presence in 14 white marked provinces and implemented 15 projects in 2019. While CoAR implemented one project in Panjshir provinces through partner. In addition, CoAR implemented three WASH emergency projects in Peshawar for Afghan refugees.

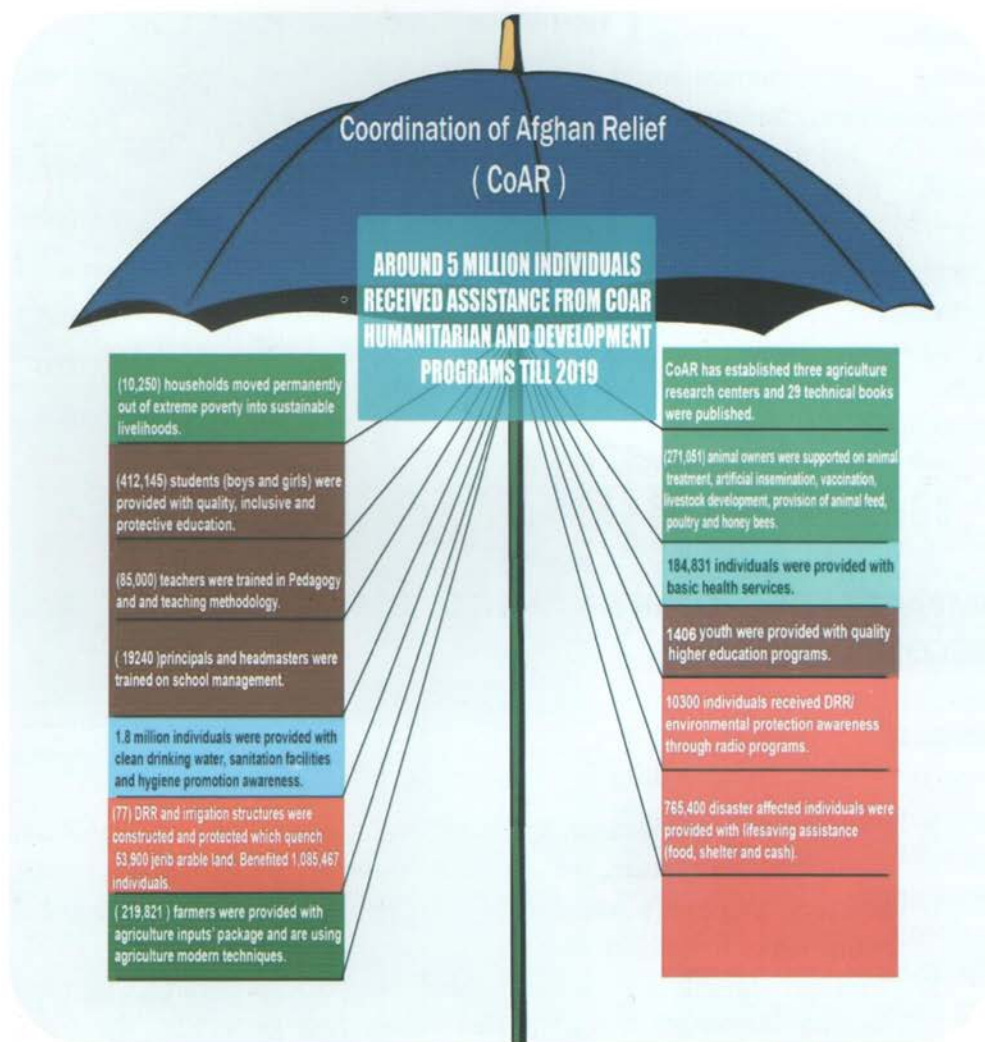
CoAR Presence from 1989-2019



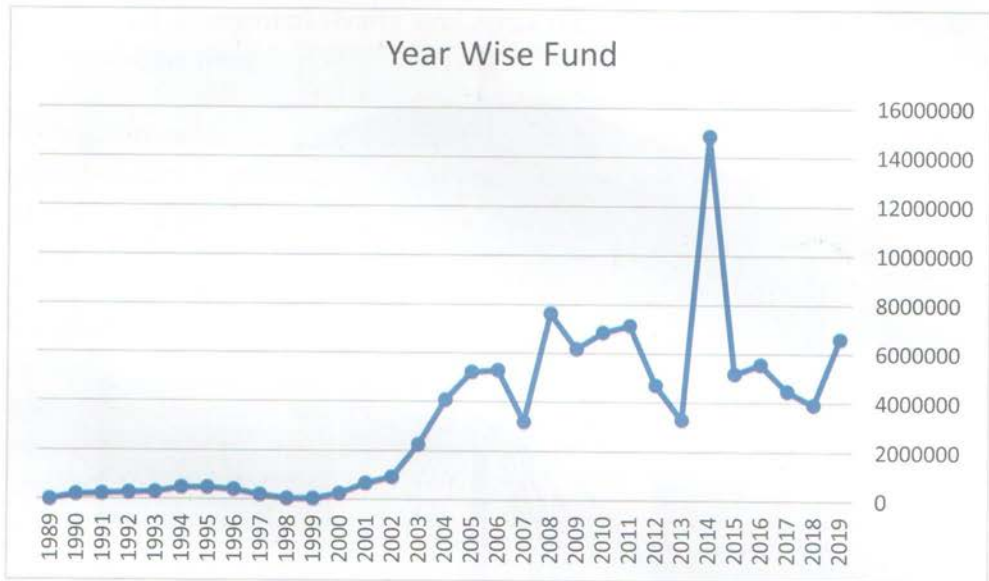
An Overview of Beneficiaries

Year wise Number of Beneficiary		Sector wise Number of Beneficiary																															
		WASH/Engineering				Health				Livelihood/Agriculture				Education				ER				DRR				GR&TV				H.ED		Total	
		M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F						
1989	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	357			
1990	540	368	0	0	320	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1228		
1991	6930	9240	0	0	1620	800	0	0	2070	2760	0	0	2070	2760	0	0	2070	2760	0	0	0	0	0	0	0	0	0	0	0	0	23420		
1992	2000	0	0	0	6889	9059	0	0	2000	1500	1460	560	0	0	0	0	2000	1500	1460	560	0	0	0	0	0	0	0	0	0	0	23468		
1993	2200	0	2500	3500	5424	3289	650	0	0	6889	9059	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	17563		
1994	10352	5889	2900	4900	2359	512	1800	0	0	5424	3289	650	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	28712		
1995	18400	9300	3367	5620	4097	1160	6850	0	0	2359	512	1800	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	63494		
1996	46352	33289	10000	12932	11854	1281	6054	84	29776	31082	0	0	29776	31082	0	0	29776	31082	0	0	8400	6300	0	0	0	0	0	0	0	0	182704		
1997	9190	4005	5952	7270	10764	4120	0	0	2300	1700	0	0	2300	1700	0	0	2300	1700	0	0	0	0	0	0	0	0	0	0	0	0	45301		
1998	18460	13845	8246	8647	8759	2628	1565	0	37368	28362	153457	96745	0	0	0	0	37368	28362	153457	96745	0	0	0	0	0	0	0	0	0	0	378082		
1999	12000	9000	1995	2140	5630	478	0	0	17511	12345	0	0	17511	12345	0	0	17511	12345	0	0	202256	155780	0	0	0	0	0	0	0	0	61099		
2000	47905	39181	8917	16790	35000	18790	0	0	0	0	0	0	0	0	0	0	0	0	0	0	14700	2400	0	0	0	0	0	0	0	0	524619		
2001	85000	48000	6303	7626	20857	2143	428	0	5700	4300	14700	2400	0	0	0	0	5700	4300	14700	2400	0	0	0	0	0	0	0	0	0	0	0	197457	
