

Future Generations Afghanistan

Empowering Communities to Shape Their Future



**Report
2012 & 2013**

Greetings from Future Generations Afghanistan

In the remote and insecure districts of Afghanistan, the development challenges are particularly daunting. Future Generations Afghanistan is mobilizing communities in these most difficult regions, to find enduring solutions for their most pressing needs.

During the last two years (2012 and 2013), Future Generations Afghanistan program areas were expanded from four districts in two provinces to twelve districts in five provinces in eastern and central regions. From our experience in Afghanistan, we have learned that community development is most successful and sustainable when it arises from the aspirations, capacities and resources of local people. The results presented in this report reflect our deep trust in the ability of people to set their own priorities and shape their own future.

This report describes the activities and achievements of Future Generations Afghanistan in 2012 and 2013. These were made possible by the continuing commitments of loyal supporters. Future Generations Afghanistan urges the donor communities and the readers of this report to give serious consideration to joining our endeavor.

Future Generations Afghanistan would like to express its sincere thanks to its valued donors and government ministries for their support to reach the most marginalized Afghan communities and help them in their homes in the remote and insecure regions.

Sincerely,

Ajmal Shirzai
Country Director
Future Generations Afghanistan

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ABOUT ORGANIZATION

Since 2002, FGA has been working to empower Afghan people through focusing on rural education, local governance, peace building, mother and child health, women empowerment, and agriculture and food security in the central and eastern Afghanistan. In each area the process begins when communities (*with the help of outside agents*) identify appropriate entry points to involve local people in learning community development, planning and decision-making. The most successful programs and communities are then organized into learning centers. As the process gains momentum, networks of learning centers then enable the rapid expansion of successful activities and their adaptation to local conditions. The outcome of this process is behavior change and empowerment of both; the individual and the groups.

Key Information

Name:	Future Generations Afghanistan
Abbreviation:	FGA
Established:	May 2002
Legal Identify:	Independent non governmental and non for profit organization
Registered No.	102 dated 25 Oct. 2005, Ministry of Economy, Afghanistan.
Tax Exempted:	FGA is exempted from the levy of income tax and hold exemption certificate from Ministry of Finance-Afghanistan, Islamic Republic of Afghanistan

Member and Partner with:

- Agency Coordinating Body for Afghan Relief and Development (ACBAR)
- National Steering Committee for Global Environmental Fund for Afghanistan (GEF/SGP)
- Afghan Civil Society Network for Peace (ACSNP)
- Afghan Livelihood Network (ALN)
- Afghanistan Natural Resource Management Network (ANRMN)
- Future Generations (www.future.org)
- Future Generations Graduate School (www.future.edu)

FGA's Governance Policies:

- Administration Policy and Procedure
- Human Resources Policy
- Accounting and Financial Policy and Procedure
- Security Policy

Activities:

- Local governance and Community Development
- Rural Education
- Food Security and Agriculture
- Assistance to Returnees and Receiving Community
- Peace building and Conflict Sensitivity
- Women's Empowerment

Staff: 120 Afghan Employees

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FGA's APPROACH TO COMMUNITY CHANGE

FGA uses and teaches a process known as SEED-SCALE¹ that has been successfully applied around the world.² SEED-SCALE offers a process for each community to develop its own services and enhance its efficacy and control. The approach uses resources all communities have, and builds from action that have already started. The SEED-SCALE process activates the energy and resources of communities (SEED) and expands successes across large regions through government partnership (SCALE). SEED-SCALE is a framework to understand how to enable community empowerment as well as methodology (*complete with guiding principles, action steps, evaluation frame*) that can be taught to and used by communities functioning at the most basic level.

GUIDING PRINCIPLES	ACTION STEPS	EVALUATION FRAME	GOING TO SCALE
<ol style="list-style-type: none"> 1. Build from community success 2. Create three-way partnership: bottom-up-energy of people, top down- government assistance in term policy and fund, Outside-in-ideas of experts, change agents or non-government actors. 3. Make decision based on tangible evidence/data rather than opinions 4. Focus on change in people's behavior as the key outcome 	<ol style="list-style-type: none"> 1. Create a local coordination committee 2. Identify past community success 3. Visit other communities to learn methods that can be adapted at home 4. Conduct a self-evaluation to gather evidence. 5. Set priorities and create a local work plan. 6. Take action and encourage partners to do their tasks. 7. Make needed mid-course correction. 	<p>Equity: Lacking equity, a portion of the community will work against the change process.</p> <p>Sustainability: Three ways to access sustainability (Economic, ecologic and values)</p> <p>Holism: Balance change reinforces each other.</p> <p>Interdependence: Constantly develop new relationships to avoid dependency.</p> <p>Iteration: Do what can be completed, learn, and then improve.</p>	<p>Energized by their successes, communities become centers of action learning and experimentation to improve the quality of their work and reach out to more communities.</p> <p>These learning centers are strengthened by partnerships with government and external development agencies.</p> <p>More communities learn, aspiration rise, government agencies help with policies and financing, and the four principles are reinforced to work more effectively.</p>

The Four Principles of SEED-SCALE

1. *Build on Community Success:* This is growth from real achievements the communities have done to keep momentum moving. Building on success identifies what works and promotes more of that. People's energy and creativity expand as they realize that they are capable of controlling the challenges in their lives. One success become the stepping-stone for subsequent successes and generates community confidence and forward momentum.
2. *Form a Three-way Partnership Among Bottom-up, the Top-down and the Outside-in:* Our long-term studies of community development show that success results when communities work from the bottom up, when officials work from the top down, and when experts work from the outside in. All three roles are needed. When governments create enabling policies, change can accelerate in a cost-efficient way across entire regions. When appropriate experts are involved, development ideas are up-to-date, and fit the local ecology, culture, and economy. When communities are true partners (rather than simply being manipulated by governments or NGOs) then these communities can act more effectively to redefine their futures.
3. *Making Decision Based on Tangible Evidence and Data rather than Opinions, Power or Ideology:* In order to prevent power and ideology from influencing the process, such data should be gathered collaboratively, with all partners participating, rather than leaving evidence-collection up to experts or officials. The community-led evidence gathering stimulates local energy.
4. *Change in Community Behavior:* People can come together in partnerships; they can agree on objective data; but to achieve lasting results they must also change behaviors. While changing behavior for the community may start simply by gaining new skills, those in positions of power (community leaders, officials, or experts) face a more challenging requirement, changing their behavior to share power. This means giving up exclusive control, shifting to guidance that empowers rather than acting to foster dependency.

¹ SEED-SCALE is an acronym for Self Evaluation for Effective Decision-Making and System for Communities to Adapt, Learn and Expand. See www.future.org.

