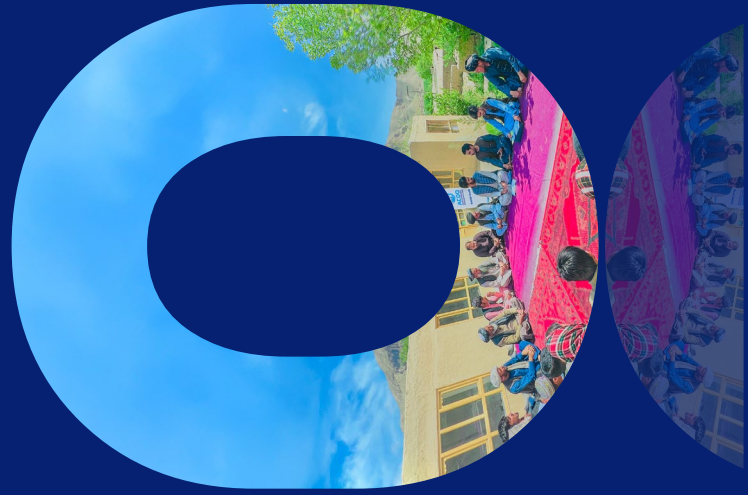




ACDO
Asia Community
Development Org

ANNUAL REPORT 2025





for
sustainable
future



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Strategic Messages & Leadership Reflections



Kaihan Danish
Chairman of the Board
of Directors – ACDO

Message from the Chairman of the Board of Directors

On behalf of the Board of Directors of the Asia Community Development Organization, I am pleased to present our Annual Report for 2025, which reflects a year of resilience, responsibility, and continued commitment to serving vulnerable communities covering almost %30 geography of Afghanistan in 2025. While, the organization reach in recent 3 years covering %52.63 of the geography.

The year 2025 unfolded in a highly complex operational environment, marked by prolonged humanitarian needs, climate-related shocks, economic hardship, and access constraints. Despite these challenges, ACDO remained steadfast in its mission, delivering timely, principled, and community-centered assistance to those most in need. The Board acknowledges the dedication and professionalism demonstrated by ACDO's management and staff in navigating these realities while maintaining operational integrity, accountability, and impact.

Throughout 2025, the Board of Directors provided strategic oversight to ensure that ACDO's programs remained aligned with its mandate, core values, and donor commitments. Particular emphasis was placed on good governance, strategic alignments, financial stewardship, safeguarding, risk management, and compliance. I am pleased to note that ACDO continued to uphold strong internal controls, transparent financial management, and strong safeguarding practices, reinforcing the trust placed in the organization by donors, partners, stakeholders and communities.

ACDO's programmatic achievements in 2025, in emergencies, education, WASH and infrastructures, livelihoods, cultural heritages and community resilience, demonstrate the organization's ability to deliver meaningful results even in hard-to-reach and underserved areas. The Board commends ACDO's growing focus on localization, community ownership, climate-aware programming, and evidence-based decision-making, which are essential for sustainable and dignified outcomes.

As we look ahead, the Board remains committed to supporting ACDO's strategic direction, institutional strengthening, and long-term sustainability. We will continue to work closely with the Senior Management Team to diversify funding, strengthen partnerships, and enhance governance systems to ensure ACDO is well-positioned to respond to evolving humanitarian and development needs.

I would like to extend my sincere appreciation to our donors, funding partners, government stakeholders, community leaders, and beneficiaries for their trust and collaboration. Above all, I thank ACDO's staff and volunteers whose dedication and courage continue to drive the organization's impact on the ground.

Together, we remain committed to advancing ACDO's vision of resilient, empowered, and self-reliant communities.

Kaihan Danish

Chairman of the Board of Directors – ACDO

Message from the Executive Director



Barakatullah Rasooli
Executive Director ACDO

The year 2025 was a defining period for the Asia Community Development Organization, a year that tested our adaptability, strengthened our resolve, and reaffirmed our commitment to serving people and communities in need. Amid ongoing humanitarian needs, climate-related shocks, and operational constraints, ACDO continued to deliver principled, timely, and impactful assistance grounded in community priorities and humanitarian standards.