2002	114388	65000	0	40	20570	5640	6500	28150	125897	103653	68600	3400	0	0	0	0	125897	103653	68600	3400	0	0	0	0	0	0	0	0	0	0	0	541838	
2003	19961	14971	1454	4725	28978	21028	6484	4866	1112	834	0	0	1112	834	0	0	1112	834	0	0	0	0	0	0	0	0	0	0	0	0	0	104413	
2004	156000	95000	11276	26792	25670	6298	38799	51732	10140	7605	0	0	10140	7605	0	0	10140	7605	0	0	0	0	0	0	0	0	0	0	0	0	0	429312	
2005	49200	21901	10073	8766	3885	8180	11404	8533	13800	10350	35000	12400	0	0	0	0	13800	10350	35000	12400	0	0	0	0	0	0	0	0	0	0	0	193492	
2006	45160	33870	900	1200	4031	5708	594	445	30	30	50000	4900	0	0	0	0	30	30	50000	4900	0	0	0	0	0	0	0	0	0	0	0	146868	
2007	6520	4890	0	0	12560	6224	11402	8551	5890	23890	8976	341	0	0	0	0	5890	23890	8976	341	0	0	0	0	0	0	0	0	0	0	0	89244	
2008	50160	27626	0	0	40249	16327	527	394	18799	17897	51600	6700	0	0	0	0	18799	17897	51600	6700	0	0	0	0	0	0	0	0	0	0	0	230279	
2009	28680	21510	0	0	7016	3305	13073	10474	1564	1174	56100	5000	0	0	0	0	1564	1174	56100	5000	0	0	0	0	0	0	0	0	0	0	0	147896	
2010	5680	2130	0	0	35678	26731	16192	12144	992	745	0	0	0	0	0	0	992	745	0	0	0	0	0	0	0	0	0	0	0	0	0	100292	
2011	136626	59000	0	0	21980	5970	7890	4071	5751	4313	0	0	5751	4313	0	0	5751	4313	0	0	5250	5050	5250	5050	5250	5050	5250	5050	5250	5050	5250	5050	255901
2012	11116	8337	0	0	18970	4980	6623	560	3000	4000	0	0	3000	4000	0	0	3000	4000	0	0	5250	5050	5250	5050	5250	5050	5250	5050	5250	5050	5250	5050	67886
2013	33145	24859	0	0	4400	3300	20890	4757	1694	1269	0	0	1694	1269	0	0	1694	1269	0	0	10794	1799	0	0	5250	5050	5250	5050	5250	5050	5250	5050	272173
2014	33145	24859	0	0	4400	3300	20890	4757	1694	1269	0	0	1694	1269	0	0	1694	1269	0	0	10794	1799	0	0	5250	5050	5250	5050	5250	5050	5250	5050	104614
2015	2800	2100	0	0	5000	6688	214	160	10900	8175	0	0	10900	8175	0	0	10900	8175	0	0	5250	5050	5250	5050	5250	5050	5250	5050	5250	5050	5250	5050	46337
2016	40301	30976	0	0	11559	12031	5942	4457	21084	15814	0	0	21084	15814	0	0	21084	15814	0	0	5250	5050	5250	5050	5250	5050	5250	5050	5250	5050	5250	5050	152464
2017	45140	33855	0	0	858	1144	2810	2300	18980	32120	42000	20300	0	0	0	0	18980	32120	42000	20300	0	0	0	0	5250	5050	5250	5050	5250	5050	5250	5050	209807