² Daniel Taylor-Ide and Carl E. Taylor, *Just and Lasting Change: When Communities Own their Future* (Baltimore: John Hopkins University Press, 2002); and *Empowerment On An Unstable Planet: from seeds to human energy to a scale of global change* (New York: Oxford University Press, 2012)

ACHIEVEMENTS (2012-2013)

Local governance and Community Development

- **Build the Capacity for Local Governance**



FGA is an implementing partner of the National Solidarity Program (NSP) of the Ministry of Rural Rehabilitation and Development (MRRD) to advance the ability of rural communities to participate in decision-making and all stages of development projects, contributing their own resources. Communities elect their leaders and representatives to form Community Development Councils (CDCs) through a transparent and democratic process. The program will cover all Afghanistan rural communities (around 40,900) by September 2015.

The NSP is the largest national priority program of the Afghanistan Government and the second World Bank largest development in the world. The goal of NSP is to build, strengthen and maintain CDCs as effective institutions for local governance and socio-economic development. The core elements of NSP consists of:

1. CDCs establishment in a democratic manner,
2. Building the capacities of CDCs and community members in a variety of areas primarily in local governance and rural development,
3. Providing block grant to CDCs to implement their priority subprojects;
4. Linking CDCs to government agencies, NGOs and donors to improve access to services and resources.

In year 2007, FGA signed a contract with MRRD to facilitate NSP in 120 communities in four districts of Nangarhar and Ghazni provinces. With signing three new contacts with MRRD in January 2013, the program size was extended from 40 to 222 communities in Nangarhar and Laghman Provinces in eastern region and from 120 to 248 communities in Ghazni and Daikundi Provinces in central Afghanistan. FGA has been working with 630 CDCs; 77 CDCs have been graduated. Out of 920 approved sub-projects, 474 subprojects completed, 300 are ongoing and 146 sub-projects will be started in 2014. The total cost of community sub-projects is US\$ 15.9 millions for which the amount of US\$ 14.3 million is provided through block grants and the amount of US\$ 1.59 million is community contribution.

FGA received appreciation letters from Nangarhar and Laghman NSP offices for successful achievement of the program in the insecure districts.



Project Name	National Solidarity Program
Grant No.	IDA H0261, (Ref No. MRRD/NSP II/New District/16/FG)
ARTF Grant No.	TF 098459-AF, (Ref No. MRRD/NSPIII/C3b/FGA)
Project ID:	P117103
Geographical Areas	Nangarhar, Laghman, Ghazni, Daikundi
Duration	2007 – 2015
Budget	US\$ 5,702,400
Donors Agency	WB- IDA, ARTF, JSDF & Bilateral Donors

- **Community Development Program for Returnees and Receiving Communities**



In August 2010, FGA signed a contract with JICA's partner agency called Katahira & Engineers International (KEI) to improve the living environment of returnees and their receiving communities through effective utilization of basic infrastructure services at the community level. The five components of the project are follows:

1. *Survey of Security Condition:* The purpose was to collect necessary information on security condition in Nangarhar Province in general and 67 targeted CDCs in particular.
2. *Social Survey:* The purpose was to analyze the development constraints, problems and opportunities in the targeted villages, and to utilize the results for establishment of consensus building structure, selection, planning, and implementation of community projects.
3. *Selection of Sub-Projects:* Select, prepare work plans and costing of pilot projects (Group-1 to Group-4) by communities in proper consensus building structure.
4. *Survey of Development Needs:* The purpose was to collect / analyze basic information to identify the development needs of communities and to facilitate the expansion of the program.
5. *Implementation of Sub-projects:* The purpose is to provide necessary inputs to empower the stakeholders to implement the sub-projects and to ensure their quality and sustainability.

The key results of the project are:

- The establishment of a consensus building structure in the targeted community. The structure consists of board of CDCs (cluster CDCs), implementation committee, procurement committee and operation and maintenance committee.
- The Current situation and development needs of two districts analyzed in partnership with community. The community finalized the selection and the preparation of sub-project work plans in joint collaboration with local stakeholders and government departments.
- The community completed the following projects:
 - Rehabilitation and contraction of 13 major irrigation canals
 - Construction of food path in three villages.
 - Construction of boundary wall of four schools.
 - Construction of protection wall along the rivers.
 - Construction of portable water wells.
 - Graveling and asphaltting of four rural roads.
 - Upgrading of 11 schools buildings.
 - Upgrading three CHC and BHC buildings
- The project developed a manual of community-led & contract-out projects implementation.
- An operation and maintenance manual of basic infrastructure services within the target communities developed and implemented.
- The project introduced a model for returnees' reintegration in the development context.

Project Name	The Community Development Project for Returnees and Receiving Communities in Nangarhar Province
Geographical Areas	Behsud and Surkhrod Districts of Nangarhar Province
Duration	August 2010 - May 2013
Budget	US\$ 3,954,402
Donor Agency	JICA

Rural Education

- **Application of ‘4-Hs’ Community Development Model**



For the first time in Afghanistan, FGA introduced and applied the concept of 4-Hs model through implementation of project called “*Enhance Rural Education and Leadership Development*” in Khogyani district in Nangarhar province. The (4-Hs) model is a successful community development model for leadership, solidarity and partnership in the most developing countries in Asia. It is about the developing life skills (leadership) among the community, schools and etc. In March 2011, FGA signed a contract with US Embassy to improve the quality of rural education through application of (4-Hs) model in three schools in Khogyani District. The specific objectives of the project are:

- To enhance rural education and leadership in rural schools by providing youth with experiential learning opportunities and productive careers.
- To enhance the educational environment of rural schools through introducing teachers and students to basic concept of environmental stewardship, individual and community responsibilities.
- Introduce students and farmers the horticulture farming as income generation activities.

Head: Head in 4-Hs model means education, awareness and skills learned by the communities. This project equipped 107 teachers with experiential learning methodology, and established three horticultural training and demonstration garden in 8490 square meter areas. The demonstration garden utilized by teachers as laboratories for practical teaching sessions on horticulture farming. The project provides awareness and skill development education on environmental protection, natural conservations, horticultural farming, vegetable and saffron production to 4060 students, 107 teachers, 54 local farmers, and 22 government employees. The saffron cultivation for the first time in Nangarhar province introduced by this project.

Hand: Hand stands for solidarity, partnership, collaboration, and participatory voluntary works. Three student Eco-clubs formed in every targeted school. The students’ eco-clubs have organized voluntary campaigns on (a) cleaning schools campus and encouraged students to participate, (b) cleaning Khogyani bazar (Kaja Bazaar) that encouraged local people to participate, (c) planting tree saplings in Khogyani center and (d) tree plantation and greenery of schools compounds. The students’ eco club provided awareness on environmental protection to rural people during these campaigns. The project generated collaboration between students, local farmers, and among education, agriculture and community development sectors in Khogyani district.