Throughout the year, our teams worked across diverse and often challenging environments to implement life-saving and resilience-building programs in education, livelihoods, emergency response, WASH and infrastructures, cultural heritages sectors, and community development interventions. Guided by strong needs assessments and continuous monitoring, we ensured that our interventions were relevant, inclusive, and responsive, particularly for women, children, persons with disabilities and marginalized groups and communities.

In 2025, ACDO placed significant emphasis on program quality, accountability, and institutional strengthening. We enhanced our MEAL systems, improved data collection and reporting processes, and strengthened safeguarding and PSEA compliance across all levels of the organization. These efforts not only improved program effectiveness but also reinforced trust with donors, partners and stakeholders.

Partnership remained at the heart of our work. We deepened collaboration with UN agencies, government ministries, clusters, technical working groups, INGO partners, ACBAR, ANCB and community-based stakeholders, enabling coordinated responses and maximizing collective impact. At the same time, we advanced our localization agenda by empowering community structures, supporting local ownerships, and ensuring that communities played an active role in planning, and implementation.

I am particularly proud of our staff, whose dedication, professionalism, and integrity enabled ACDO to deliver results despite limited resources and operational risks. In 2025, we invested in staff capacity development, performance management, and organizational systems to ensure that our teams are well-equipped to meet both current and future challenges.

Looking ahead, ACDO enters 2026 with a clear strategic focus on scaling impact, strengthening sustainability, integrating climate resilience, and promoting innovation and learning. We remain committed to improving operational efficiency, diversifying funding sources, and upholding the highest standards of governance, transparency, and accountability.

On behalf of ACDO, I extend my sincere gratitude to our donors, partners, government counterparts, and communities for their continued trust and collaboration. Together, we will continue working toward resilient, empowered communities and a more equitable future.

Barakatullah Rasooli

Executive Director – ACDO

2025 Leadership Highlights & Strategic Wins

In 2025, ACDO's leadership through the Board of Directors, Senior Management Team, and senior technical management, focused on strengthening organizational resilience, program quality, and strategic positioning in an increasingly complex operating environment. The 2025 leadership highlights reflect key strategic wins achieved during the year. Together, the reporting leadership achievements of 2025 reflect ACDO's continued commitment to principled humanitarian action, strong governance, and strategic growth, positioning the organization to expand its impact and sustainability in the years ahead.

Strengthened Strategic Direction & Oversight

Reinforced alignment between ACDO's strategic objectives, annual operational plans, and field-level implementation. Enhanced leadership coordination between governance, senior management, and technical teams, enabling timely and informed decision-making. Regular strategic reviews conducted to assess risks, operational performance, and emerging opportunities across programs and support functions.

Improved Program Quality and Compliance

Ensured 100% compliance with contractual, technical, and reporting requirements across all active projects. Strengthened oversight of safeguarding, PSEA, and accountability systems, reinforcing **zero-tolerance** standards and ethical programming. Institutionalized quality assurance processes across the project cycle, contributing to improved consistency and performance across locations.

Organization Strengthening and Systems Development

ACDO continued to strengthen its institutional capacity by updating and rolling out key organizational policies, procedures, and internal guidelines, improving operational clarity, accountability, and efficiency across departments. Human resource systems were enhanced through strengthened performance management processes, structured staff development initiatives, and reinforced compliance mechanisms. Coordination among program, MEAL, finance, and operations teams was further improved, enabling more integrated planning and timely, effective service delivery. In parallel, ACDO developed and implemented digital management systems across Administration, HR, Procurement, Logistics, Finance, and MEAL functions, supporting more efficient resource utilization, streamlined workflows, and confident management of day-to-day operations and departmental priorities.