2018	49292	47212	0	0	7467	9957	2329	1906	47976	69614	26663	19600	0	0	0	0	47976	69614	26663	19600	0	0	0	0	5250	5050	5250	5050	5250	5050	5250	5050	292316
2019	32764	31480	0	0	2196	2213	11278	9227	9000	8500	9810	9426	0	0	0	0	9000	8500	9810	9426	0	0	0	0	5250	5050	5250	5050	5250	5050	5250	5050	137600
Grand total	1119407	721693	73883	110948	368640	193984	285004	231381	393538	392185	739816	345651	47250	45450	112	112	393538	392185	739816	345651	47250	45450	112	112	47250	45450	112	112	47250	45450	112	112	5070236

COAR'S 30 YEARS WORK IN A GLANCE



FUNDING OVERVIEW



IMPACT OF COAR'S WORK, KEY FINDINGS AND RECOMMENDATIONS

Impact

1. Through employment of Technical and Managerial staff CoAR has prevented migration of (17310) people (including Professor, Masters, Engineers and Doctors) to neighboring as well as other countries of the world.
2. Through agriculture research and livestock programs, farmers' income increased three to five times and generally, the living standards of the people in the rural targeted areas are substantially improved,
3. CoAR quality education program resulted in having very qualified engineers, doctors, teachers and others who are serving most vulnerable Afghan people in proper and professional manner. They are productive assets and remain in the country.
4. CoAR Support to CSOs resulted in involvement of CSOs representatives in high level decision making like OGP, CSJAC, etc. at national level.

5. For poorer and some middle-income households that had migrated for work, food aid has encouraged them to return home. Food aid constituted a significant proportion of the diet but was insufficient to prevent hunger. Food aid effectively prevented the sale of animals for grain in the months when food aid was delivered. However, households were forced to increase animal sales in months when distribution did not occur in order to buy grain and non-food.
6. Saved lives of millions of crises affected people. Pulled community towards development and sustainable livelihoods. Supported Afghan returnees and refugees' reintegration process in places of origin.