Heart: Means honesty and trust among community members. The project has created trust and solidarity among the students, teachers, rural people and government officials. Organizing joint voluntary campaigns by students, and involvement of government officials was the indication of trust building through implementation of this project.

Health: Means creation of clean environment for promoting good health. The impact of clean environment in schools compound, district bazar, and villages contributing to good health of community members. All students under the leadership of Eco-clubs have gained the skills to participate in the voluntary works on environmental protection, tree plantation in / outside the schools.

Project Name	Enhance Rural Education and Leadership Development
Award No.	SAF20011- GR634
Geographical Area	Nangarhar Province
Duration	1 st March 2011 to 31 st March 2012
Budget	US\$ 104,932
Donors Agency	U.S. Embassy, ADT

Food Security and Agriculture

• Nutrition & Food Security Training Program For Female Teachers and Students



NRVA 2011-12 analysis indicates that around 30.1 percent of Afghanistan's population (7.6 million people) had a calorie intake that is insufficient to sustain a healthy and active life. This figure implies that food insecurity had slightly worsened compared to the NRVA 2007-08 when the food-insecure represented 28.2 percent. Out of the total number of the food-insecure, 2.2 million are very severely food-insecure and 2.4 million severely food-insecure. In addition, 4.9 million people have insufficient protein consumption, a deficiency that particularly affects the nutrition of children under five. Food-security varies by residence, household characteristics, season and geographical region. Some 34.4 percent of the urban population is food-insecure, compared to 29.1 percent of the rural population and 25.6 percent of the Kuchi population. However, in terms of absolute numbers there are more food-insecure people in rural areas (5.2 million excluding 5 percent Kuchi population).

In August 2012 FGA signed an agreement with US Embassy to improve nutrition and dietary practices of families through school based nutrition and food security training program. The goal was to apply action-learning methodology to educate students in 16 girl's schools in Nangarhar province. In September 2013, FGA signed a new contract with French embassy to expand the program to 24 girl's schools in Ghazni province to achieve the following objectives.

- *Teacher Training Program:* Transfer of new knowledge on concepts and issues of Nutrition and Food Security and consumption of balanced foods as part of the family diet to female teachers and girls' students.
- *Student Education Program:* Increase students' theoretical and practical knowledge on nutrition principles and that increase the consumption of balanced foods by female. The project provided cooking utensils to 40 girl's schools to help teachers to set up nutrition education classes in their schools.

As a result of this project:

- 200 female teachers of 40 girl's schools gained adequate knowledge and skills in nutrition and food security through teacher training program. The training enable the teachers to teach the subject in the school and transfer new knowledge to thousands students.
- More than thousand girl's students learned best and updated practices on locally available nutritious food and preparation of healthy meals. Consequently these girls transferred knowledge to their family members and customized the consumption of balanced diet in their family; and with the traditional interactions the knowledge is transferred to their neighbor families and whole communities.
- Each of the girls school have appropriate cooking utensil for practical session of nutrition classes.
- Publishing and distributing 5000 teaching books (*Concepts and Issues of nutrition and food security*) to school to use it for teaching in the Home Management subject.
- Based on training evaluation, the teachers gained new knowledge on nutrition and food security in general and the mal-nutrition problems among children and women in particular. They are more capable to teach school subjects and also utilize the knowledge for the benefit of their family and community members.

FGA received an appreciation certificates from Ministry of Education and Ministry of Women Affairs for this innovative project.

Project Name	School Based Nutrition and Food Security Training Program
Award No.	U.S. State Department: SAF20012- GR707
Grant No.	French Embassy: SCAC FSD / 2013 - 2
Geographical Areas	Nangarhar, Ghazni,
Duration	2012 and 2013
Budget	US\$ 69,309
Donors	French Embassy, State Department USA

- **Food For Assets**



Nearly one-third of Afghanistan's people is food-insecure and cannot get enough nutritious food to support an active, healthy lifestyle. War, uncontrolled grazing, pastureland encroachment, illegal logging and the loss of forest and grass cover have worsened drought conditions and reduced agricultural productivity. The WFP's Food for Assets Program provide food to vulnerable Afghans as they build or repair community assets, including roads, bridges, reservoirs and irrigation systems. This program targets poor and vulnerable families to start building a hunger-free future for their communities.

For the hungry, every day is about finding enough food to survive: poor farmers cannot afford to risk experimenting with new agricultural methods, when they can barely subsist on a small patch of land. The unemployed don't have a chance to learn new skills if they spend all day scraping a living on the black market. Poverty-stricken communities hit by floods or droughts are too busy looking for food to rebuild infrastructure vital for redevelopment.

The goal of food for assets project is to provide food in exchange for work, which makes it possible for the poor and hungry people to devote time and energy to take the first steps out of the hunger trap. Community members are given food in exchange for work on vital new infrastructure or for time spent learning new skills that will increase the food security of households or communities.

In Year 2013, FGA signed a partnership agreement with World Food Program to help its beneficiaries for their hunger in the remote and insecure districts in eastern Afghanistan. The first project agreement was signed in 15 August 2013 for rehabilitation of 7.5 KM Shigal road in Kunar Province. The project provided 71.758 MT mixed food to 298 households to contribute in provision of job opportunities and relieving food hunger in eastern Afghanistan.

The project was extended to two new districts (Asmar and Dara-e-Pech) in Kunar province by signing a second agreement (Ref. No. 1663/2014/JAL/ESRP-F/FGA) with WFP. The project will provide 138.06 MT mixed food to 776 households (4604 persons) for rehabilitation of 15 KM Shangor-Darin Road, 3.5 KM Soray Ghare Canal and 2 KM Shir Kasi Karez in Asmar and rehabilitation of 13 KM Kashao and Ghabat Roads and 6.5 Manogay Canal in Dar-e-Pech districts.



Project Name	Food For Work / Food for Assets
Ref. No.	1501/2013/JAL/AN-CFT-FLD/FGA
Geographical Areas	Kunar Province
Duration	September 2013 - May 2014
Budget	71,758 MT mixed food Afs 135,942
Donors	WFP

Women's Empowerment

- **Nangarhar Women's Park**



The project is intended to empower women through leadership and skill development, technology transfer and awareness programs. The specific objective was to revitalize Women's Park, to provide training and socio-economic opportunities for women.

The Nangarhar's Women Park, at 2.5 acres area in Jalalabad City together with a large building constructed by Provincial Reconstruction Team of Nangarhar. It was inaugurated on 8 March 2009 (International Women's Day) signifying their respect and support of women. Intention of establishing Women's Park was to provide freedom and opportunity for women network with other women and to be involved in the social and economic activities. But the Park was not utilized in the past years, no plants (even single tree or flower) were cultivated and the Park together with building was occupied and utilized by security personnel till 2011.