Partnership Expansion and Resource Mobilization

ACDO continued to maintain and strengthen its engagement with bilateral donors, including ECHO, the World Bank, GPE, ECW, JICA, and others, while deepening strategic partnerships with UNOCHA/AHF, UNICEF, UNESCO, and UNDP, as well as INGOs including Save the Children, Aga Khan Foundation, and World Vision. These collaborations further reinforced ACDO's credibility and trusted operational presence. Through proactive engagement and strong proposal development processes, ACDO secured and managed minimum diversified funding streams, enabling the continuity and expansion of essential, multi-sectoral services across several provinces. Collaboration with key government ministries including MoEc, MoE, MRRD, MoRR, and MoLSA was strengthened alongside active participation in clusters such as Education, Protection, WASH, Nutrition, and FSAC; technical working groups including PSEA, AAP, AWWG, HAWG, DiWG, and GBV; and national coordination platforms such as ACBAR and ANCB. These efforts promoted strategic alignment, reduced duplication, and contributed to more coherent and collective humanitarian and development responses.

Leadership in Localization and Community Engagement

ACDO continued to advance meaningful community participation and local ownership by strengthening engagement with community-based structures, including elders, community leaders, youth groups, women's shuras, and other relevant local stakeholders. Through inclusive consultation and collaboration, communities were actively involved in identifying priorities, shaping interventions, and monitoring progress. The organization reinforced its accountability to affected populations by maintaining accessible feedback and response mechanisms, ensuring that community voices informed program adjustments and service delivery. ACDO further promoted localized decision-making and strengthened field-level leadership, enabling teams to respond more effectively to evolving needs and contextual realities. At the national level, ACDO actively contributed to the advancement of the localization agenda in Afghanistan through engagement in the ACBAR-led Localization Working Group and participation in the CoAR-led CEN Localization Network. Through these platforms, ACDO shared field-based learning, advocated for equitable partnerships, and supported collective efforts to strengthen the role and capacity of national and local actors in humanitarian and development response.

Learning, Adaptation, and Forward Planning

Throughout 2025, ACDO reinforced a culture of continuous learning and adaptive management to strengthen both program quality and institutional development. Structured reflection processes, including after-action reviews, periodic program performance analyses, internal learning sessions, and partner consultations, were systematically conducted to capture lessons learned across sectors and operational areas. Insights generated from field implementation, monitoring data, evaluations, audits, and community feedback mechanisms were consolidated and translated into practical improvements in program design, delivery approaches, safeguarding practices, and risk management.

Building on this evidence, ACDO integrated key lessons and performance trends into its strategic and operational planning processes for 2026, ensuring that future interventions are more responsive, context-driven, and impact-focused. Institutional priorities were refined to strengthen program integration, accountability to affected populations, gender and inclusion considerations, and climate- and conflict-sensitive programming. The organization also invested in strengthening knowledge management systems and internal capacities to ensure that learning is captured, shared, and applied consistently across departments and field locations.

In parallel, ACDO advanced forward planning by enhancing scenario analysis, risk preparedness, partnership development, and resource mobilization strategies. These efforts position ACDO to responsibly scale its interventions while maintaining high standards of quality, compliance, and operational integrity. Through embedding learning into organizational systems and decision-making processes, ACDO continues to evolve as a resilient, accountable, and forward-looking national organization committed to sustainable impact and long-term institutional growth.



About ACDO

Institutional identity, mandate, and comparative advantage.

The Asia Community Development Organization is a national, non-governmental, non-profit humanitarian and development organization established to respond to the urgent and long-term needs of vulnerable communities across Afghanistan. Since its establishment in 2014, ACDO has grown into a trusted and reliable national partner, delivering principled, community-driven, and results-oriented interventions in some of the country's most complex and underserved contexts. As of December 2025, ACDO has achieved %52.63 geographical coverage across Afghanistan, reflecting its expanding operational reach and sustained field presence.

ACDO's mandate focuses on delivering life-saving humanitarian assistance while simultaneously supporting early recovery, resilience-building, and sustainable development. The organization operates across key sectors including emergency response, education, WASH and infrastructure, agriculture and food security, livelihoods, cultural heritage, and community development and resilience initiatives, ensuring integrated, people-centered, and context-responsive programming.

ACDO's work is guided by the core humanitarian principles of humanity, neutrality, impartiality, and independence, alongside strong organizational commitments to gender equality, inclusion, accountability, and safeguarding. The organization prioritizes underserved and vulnerable populations, including women and girls, children, persons with disabilities, internally displaced persons, returnees, and communities affected by conflict, disasters, and climate-related shocks.