Findings and Recommendations

1. As CoAR is going to implement long term program like TUP and WEE-RDP, so CoAR management should benefit from these opportunities and think more about organizational development and its sustainability.
2. CoAR management should invest more on human resources in terms of their capacity as well as in term of their security and safety.
3. CoAR management should think about CoAR regional and international operations.
4. It is recommended to strengthen the organization system more and more.
5. Community participation from the stage of project design till the final stage of transition is a must.
6. Never give up, even we can do more.
7. Believe in localization and start right away.

CONCLUSIONS

This study reviews the history of Afghan NGOs, the evolution of CoAR and the current knowledge and practices of national NGOs about localization policies and practices. To do so, it is important to draw attention to the context of humanitarian and development work in regional and global experiences and practices.

The current context and complex emergency and practical difficulties in Afghanistan indicates that it is unrealistic to expect meaningful analysis of impact in the humanitarian and development work in Afghanistan. However, these should not serve as justification for not considering more seriously the question of impact. Though that does not mean that improvement is not possible, it is likely to require greater commitment on the part of government, donors and NGOs.

Promising approaches to the analysis of impact are starting to be developed. Examples include National Procurement Authority's (NPA) endeavors under the direct supervision of the President of the IRoA to make the process of humanitarian and development work more accountable and transparent.

Beyond the project level

The humanitarian and development systems has remained consistently poor at ensuring the participation of affected populations and communities. Much could be learnt from innovations in participatory approaches in the development sphere, and possibly from customer-focused approaches in the business sphere. The humanitarian system is largely ignorant of the views of affected people as to the assistance being provided. There is a place for both the art and the science of impact measurement; and it is important to reiterate that scientific, analytical and participatory approaches can often be complementary.

The new agenda

CoAR continues to have a strong interest in and is committed to working for its people in Afghanistan, which is defined as a priority strategy for CoAR's development and humanitarian Strategic plan (2018-2022). Since the inception of CoAR in 1989, CoAR's commitment for the people of Afghanistan has been based on four main pillars:

1. Cross border emergency assistance from Pakistan to Afghanistan
2. Lifesaving assistance to Afghan refugees in Pakistan
3. Peace, reconciliation and dignified repatriation for Afghan refugees
4. Humanitarian and sustainable development assistance to the people of Afghanistan

The above four main pillars are anticipated from CoAR Strategic Planning (2018-2022). CoAR has made considerable investments in the above-mentioned commitments including capacitating thousands of young Afghans to contribute in war-torn government systems in Afghanistan. The overall objective (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) remains valid, i.e. CoAR is now a strong partner of the Afghan government contributing to national and regional stability and creating a situation where Afghans believe in a future in their own country. Despite broad international support and engagement, Afghanistan is still a fragile and conflict-affected country, a drive towards self-reliance in all spheres was initiated after 2002. Despite progress on socio-economic indicators, significant challenges remain in building a path to a secure, stable and self-reliant Afghanistan, and the need for an Afghan-led and Afghan-owned development process remains undisputed.

This also includes the efforts to pursue all possible solutions to the security crisis. In absence of a stable and secure environment, there is a risk of a further worsening of the economic situation, an increase in migration to

neighboring countries and beyond as well as a deteriorating situation for internally displaced people and the creation of space for terrorist groups to operate in and out of Afghanistan. Against this backdrop of continuing fragility, there is broad international agreement on the critical need for the international community to remain engaged in Afghanistan. CoAR's strategic Objectives (2018-2022) are strongly contributing to the Afghan context: promotion of peace, security and protection; migration; the need for inclusive, sustainable growth; as well as improvement in the area of human rights, democracy and equal rights for women and men. CoAR is committed to continue its support to the people of Afghanistan. To the extent possible and relevant CoAR will make ensured to maximize impact.

For the period 2018-2020, CoAR will be focusing on its challenging journey but promising the prosperous future of Afghanistan people that addresses humanitarian and development steps toward the ownership and socially cohesion programs including those contributing to internal displacement and irregular migration from Afghanistan, through strengthening of job creation and education as well as integration of refugees and IDPs into local communities and innovative models for poverty eradication such as Target Ultra Poor (TUP) etc. Moreover, capacity-building, institution-building and development are crucial during conflicts in order to increase legitimacy. A big problem with the tight time-frame associated with Bonn was that they made it difficult to build capacity and gave the political process priority over development without bringing justice to the victims of violence and without maintaining human rights, any efforts towards peace and reintegration will be pointless.