In September 2011, FGA signed an agreement with US Embassy to revitalize the Women Park for women empowerment and social and economic activities.

The key impact generated from this project was the visibility of Women's Park for women of Jalalabad City and neighboring districts. The project introduced the park to local people and government officials as a center for women empowerment in Nangarhar province. The Department of Women Affairs who had no control of Women's Park, presently bears full ownership of Park and manages skills development activities, including vegetable and mushroom production. The horticulture demonstration farm, which is established in half-acre land inside women's park, produces an education environment for students and ordinary women to learn horticultural practices. The project in-addition to three-way partnership also built cross-sectorial collaboration between Department Women Affairs, Department of Education and mainly with students and teachers of 16 girl's schools. Presently the garden is utilizing for training and education activities and the women's park is fully functioned. It is a nice place for women freedom, networks and social and economic activities.



Project Name	Nangarhar Women's Park Demonstration Garden
Award number	SAF20011 GR-810
Location	Jalalabad City
Duration	September 2011 to December 2012
Budget	US\$ 59,951
Donors	US Embassy (US Department of State)

• **Family Health Action Group**



In 2005 and 2006, FGA implemented an alternative approach to training and supporting Community Health Workers (CHWs) in Bamiyan province to test and demonstrate how to address “emerging gaps” that answered the challenge of health access. As part of an experiment, the FGA team discovered that when women told their pregnancy histories in a “women’s only workshop” two things happened. First they got extremely empowered, and second when their own oral histories were re-told and also explained to them scientifically, they were able to learn the CHW curriculum more rapidly and in a manner that allowed them to teach other women in the villages through mobilizing “Family Action Groups”.

In this experiment, FGA demonstrated the effectiveness of providing women health training using empowerment-based methods. This was followed by a one-year pilot project to develop the first Family Health Action Group (FHAG) in Yakawlang. The project collaborated with local elders on identifying and recruiting mothers-in-laws who are deemed most culturally acceptable to participate due to their role as in the family, for a series of women only health workshops on Maternal, Neonatal, and Child Health and water, sanitation and hygiene. These Women Leaders were also trained in organize mothers in their village into FHAGs to disseminate health education, collect health data, provide referrals to clinic services, and address other community issues across sectors. Some of these Women Leaders in the Yakawlang experiment were trained and graduated as full CHWs.

The FGA approach to empowering FHAG includes four key innovations:

1. *Sharing pregnancy histories:* Women realize they already know half of the lesson: symptoms and consequences of their pregnancy problem and this will replace the beliefs in spirits and traditional practices with scientific explanations.
2. *Developing peer-support networks:* Relationships among Women Leaders from neighboring villages provide peer-support and build confidence.
3. *Building on success:* By improving health through individual behavior change, women realize the potential for changing communitywide social norms.
4. *Evidence-based decision-making:* By using fact-based records, community decision-making turns away from opinions and anecdotes and toward objectivity.

The purpose of the FGA intervention was to empower mothers to support one another in taking control of their families’ health and wellbeing using their new knowledge about improved and effective health practice. This project was able to demonstrate that appropriately trained women acting through FHAGs were able to take care of approximately two-thirds of family health needs. Results from an independent evaluation conducted by Johns Hopkins University in 2008 showed that child mortality declined by 46 percent, and women continued their volunteer efforts for two years without any outside assistance.

This experiment made possible for the FHAG to be integrated into comprehensive program that extended the BPHC into rural community and homes a year after it was undertaken. In 2011, the Ministry of Public Health has expanded the FHAGs model into nine provinces (*Kabul, Bamiyan, Dykundi, Khost, Nangarhar, Takhar, Jozjan and Paktia*) through USAID funded program “Health Support Service Project”.

In year 2013, FGA has planned to replicate the experiment in Pashtun community in Surkhrod and Behsud district of Nangarhar Province for which the based line study in the targeted communities has been completed.

Project Name	Women Empowerment through Family Action Groups
Geographical Areas	Nangarhar
Duration	2013 - 2014
Budget	US\$ 116,037
Donors	Future Generations West Virginia

Peace building and Conflict Sensitivity

- **Positive Deviant Communities**



For the first time in Afghanistan, the FGA introduced and applied the concept of Positive Deviance through implementation of project called, *Engaging Positive Deviant Community Resilience for Security, Development and Peace building in Afghanistan*. Positive Deviance approach is an asset-based approach towards behavior and social change. It is a strengths-oriented community-driven process for adapting local behaviors and fostering sustainable social change.

The Positive Deviances process finds out what works for communities struggling amidst conflict. Study those communities that have managed their security and development needs and are enjoying relative peace and analyze how they have approached their relations with outside actors. It seeks to better understand the successful community strategies employed for preservation of local peace and the security ecologies in which they exist. Afghanistan's long history of conflict must be seen as its source of the solutions, not the root of its problems. There is considerable experience and wisdom that has emerged on how to engage communities in a conflict-sensitive manner. In fact, many aspects of the Do No Harm movement for greater conflict sensitivity in humanitarian assistance that are used to good effect throughout much of the conflict world, originated in Afghanistan's previous conflict periods.

Based on anecdotal evidence, FGA attempted to pioneer a new application of the Positive Deviance method, regarding peace and security, a topic of which it had heretofore not been applied. It demonstrated that throughout insecure regions of Afghanistan, some communities are finding ways to effectively protect or exempt themselves from violence, while most are not. The project attempted to understand: what worked for these communities and why? It then attempted to learn: how to engage other communities to apply these "positive deviances".

The project aim was to examine the influence of community, as the primary nexus of effective Security, Development and Peace building. Through examining instances of successful conflict resolution and negotiations of local security, as well as available access to community development services, defined within this project as "positive deviants". These positive deviants were identified by bringing together Afghan non-governmental organizations, community-based organizations and CDCs, in addition to incorporating past & present academic research efforts, as well as the current service delivery programs of the United Nations agencies and the primary line ministries of the government of Afghanistan.

The project first collected data about these communities, which was then independently validated for statistical and qualitative assurance. Using this data, a classification system was developed for identifying common "best practices" in accordance local principles, practices and methods in relation to conflict resolution i.e. positive deviants. This data was then assimilated for discussion among national practitioner agencies and individuals. Finally, the result of this national dissemination process of exchanging "lessons learned" and adaptation of identified positive deviants, has led to the creation of an action, demonstration and learning network of Afghan organizations. This has occurred through the facilitation of training workshops as well as the joint authorship and peer review of program articles and research papers. The research report is available online at <http://www.future.org/sites/future.org/files/Afghanistan%20Positive%20Deviance%20Research%20Report%20Jan2014.pdf>.