Through its operational experience and institutional systems, ACDO is able to function effectively in both stable and high-risk environments, adapt to rapidly changing contexts, and deliver assistance at scale while maintaining strong standards of quality, transparency, and integrity.

ACDO's comparative advantage lies in its:



A strong regional, provincial, and district-level footprint, with operational presence across 4 regions and 15 provinces;



Deep community acceptance and trust built through long-term engagement with local stakeholders, community structures, and community resource people and leaders;



Proven partnership capacity as both an implementing and strategic partner to UN agencies, international NGOs, donors, and national stakeholders;



An integrated programming approach that links humanitarian assistance with resilience-building and sustainable development outcomes;



Durable organizational systems and institutional frameworks that ensure compliance, quality assurance, transparency, and accountability.

These strengths enable ACDO to operate effectively in both stable and high-risk environments, adapt quickly to changing contexts, and deliver assistance at scale while maintaining quality and integrity.

Organizational Profile and Legal Status

ACDO is a legally registered Afghan non-governmental, non-profit organization, operating in full compliance with the laws and regulations of Afghanistan governing humanitarian and development actors. The organization is officially registered with the Ministry of Economy and holds national NGO status. ACDO operates in 15 provinces through a network of regional and provincial offices, enabling effective engagement and program delivery across the regions. Its head office is located in Kabul, from where strategic oversight, coordination, and institutional management are carried out. ACDO is authorized to design, implement, and manage humanitarian and development programs in collaboration with government ministries, UN agencies, donors, international and national NGOs, and community institutions. The organization adheres to national regulatory requirements, donor compliance standards, and internationally recognized humanitarian and safeguarding frameworks. Governance and oversight are provided through a Board of Directors, supported by an Executive Management and Senior Management Teams, ensuring strategic leadership, fiduciary accountability, and operational effectiveness. Through its legal standing, institutional maturity, and commitment to principled action, ACDO continues to position itself as a credible, accountable, and impactful national humanitarian actor in Afghanistan.



Our Vision

To build literate, self-reliant, and prosperous communities equipped with the knowledge and resources to drive sustainable development and long-term resilience.



Our Mission

ACDO strives to be a leading NGO, enhancing institutional capacity to deliver quality humanitarian and development aid. We aim to build resilient communities by improving the lives of vulnerable populations & ensuring fair access to basic rights, regardless of race, ethnicity, gender, religion, or beliefs.



Our Values

- Legitimacy
- Integrity
- Transparency
- Accountability
- Cooperation
- Excellency
- Inclusion
- Innovation



Highlights from Across ACDO's Operations

This year, ACDO's programs reached communities in 15 provinces, delivering critical support across education, food security and livelihoods, protection, WASH, and infrastructure. Through eight active projects and a dedicated workforce of over 3,600 staff, nearly half of whom are women, we maintained a focus on gender inclusivity, transparency, and accountability to affected populations.

Parangi School - Gera saray District, Paktia Province - 2025

Strategic Engagement and Partnerships

ACDO's impact is amplified through collaboration with local structures, including Key communities, influential bodies, community-based structures and district authorities, as well as strategic partnerships with, UN agencies, INGO partners and stakeholders, clusters, Technical Working Groups, ministries, and provincial and district level authorities. These collaborations have strengthened program sustainability, enhanced local ownership, and ensured coordinated responses to evolving humanitarian and development needs.



Construction of Protective Gabion wall, Minaret of Jam - Ghor Province

Transformative Initiatives and Learning

In 2025, ACDO continued to integrate innovation and learning across its programming. From community-based education to climate-resilient livelihoods, inclusive WASH, and cultural heritages projects, our initiatives have empowered communities to participate actively in shaping their futures. Lessons learned this year will guide our strategic priorities for 2026, ensuring that ACDO remains adaptive, effective, and accountable.



ACDO Community-Based Education Class student, Badghis province - 2025



The Asia Community Development Organization (ACDO), established in 2014, is a leading Afghan humanitarian and development organization dedicated to serving vulnerable and underserved populations across the country. With a network of 17 regional and provincial offices, ACDO implements Fourteen active projects spanning education, food security and livelihoods, protection, WASH, infrastructure, cultural heritages etc.