In other hand, the assumption behind the CoAR's WAY FORWARD is that to maximize the effectiveness of the international community in responding to crises, the system should 'speak with one voice' and systematically pursue a more principled, unitary and coherent approach. It also meant that the peace and assistance strategies must be organically linked, both conceptually and operationally, i.e. we must be much more systematic in

identifying activities that can reinforce “the logic for peace, working with women’s groups and civil society entities that have a vested interest in ending conflict and helping them to have their voice heard. Life-sustaining humanitarian assistance shall be provided in accordance with the principles of humanity, universality, impartiality, and neutrality. Assistance shall be provided as part of an overall effort to achieve peace. International assistance needs to be provided on need-basis; it cannot be subjected to any form of discrimination. Rehabilitation and development assistance shall be provided only where it can be reasonably determined that no direct political or military advantage will occur to the warring parties in Afghanistan. Institution and capacity-building activities must advance human rights and provision of basic social services: These included health care, education, integrated development programs, water/sanitation and drug control. International assistance activities must be designed to ensure increasing indigenous ownership at the village, community and national levels and to build the country comprehensively as interpreted in the World Humanitarian Summit in 2016 Istanbul, Turkey.

At the World Humanitarian Summit and the ensuing Agenda for Humanity, stakeholders committed to reinforce but not replace national and local systems and invest in local capacities. Local people are the first to respond in a humanitarian crisis and stay long after others have moved on. The success of humanitarian response is measured not only in lives saved, but also by how much the ability of local communities to respond to any future disasters is strengthened.

More than a dozen initiatives, partnerships, platforms and alliances were either newly developed or strengthened through the World Humanitarian Summit process and will help implement the Core Responsibilities and turn the Agenda for Humanity into reality. Initiatives range from funds to finance Education in Emergencies, to data platforms and charters on inclusion. They ensure that the needs of persons with disabilities, children and youth, migrants, older persons, and other marginalized people will be fully

considered in preparedness and response and work on new, innovative ways to finance humanitarian action. Some of the initiatives such as Platform on Disaster Displacement, Charter for Change, Grand Bargain, Education Cannot Wait, Connecting Business Initiative and Global Partnership for Preparedness are worth mentioning.

The localization agenda has been a high-profile topic in humanitarian policy dialogue since the World Humanitarian Summit. It is widely accepted that local and national actors are closer to communities and often able to provide more contextualized humanitarian assistance and protection. Local and national actors can reach crisis-affected communities faster, and they are there before, during and after crises, facilitating a smooth transition from relief to recovery. It is also increasingly accepted that local and national actors can deliver humanitarian services more cost-effectively than international actors and are better able to ensure that the perspectives of local populations strongly influence programme design. While there is widespread recognition of the value of shifting power and resources within the humanitarian system towards local actors, progress towards the actual implementation of localization has not been as easy or as fast as many local actors would have hoped.

The World Humanitarian Summit was a very practical and productive event for national humanitarian and development actors worldwide. The establishment of the CEN with support from CoAR, STARS and OSDR as founders was at a very right time to join the journey of “WE CAN DO IT TOGETHER” on the path of “TOWARDS A LOCALISED AID SYSTEM IN AFGHANISTAN”.

The 30th anniversary of CoAR will be a more mature and experienced takeoff point for CEN and CoAR to join hands and renew its commitment for peace and development in Afghanistan.

THE WAY FORWARD

This report closely tracks the strategic planning of CoAR 2018-2022 which describes the combination of CoAR's future five years of humanitarian and development programs in Afghanistan. The choice of the appropriate approach for finding impact of CoAR's humanitarian and development programs may vary according to the political context, security, donors' interest to funding the programs. The various constraints characteristic of humanitarian programming should not serve as an excuse for not considering the question of impact. These constraints do, however, imply that the approach has to be adapted to the context and circumstances. It would not be helpful to expect over-burdened program managers to rigorously analyze impact without equipping them with the capacity and resources to do so. Improving impact assessment is closely linked to the drive to improve downwards accountability and the need to make good on commitments to greater participation. However, people are rarely asked what impact they feel aid has had on their lives. This suggests that, if donors and agencies alike want to be able to demonstrate impact more, there is a need for greater investment in the skills and capacities needed to do this. Given the large (and rising) expenditures on humanitarian assistance.