Project Name	Engaging Community Resilience for Security, Development and Peace Building in Afghanistan
Geographical Areas	National
Duration	January 2011 - December 2013
Budget	US\$ 274,000
Donors	United State Institute of Peace, Rockefeller Brother

FINANCIAL SUMMARY

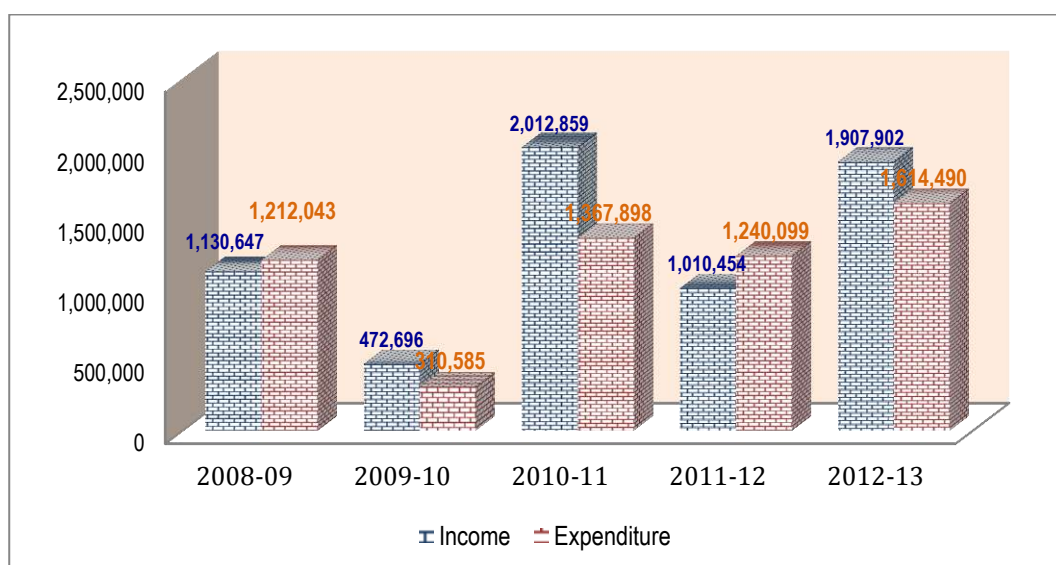
Income

Funding Agencies	2008-09	2009-10	2010-11	2011-12	2012-13	Sub-Total
ADT	-	-	-	4,992	-	4,992
AREU	-	-	24,938	1,993	-	26,931
Canadian Embassy	18,068	19,110	-	-	-	37,178
Carnegie Foundation	-	105,398	-	-	-	105,398
Flora Family Foundation	55,975	-	-	-	-	55,975
Future Generations - USA	146,451	147,345	-	15,000	18,000	326,796
JICA	-	-	1,538,702	662,240	1,194,460	3,395,402
MRRD-World Bank	248,214	138,766	416,219	187,198	619,800	1,610,197
Rockefeller Brother Fund	-	-	-	-	-	-
USAID (DAI)	661,939	-	-	-	-	661,939
US Embassy	-	-	33,000	108,031	42,642	183,673
USIP	-	62,077	-	31,000	31,000	124,077
Other income	-	-	-	-	2,000	2,000
TOTAL	1,130,647	472,696	2,012,859	1,010,454	1,907,902	6,534,558

Expense

Funding Agencies	2008-09	2009-10	2010-11	2011-12	2012-13	Sub-Total
ADT	-	-	-	5,237	-	5,237
AREU	-	-	26,941	-	-	26,941
Canadian Embassy	7,711	29,465	-	-	-	37,176
Carnegie Foundation	-	17,088	35,371	25,465	20,940	98,864
Flora Family Foundation	63,178	23,583	-	-	-	86,761
Future Generations -USA	137,458	46,472	27,484	13,598	36,642	261,654
JICA	-	-	1,005,054	813,478	990,774	2,809,306
MRRD-World Bank	340,067	187,887	256,160	228,763	480,177	1,493,054
Rockefeller Brother Fund	-	-	-	-	399	399
USAID (DAI)	663,629	-	-	-	-	663,629
US Embassy	-	-	40,201	89,349	53,739	183,289
USIP	-	6,090	16,848	64,209	31,819	118,966
Other income	-	-	-	-	-	-
TOTAL	1,212,043	310,585	1,408,059	1,240,099	1,614,490	5,785,276

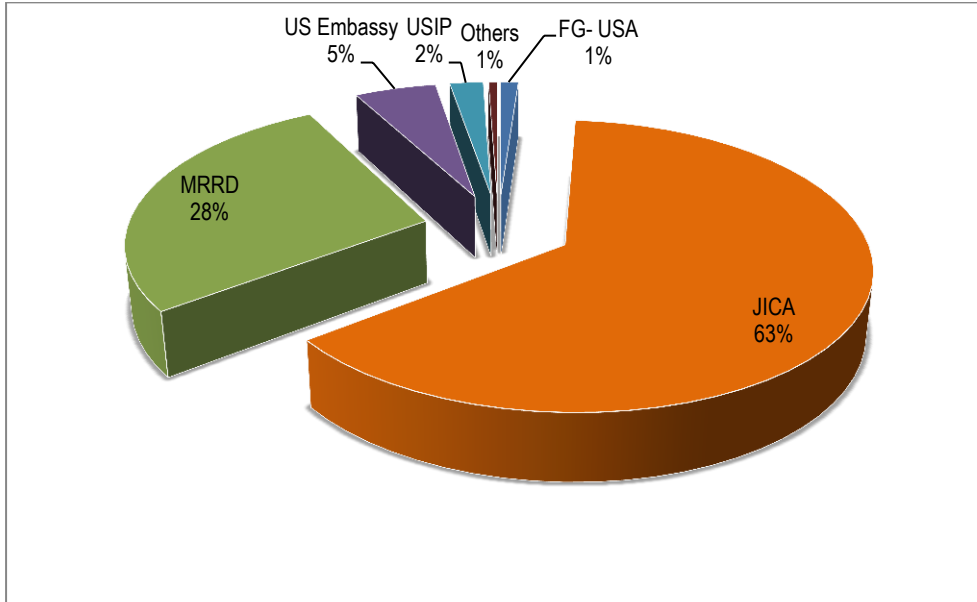
Income and Expense (2008-2013)