Our workforce of 3,078 staff members 49.17% women, reflects our strong commitment to gender inclusivity and empowerment. In 2025, ACDO's programs are supported by USD 5.4 million in funding from GPE, ECW, ECHO, World Bank and other and in partnership with AHF, UNICEF, UNESCO, UNDP, AKF, SCI, WVA and others, enabling us to strengthen community resilience and improve access to essential services.

Rooted in transparency, accountability, and community ownership, ACDO engages closely with local communities and collaborates with national and subnational stakeholders to ensure sustainable impact. Despite operating in a complex and challenging environment, ACDO continues to expand its reach across Afghanistan, delivering transformative humanitarian and development assistance with a focus on inclusion, collaboration, and long-term community empowerment.

ACDO THEMATIC FACTSHEET AND STRATEGIC PRIORITIES

ACDO is committed to addressing Afghanistan's most pressing humanitarian and development challenges through multi-sectoral interventions aligned with the Sustainable Development Goals (SDGs). By focusing on key thematic areas, ACDO ensures holistic, community-driven solutions that enhance resilience, promote inclusion, and improve overall well-being.



ACDO & the SDGs



- ▶ Community Based Education
- ▶ Adult Learning Programming
- ▶ Schools Infrastructures
- ▶ Temporary learning school/ Accelerated Learning Center

 **Education** 01

- ▶ Emergency Shelter Assistance
- ▶ Shelter Repair & Rehabilitation
- ▶ Non-Food Items (NFI)
- ▶ Community Resilience

 **Emergency Shelter & ES/NFIs** 02

- ▶ Access to potable water
- ▶ Hygiene & Sanitation
- ▶ WASH Infrastructures

 **WASH** 03

- ▶ Child Protection
- ▶ Advocacy & Awareness
- ▶ Protection Mainstreaming
- ▶ Case Management & Referral
- ▶ Gender-Based Violence

 **Protection** 04

- ▶ Emergency Food Assistance
- ▶ Agriculture and Livestock
- ▶ Cash Based Interventions
- ▶ Agricultural Infrastructures
- ▶ TVET & Skills Developments

 **FOOD SECURITY & AGRICULTURE** 05

- ▶ Nutrition Programming
- ▶ Health in Emergencies
- ▶ School Feeding
- ▶ BPHS Intervention
- ▶ Mental Health & PSS

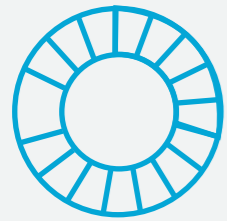
 **HEALTH AND NUTRITION** 06

- ▶ Preservation & Protection
- ▶ Cultural Education and Awareness
- ▶ Livelihoods through Cultural Heritage

 **CULTURE & HIRITAGE** 07

Organizational History & Growth Trajectory

Since its inception in 2014, ACDO has reached significant milestones, steadily expanding its impact across Afghanistan. Through strategic planning, collaboration with local communities, and strong partnerships with international donors, ACDO has been able to address the critical needs of vulnerable populations while contributing to the long-term development of the country. The following key milestones highlight ACDO's growth and successes over the years:



Foundational Phase (2014–2018)

During its early years, ACDO focused on small-scale, community-based interventions, primarily in education, basic services, and community development. The organization built strong relationships with local communities, and district-level stakeholders, establishing trust and acceptance as a national humanitarian actor.

- ◆ ACDO was officially founded and registered with the Ministry of Economy of Afghanistan.
- ◆ The organization began with a focus on humanitarian assistance, particularly in emergency response and relief, education, WASH and infrastructure.
- ◆ Initial interventions were concentrated in rural areas, addressing the most pressing needs of marginalized communities.



Expansion and Sectoral Diversification (2019–2020)

As humanitarian needs intensified and operational access expanded, ACDO scaled its activities both geographically and sectorally. The organization diversified its portfolio to include protection, food security and livelihoods, WASH, and small-scale infrastructure, responding to emerging needs linked to displacement, climate shocks, and protracted crisis.