Tools such as the 'do no harm' approach can also in part be seen as an attempt to anticipate the possible negative impacts of interventions. Learning can apply at different levels, from the project to the sector to the system.

THANK YOU

On behalf of the people we serve, CoAR would like to thank the individuals, donors and government agencies who supported our work for the past 30 year. helping them to bring hope to families devastated by natural disasters and war.

Our mission is not over. When people are hurting, CoAR mobilizes the power of humanity to ease their suffering. To address increasing vulnerabilities around the country and region, we are expanding efforts to address the most pressing humanitarian needs in the country and region. Extending cooperative hand in 2013 to Philippine and Nepal in 2015 from CoAR and CEN is a clear indicator of their humanitarian commitment in the Asian region.

To support the vital work in humanitarian, DRR and Climate change, CoAR established the Sharq Institute of Higher Education and Gorbat Radio TV station to educate professionals in DRR, Environmental Engineering in Afghanistan, dedicated to improving disaster preparedness, researching and promoting the most innovative and effective approaches, and replicating activities that save lives and minimize property damage.

Through decades CoAR proved to continue standing with communities in their time of greatest need as it works to increase the speed and efficiency of our disaster response programs, as well as improve efforts to reconnect separated families. Looking ahead to its fourth decade, CoAR's Initiatives will pave the way for its people to educate and transform the art of combining local wisdom with scientific knowledge in order to help the people help themselves, but these can only take place with sustained support from the government and donors.

CoAR is hardly working to convince the government of Afghanistan to let the Humanitarian Law curriculum is taught in the University classes and in addition to high school students. CoAR has also successfully implemented

DRR training and is gradually trying to reach school students in communities in humanitarian law as a pilot project with technical support from ALLOHA a member of CEN network next year.

CoAR was able to demonstrate success and raise money from donors and National governments, during the past 30 years. Meanwhile CoAR has gained vast experience with humanitarian donors, to be clear about the role and scope of humanitarian donor agencies, to advocate for greater engagement in 'Forgotten crises in Afghanistan. In addition, CoAR is closely working with ACBAR, ADRRN and NEAR to promote the coherence of political and humanitarian agendas of donor agencies, to maintain the neutrality and independence of assistance.



Communities empowerment is the strategic issue of CoAR

Another function of CoAR is related to the question of accountability. This is primarily an issue of upwards accountability, between donors and aid agencies; and downwards accountability (of aid agencies to the beneficiaries of aid) which is

often talked about but seldom practiced. Donor governments want to know about impact, both because they have a responsibility to ensure that public funds are well spent, and because they need to choose where to allocate scarce public resources.

At last but not the least the buzz word in the recent years particularly after the WHS in 2016 in Turkey is the debates of localization. CoAR is cautiously



CoAR is representing Afghanistan Civil Society Organizations From South Central Asia as Advisory Group to World Humanitarian Summit

The Charter for Change includes 8 Commitments that INGOs agree to implement, to address imbalances and inequality in the global humanitarian system.



DIRECT FUNDING

COMMIT TO PASS 25% OF HUMANITARIAN FUNDING TO NATIONAL NGOS



PARTNERSHIP

REAFFIRM PRINCIPLES OF PARTNERSHIP



TRANSPARENCY

PUBLISH THE AMOUNT OR PERCENTAGE OF FUNDING THAT IS PASSED TO NGOS



RECRUITMENT

ADDRESS AND PREVENT THE NEGATIVE IMPACT OF RECRUITING NGO STAFF DURING EMERGENCIES



ADVOCACY

EMPHASIZE THE IMPORTANCE OF NATIONAL ACTORS TO HUMANITARIAN DONORS



EQUALITY

ADDRESS SUBCONTRACTING AND ENSURE EQUALITY IN DECISION-MAKING



SUPPORT

PROVIDE ROBUST ORGANIZATIONAL SUPPORT AND CAPACITY BUILDING



PROMOTION

PROMOTE THE ROLE OF LOCAL ACTORS TO MEDIA AND PUBLIC



**WE BELIEVE IN LOCALIZED APPROACHES
IN OUR WORK**

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