Use of Funds

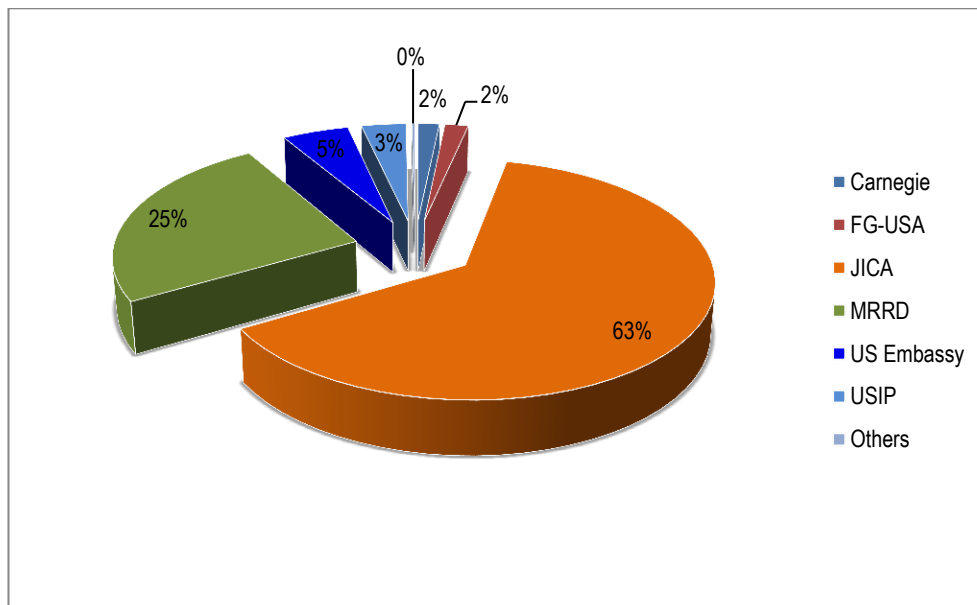
Donor Funds Received (2012-2013)

Total Funding received: US\$ 2,918,356



Donor Funds Spent (2012 - 2013)