- ◆ ACDO expanded its operational footprint, establishing 15 regional and provincial offices the major regions and population centers in Afghanistan.
- ◆ The organization diversified its programming to include agriculture, food security, livelihoods, WASH and emergency response efforts in conflict and disaster-affected regions.
- ◆ ACDO strengthened its capacity for monitoring, evaluation, accountability, and learning ensuring efficient resource management and transparency.



Operational Scale-Up and Institutional Strengthening (2021–2023)

Between 2021 and 2023, ACDO underwent significant institutional growth, navigating increasingly complex operating environments. The organization strengthened internal systems, including finance, procurement, MEAL, safeguarding, and human resources, to meet rising compliance and accountability requirements.

- ◆ Increased program scale and complexity;
- ◆ Strong compliance with donor and regulatory requirements;
- ◆ Enhanced leadership, governance, and strategic planning;
- ◆ ACDO made significant strides in gender equality, with +50% of its beneficiaries and +41% of its employees being women.
- ◆ Empowering women and promoting their participation in decision-making processes became a central component of ACDO's programs.
- ◆ Protection and GBV prevention and women's empowerment programs were launched, benefiting thousands of girls and children across the operational landscape.
- ◆ Continued emphasis on gender equality, inclusion, and community engagement.



Consolidation and Strategic Maturity (2024–2025)

By 2025, ACDO had consolidated its role as a reliable national implementing and strategic partner, operating across multiple regions with a strong field presence and a diverse technical portfolio. The organization maintained 17 regional and provincial offices and implemented multi-sector programs reaching vulnerable populations in both rural and urban settings.

ACDO's growth during this phase was characterized by:

- ◆ Increased program scale and complexity;
- ◆ Strong compliance with donor and regulatory requirements;
- ◆ Enhanced leadership, governance, and strategic planning;
- ◆ Continued emphasis on gender equality, inclusion, and community engagement.

Looking Forward

ACDO's continued growth reflects a deliberate balance between expansion, program quality, and strong accountability. Building on more than a decade of operational experience, the organization remains committed to further strengthening its institutional systems, responsibly expanding the scale and reach of its interventions, and delivering meaningful, sustainable impact for Afghan communities. Guided by principled humanitarian action and long-term development approaches, ACDO will continue to invest in partnerships, innovation, and community-driven solutions that respond to evolving needs while promoting resilience and self-reliance.

Governance, General Assembly, and Institutional Review

– 2025 performance and achievements

In 2025, ACDO's governance and oversight mechanisms played a central role in ensuring strategic direction, operational integrity, and institutional accountability across all programs and support functions. Throughout the year, ACDO consistently applied its governance framework to guide decision-making, manage risk, uphold ethical standards, and ensure compliance with donor and regulatory requirements.

Board Oversight and Strategic Governance

The Board of Directors provided critical oversight throughout 2025, ensuring that organizational decisions reflected both operational realities and long-term sustainability objectives. Through quarterly organized board meetings, consultations, and performance reviews, ACDO ensured that its governance structures remained responsive, accountable, and effective, while enabling management to operate with clarity and confidence.



Key strategic decisions and oversight activities included:

- Approving programmatic expansions and resource allocation across operational and nonoperational provinces
- Monitoring organizational performance, risk management, and compliance with donor regulations, global humanitarian standards and local laws
- Endorsing engagement strategies and multi-partner initiatives
- Reviewing and providing guidance on policy updates, safeguarding measures, and institutional procedures
- Supporting leadership in strategic planning, including mid-year adjustments based on program evaluations

Executive Management and SMT Leadership



Under the leadership of the Executive Director and Senior Management Team, ACDO ensured effective implementation of Board-approved strategies while maintaining strong organizational governance, operational oversight, and program quality across all areas of intervention. The SMT provided strategic direction, reinforced accountability systems, and strengthened coordination between programmatic and operational departments, ensuring that strategic priorities were translated into measurable field-level results across provinces.

Through structured bi-monthly coordination and performance review meetings, the SMT promoted timely decision-making, adaptive management, and proactive risk mitigation. Regular review of program performance, financial utilization, compliance status, and MEAL findings enabled evidence-based adjustments to programming, staffing, and resource allocation in response to emerging needs and contextual changes.