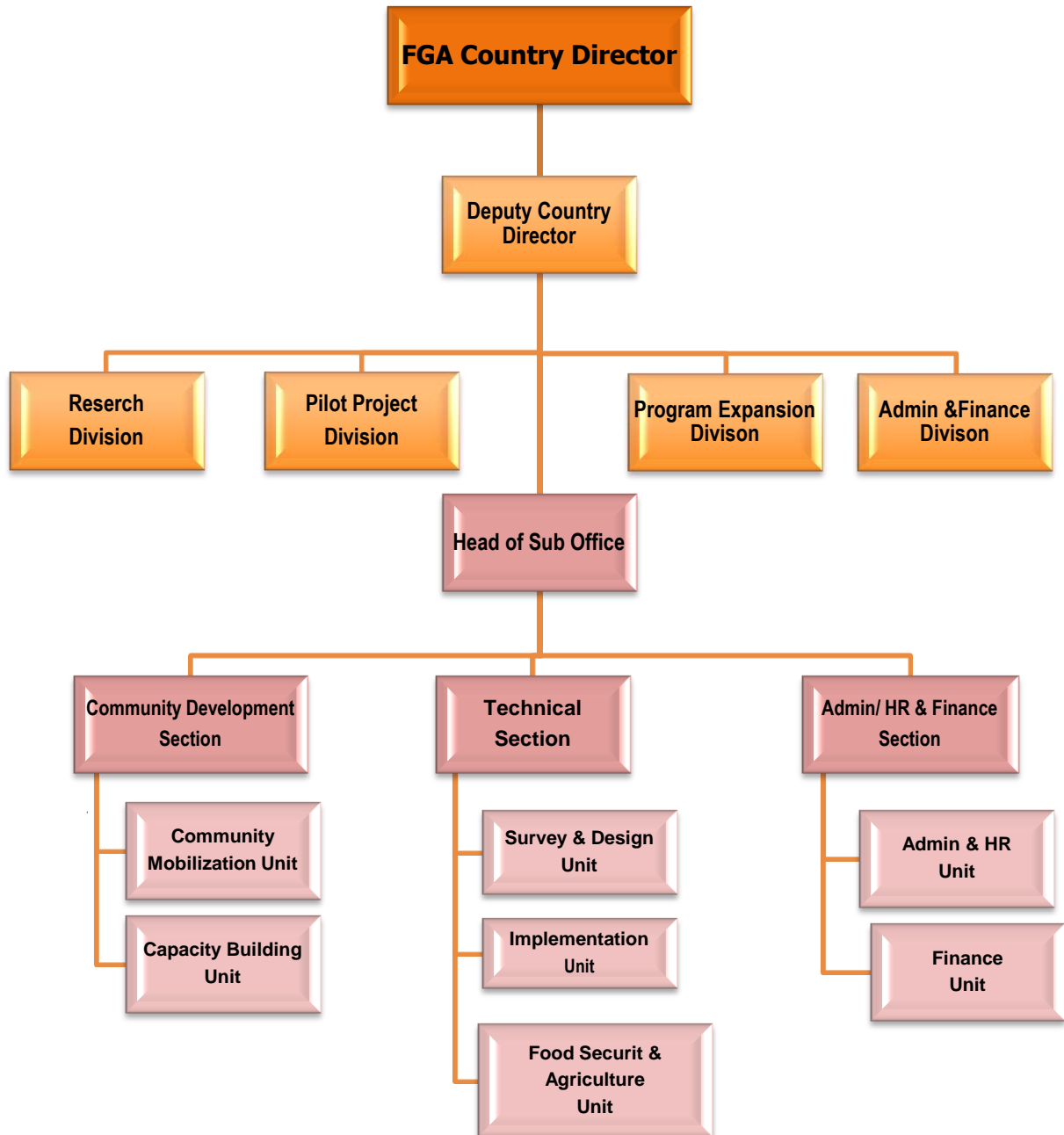
Total fund spent: US\$ 2,854,589



SENIOR STAFF

 <p>Ajmal Shirzai, Country Director Mr. Shirzai is specialist in rural development and applied community change and conservation with over 30 years of experience in program design, NGOs management and leadership in Afghanistan and abroad. He holds MS degree in rural development and MA degree in Applied community change. During 1980s he was associate professor in Kabul University, and from 2007 to 2010 he worked as strategic planning advisor in MRRD and later as Head of Afghanistan Institute for Rural Development.</p>	 <p>Ishfaq Hussain, Deputy Country Director Mr. Ishfaq is registered as a certified financial consultant with IFC Canada. He has MA degree in finance from Peshawar University Pakistan and MBA from American University of Science and Technology, California, USA. Mr. Ishfaq has over 13 years of experience in financial, accounting, auditing, budgeting, grants management, risk management, internal control and procurement Mr. Ishfaq joined FGA as Finance Manager in 2009 and recently promoted as Deputy Country Director.</p>
 <p>Eng. Tahir Khalil, Regional Manager Eng. Tahir Khalil is civil engineer, having over 24 years of experience in managing large projects in government and aid agencies. In 1990, he started his first job as design engineer with Central Institute of City planning (PAMA) - eastern regional sub-office, and joined the aid agencies in 1996. He worked with FAO, USAID and INGOs in 20 provinces of Afghanistan. Eng. Tahir joined FGA in July 2011.</p>	 <p>Besmilla Sakhizada, Admin Manager Mr. Sakhizada has completed his specialization in computer science and having more than 8 years of experience in Human Resources management and Administration. He previously served as a researcher and data analyst for a primary health care research project conducted by FGA in collaboration with John Hopkins University He joined FGA as researcher in November 2006 and promoted as Admin Manager in 2011.</p>
 <p>Fazal Mohboob Danish, Program Manager Mr. Danish is specialist in Education, with over 19 years of experience in education sector with NGOs offices. He has 9 years working experience in NSP facilitation in Afghanistan. He joined FGA as NSP master trainer in May 2008 and promoted as NSP provincial manager in 2010 and as NSP program manager in 2011. He has strong facilitation skills and presently manages NSP in four provinces of Afghanistan.</p>	 <p>Faridullah Niaza, Finance Manager Mr. Niaza joined FGA as finance officer in December 2010 and promoted as finance Manager in June 2012. Mr. Niaza holds Bachelor degree in Business Administration from Preston University in Pakistan. He has six years experience in finance and accounting with NGOs in Afghanistan. He is acquainted with financial and accounting software Quick book and Peachtree computerized accounting software.</p>
 <p>Naqibullah Ahmadzai, Provincial Manager – Nangarhar Mr. Ahmadzai is an agriculturist with 12 years of experience with government and NGOs in Afghanistan. He started his first career with Ministry of Agriculture in 2002, and later joined with NGOs from 2004 onward. He joined FGA as district manager in July 2010 and promoted as provincial manager in 2011. Mr. Ahmadzai has been managing NSP in over 200 communities in Nangarhar province.</p>	 <p>Taj Mohammad Irfan, Provincial Manager - Laghman Mr. Irfan is an expert in social science and Islamic studies with more than 25 years work experience in various offices in Afghanistan and Pakistan. During 1991s he was lecturer in Muaz institute of LDI in Peshawar and from 2002 to 2007, he worked as auditor, translator, and writer for daily newspapers and Magazines. He joined FGA as Admin/Finance officer in October 2007, and promoted as Laghman office In-charge in January 2013.</p>
 <p>Hussain Jan Ameri, Provincial Manager - Daikundi Mr. Ameri completed his higher education in KSO University, India. He has over 10 years of experience with aid agencies and government offices. In Jan. 2013, he joined FGA and has been managing NSP in 84 CDCs.</p>	 <p>Zabiullah Helal, Provincial Manager - Ghazni Mr. Helal joined FGA in September 2011. He is specialized in Islamic studies, with 9 years of experience with government and NGOs in the fields of community development and office management. He is managing NSP in over 100 CDCs.</p>

FGA's OPERATIONAL STRUCTURE



THE FUTURE

FGA Internal Vision

FGA will be transformed as domestic organization by end of 2015. The next two years is the key transition periods for FGA to become a local NGO.

Mission

Future Generations facilitates a process for equitable change that empowers communities to shape their future.

Core Values

- Promotes respect for all lives and the conditions for their harmonious co-existence.
- Recognizes the dignity of every human being
- Gives priority to the interests of women who have a particularly strong interest in the wellbeing of their families, children, and community
- Emphasizes equity, empowerment, and self-confidence especially among marginalized members of the community

Approach

FGA promotes a three ways partnership among communities, external actors and the government in a way that strengthens and enables communities to address their priorities with local skills and resources.

Policy Goals

A. To become a Specialist NGO

- *Community Development and applying SEED SCALE will form the core of FGA's specialisation. These should be developed so that FGA can offer both beneficiaries and donors a range of specialist skills in this area.*
- *To become a specialist NGO, FGA therefore has to develop record and disseminate specialist skills and knowledge*

B. To be A thriving NGO:

To be thriving, FGA needs to have:

- *A significant body of work that includes new and innovative programs*
- *Income flows that keep pace with program development and expansion.*
- *Identify new potential donors to fund FGA programs and innovations.*
- *A well- trained, qualified and motivated staff*

C. To ensure a long-term future for FGA: FGA needs to be diverse enough to mitigate a range of potential shocks.

- *Political Shocks:* FGA's program needs to be diverse enough to ensure that political /security problems do not impact on the program's critical mass.
- *Legal and Personal Risks:* FGA needs to ensure that it is properly insured for all identifiable risks and that staff are properly informed, equipped and trained to deal with risks that they may encounter working for FGA.
- *Funding Risks:* FGA needs to continue to diversify its sources of funding.

FGA's STAKEHOLDERS (Since 2002)

- **Contributing Donors**

1. Agriculture Development Team
2. Afghanistan Ministry of Rural Rehabilitation and Development
3. Afghanistan Research and Evaluation Unit
4. Canadian Embassy in Afghanistan
5. Canada Fund
6. Canadian International Development Agency
7. Carnegie Corporation of New York
8. Compton Foundation
9. Development Alternatives Inc.
10. Flora Family Foundation
11. French Embassy in Afghanistan
12. Future Generations Canada
13. Future Generations West Virginia
14. International Rescue Committee
15. Japan International Cooperation Agency
16. Management Sciences in Health
17. Norwegian Church Office
18. Private Philanthropists
19. Rockefeller Brother Foundation
20. Sunshine Lady Foundation
21. U. S. Agency for International Development
22. U.S. Department of State
23. U.S. Embassy in Afghanistan
24. Agency for International Development
25. United State Institute of Peace
26. World Bank
27. World Food Program

- **Partnering Ministries**

1. Ministry of Economy
2. Ministry of Education
3. Ministry of Foreign Affairs
4. Ministry of Interior
5. Ministry of Labor and Social Affairs
6. Ministry of Public Health
7. Ministry of Rural Rehabilitation and Development
8. Ministry of Women Affairs

FGA With Afghan People Since 2002

Description	2002 - 2004		2005 - 2006			2007-2008	
Program	Mosque-based Literacy	Local Governance and Reintegration of Ex-Combatants	The Pregnancy History Approach: Empowerment Family Health Action Groups for Community Health Workers to improve maternal and child health.	Learning for Life Skills	Baglan Women Awareness and Hygiene Promotion	Deh Khodiadad: A Self-Help Community	Local Governance and Community Development Program
Donors	Private Philanthropists	Private Philanthropists Future Generations Canada Compton Foundation	USAID	Management Sciences in Health	Ministry of Rural Rehabilitation and Development	Sunshine Lady Foundation	Development Alternatives Inc.
Location	Ghazni Province (Jaghori) Daikundi Province (Nili)	Bamiyan Province, (Shahidan Valley)	Bamiyan Province (Yakawlang) Ghazni Province	Bamiyan Province,	Baglan Province	Kabul (Deh Khodiadad)	Ghazni, Uruzgan, and Zabul Provinces
Summary	The community development priority in Jaghori was literacy for Afghan women. They started literacy classes in their mosques and selected a local woman to be the teacher. In two years, the idea spread to more than 400 communities, teaching approximately 12,000 Afghan women and girls.	In 2002, FGA began working with young ex-combatants in the Shahidan Valley of Bamiyan Province. We facilitated village councils among 72 villages to develop work plans for local priorities, including literacy for adults, schools for children, reforestation, and conflict prevention. Today, village councils in the Shahidan Valley coordinate on larger projects and problem solving through the central Shahidan Council. Approximately 500 ex-combatants have been involved in local governance projects. This work continues to be supported by Future Generations Canada.	FGA piloted a new approach to training and empowering Afghan women as community health workers known as the pregnancy history approach. Volunteer CHWs learned skills through sharing stories and lessons of their own pregnancies in their own villages. CHWs organized Family Health Action Groups to teach others and implement village-wide health projects. In 2008, an independent follow-up survey by Johns Hopkins University verified that the program had reduced child mortality by 46 percent and that the CHWs continued their service on a volunteer basis for two years following any visits or involvement from FGA. In 2011, the Afghanistan Ministry of Health has expanded the Family Health Action Group model to support the ongoing efforts of community health workers in nine provinces.	This nine-month project accelerated literacy course integrated a health curriculum that prepared and qualified 500 women for further training as midwives and community health workers.	This project trained 50 women as village hygiene promoters and improved hygiene and sanitation within 1500 families through increased awareness and better health and hygiene practices in the home.	Deh Khodiadad, a multi-ethnic resettlement community on the outskirts of Kabul with 100,000 people, has learned new skills to shape its future. With support from FGA, the Deh Khodiadad Shura (council) conducted a community household survey to better assess local needs, constructed three learning centers with solar lighting for evening classes, started income generation projects, and formed two committees for women's affairs and youth. In partnership with government agencies. The Shura implemented a Water and Sanitation project to construct 30 hand pump wells and 200 septic systems.	This project increased local capacity for governance by involving 365 community action groups in the planning and management of 933 home- and mosque-based literacy and health courses for more than 25,000 beneficiaries (71% women), 238 football (soccer) teams, agricultural workshops, and vocational training programs for 1,785 women. FGA offered communities a suite of activities, literacy courses, health training, youth and sports activities, agriculture workshops, and life skill development (vocational training) to meet their own community priorities.

Description	2009 - 2011		2012 - 2013					
Program	National Solidarity Program (NSP)	Learning for Life Skills Centers: An Integrated Approach to Women's Equity & Empowerment	Enhance Rural Education and Leadership Development (through horticultural training for youth)	The Community Development Project for Returnees and Receiving Communities in Nangarhar Province (NRRC)	Engaging Community Resilience for Security, Development, and Peace in Afghanistan	Nutrition and Food Security Training Program for Female teachers and Students	Food For Assets	National Solidarity Program-III (NSP-III)
Donors	Ministry of Rural Rehabilitation and Development	Flora Family Foundation Canada Fund	U.S. Department of State	Japanese International Cooperation Agency	USIP Carnegie Corporation	U.S. Department of State French Embassy	World Food Program	Ministry of Rural Rehabilitation and Development
Location	Nangarhar and Ghazni Provinces,	Ghazni Province (Malistan & Qarabagh)	Nangarhar Province (Khogyani)	Nangarhar Province, (Surkhrud and Behsud)	National	Nangarhar & Ghazni Province	Kunar Province (Shigal, Asmar, Dara-e-Peach	Laghman Province Daikundi Province) Nangarhar Province
Summary	FGA as an implementing partner of the Afghan government to facilitate the establishment and empowerment of 308 CDCs. Each council develops community development plans for their own villages, opens local bank accounts, and implements block grant projects based on local priorities.	In partnership with the Ministry of Education, this project organized community action groups and established / monitored 50 literacy classes for more than 1700 women and girls, whose education had indirect benefits upon entire families and up to 9500 people.	Three High Schools in Khogyani District of Nangarhar Province are opening new horticultural training centers to stimulate economic options for youth. Youth will learn skills in planning, planting, and managing tree orchards and will also study the benefits of horticulture for the region's environment and economy. Each high school partners with local farmers & governments to plan, design, and manage their horticultural training centers.	FGA to empower 67 CDCs to improve the living environment of returnees and receiving communities. This project builds local capacity and creates a conducive environment for implementing basic infrastructure projects at the community level. The project involves returnees and their host communities in identifying and selecting infrastructure projects that meet local priorities and improve living conditions. Such projects improve agricultural outputs, improve health care, or increase access to educational opportunities.	This collaborative action-learning project of the Future Generations Graduate School and FGA, implemented in coordination with an Afghan steering committee, seeks to identify and learn from resilient Afghan Positive Deviant Communities that have maintained their security and development needs in the midst of conflict.	200 female teachers of 40 girls schools and thousands students acquired new knowledge and skills in nutrition and food security. Each girl school has appropriate cooking utensils for establishment of nutrition cooking class. 5000 teaching book on concepts and issues of nutrition and food security published and distributed to the students. The Nangarhar Women Park revitalized for socio-economic opportunities for women.	The project provided 210 MT mixed food to 1074 households who rehabilitated 35.5 KM rural road, 12 KM irrigation systems. The goal of program is to provide food in exchange of work for poor and hungry to increase food security of households and community.	FGA will be working with 129 communities to advance the ability of rural communities to participate in decision-making and all stage of development projects. The goal of NSP-III is to build the capacity of CDCs to contribute in the local governance in their own villages.

CERTIFICATES AND APPRECIATION LETTERS



FGA's employees
In Nangarhar Sub-Office



FGA leadership History

Leadership	Name	Duration
Country Director	Mr. Ajmal Shirzai	Oct-2010 - Present
	Mr. Aziz Hakimi	Sep-2008 - Sep- 2010
	Mr. James Daniel Terry	June- to Sep- 2008
	Ms. Homayra Ludin Etemadi	Dec- 2006 - June- 2008
	Dr. Carl Taylor	2003 - 2006
	Mr. Ahmad Hussain Jaghori	2002 -2003
FGA Founder	Dr. Daniel C. Taylor	May 2002

FGA's employees in Kiti
District office in
Daikundi Province



Tax deposited by FGA in the last five years

Particular	2009	2010	2011	2012	2013
Contractual (Supplied & Services)			29,936	10598	9,804
Staff Salary	16,828	14,918	28,177	37,202	29,293
Rental	3,033	4,299	4,242	3,637	3,540
Total in USD	19,861	19,217	62,355	51,437	42,637
Total in AFS	933,467	922,416	3,180,105	2,829,035	2,345,035
Total deposit during five years = US\$ 195,507 or Afs10,107,184					

The Seven Tasks of Community Action



FGA's main donors in 2012 - 2013