Executive leadership maintained strong oversight of project implementation, ensuring adherence to donor contractual obligations, technical standards, safeguarding requirements, and reporting timelines. Close engagement with field teams, partners, clusters, and government stakeholders supported consistent quality assurance, strengthened accountability to affected populations, and enhanced operational coherence across multi-sector interventions.

The SMT also guided organizational strengthening priorities, including systems development, digital transformation, staff capacity building, and cross-departmental collaboration. This leadership approach fostered a culture of learning, performance improvement, and collective responsibility, positioning ACDO to respond effectively to humanitarian needs while sustaining long-term development impact.

Financial Oversight and Internal Controls

In 2025, ACDO maintained strong financial oversight and internal control systems to ensure transparent, accountable, and effective management of approximately USD 3.34 million in donor funding. These mechanisms reinforced donor confidence, supported compliance, and enabled efficient resource allocation across all programs and offices. Through the following measures, ACDO ensured that financial management practices remained robust, risk-informed, and aligned with both organizational and donor expectations, supporting sustainable program delivery and impact.



Key financial oversight measures included:

- Production and review of monthly financial reports by senior management, ensuring timely monitoring of budget utilization, expenditure trends, and resource alignment with program priorities.
- Maintenance of clear segregation of duties across finance, procurement, and operations, reducing risk and enhancing accountability.
- Management of all donor funds in strict compliance with approved budgets, donor-specific financial rules, and national regulatory requirements.
- Periodic internal financial reviews to strengthen controls, identify gaps, and implement improvements for more efficient and secure financial operations.

Safeguarding, Ethics, and Accountability Oversight

Safeguarding, ethics, and accountability remained a core governance priority for ACDO in 2025, reinforcing a zero-tolerance approach and building trust with communities, donors, and partners. Through these actions, ACDO strengthened a culture of accountability, protected the rights and dignity of communities, and ensured ethical standards guided organizational and operational practices throughout 2025.



Key achievements and results included:

- In terms of policy implementation, ACDO fully enforced its Code of Conduct, Child Safeguarding, and PSEA (Prevention of Sexual Exploitation and Abuse) policies across all programs, operations, and partner agreements, ensuring ethical standards guided decision-making and service delivery.
- Capacity of staff and volunteers is built by participation of +4,000 staff and volunteers who completed mandatory project based, and annual training on safeguarding, PSEA, and ethical conduct, reinforcing consistent understanding and compliance across 10 operational provinces.
- In terms of supplier's engagements, 37 out of +100 onboarded loyal suppliers, contractors, and service providers participated in structured safeguarding and ethics training sessions, enhancing awareness of ACDO policies and ensuring compliance across all operational engagements.
- A total of 72 safeguarding concerns were reported during the year; all were investigated, addressed, and documented according to ACDO policies, with follow-up actions implemented to prevent recurrence.
- Oversight and monitoring were in place and safeguarding compliance was integrated into SMT monthly reviews, management reporting, and field supervision, enabling proactive risk mitigation and continuous improvement in accountability practices.

Monitoring, Evaluation, Accountability, and Learning (MEAL) Oversight

In 2025, ACDO strengthened governance systems to ensure that MEAL functions operated independently, systematically, and effectively across all programs. Through these efforts, ACDO reinforced a culture of accountability, continuous learning, and evidence-based program management, ensuring that interventions remained responsive, impactful, and aligned with organizational priorities.

Key achievements included:

- Performance Monitoring: MEAL teams systematically tracked project performance against agreed indicators, milestones, and strategic objectives, ensuring timely identification of challenges and enabling evidence-based decision-making.
- Accountability Mechanisms: Complaint, Feedback, and Response Mechanisms (CFRM) were fully functional across all operational locations, allowing communities to provide input, raise concerns, and receive timely responses.
- Data-Driven Adjustments: Feedback and monitoring data were regularly reviewed by management and used to inform program adaptations, operational decisions, and resource allocation, enhancing responsiveness to community needs.
- Learning and Knowledge Management: Lessons learned from monitoring, evaluations, and assessments were integrated into program planning and strategic discussions, contributing to improved design, quality, and effectiveness of interventions and informing preparations for 2026 programming.



Risk Management and Compliance

In 2025, ACDO maintained a proactive and adaptive risk management approach to safeguard staff, resources, and program continuity across complex operational environments. Risk management was fully integrated into organizational governance, program implementation, and operational planning processes. Through this structured approach, ACDO reinforced organizational resilience, protected program quality, and ensured responsible and compliant delivery of humanitarian and development interventions throughout 2025.

Key actions and achievements included:

- Regular organizational and project-level risk assessments were conducted, covering operational, financial, security, safeguarding, and compliance risks. Findings informed planning, resource allocation, and mitigation strategies.
- Risk registers and mitigation plans were routinely updated in response to evolving contextual challenges, enabling flexible program adjustments and minimizing operational disruptions.
- Strong internal controls and coordination between management, program teams, MEAL, finance, and operations ensured adherence to donor requirements, organizational policies, and national regulations.
- Close coordination with field teams, partners, and local stakeholders supported uninterrupted service delivery while prioritizing staff safety, duty of care, and responsible risk management practices.
- Risk management performance and emerging risks were regularly reviewed at SMT level, strengthening accountability, early warning mechanisms, and informed decision-making.



Governance Impact in 2025

The consistent and effective implementation of ACDO's governance structures throughout 2025 played a critical role in strengthening institutional integrity, safeguarding program quality, and reinforcing accountability at all levels of the organization. Through active Board oversight, Executive leadership, and structured management systems, ACDO ensured that strategic priorities were translated into operational results across all provinces and sectors. These governance achievements enabled the organization to navigate a complex and evolving operating environment while sustaining high-quality programming and maintaining strong donor and community confidence.

Together, these governance achievements positioned ACDO to sustain program quality, expand strategic partnerships, and responsibly scale its impact in 2026 and beyond while upholding organizational values and maintaining a strong culture of accountability and learning.

Key governance outcomes achieved during the reporting year included:

- Improved Organizational Accountability: Enhanced transparency through strengthened internal reporting systems, structured performance reviews, and consistent monitoring of operational and programmatic progress.
- Strategic and Evidence-Based Decision-Making: Strengthened leadership decision-making through the use of MEAL data, financial performance analysis, risk assessments, and community feedback mechanisms.
- Operational Efficiency and Resource Stewardship: Ensured ethical, efficient, and responsible use of financial, human, and material resources through improved planning, oversight, and cross-departmental coordination.
- Institutional Strengthening and Systems Development: Supported policy updates, digital transformation initiatives, and strengthened internal procedures, contributing to more streamlined operations and improved organizational performance.
- Enhanced Safeguarding and Ethical Oversight: Reinforced adherence to safeguarding, PSEA, and ethical conduct standards through structured monitoring, staff capacity building, and leadership oversight.
- Strengthened Partnerships and Stakeholder Confidence: Reinforced ACDO's credibility and standing as a trusted national humanitarian and development partner through consistent engagement with donors, clusters, government counterparts, and community structures.
- Adaptive Management and Organizational Resilience: Enabled timely program adjustments and operational responses to emerging challenges, ensuring continuity of services and responsiveness to evolving humanitarian and development needs.



Organizational Architecture and Operational Model – 2025

Performance Overview

In 2025, ACDO's organizational architecture and operational model enabled the effective delivery of integrated humanitarian and development assistance across diverse and complex contexts in Afghanistan. Operating through a decentralized yet centrally coordinated structure, the organization ensured strong strategic oversight, operational efficiency, and responsive field-level implementation while maintaining consistent quality standards across all provinces.

Organizational Architecture

ACDO's institutional structure in 2025 was defined by clear functional roles, established reporting lines, and integrated coordination mechanisms between headquarters and field offices. Departments operated under approved policies, Standard Operating Procedures, and internal guidelines, ensuring accountability, compliance, and timely decision-making. This architecture supported effective communication flows, strengthened management oversight, and promoted coordinated action across technical and operational units. This structured yet flexible operational model strengthened collaboration between strategic leadership and field operations, enabling ACDO to deliver timely, accountable, and high-quality services while maintaining strong governance and operational standards throughout 2025.

- ◆ **Head Office (Kabul):** Provided strategic leadership, governance coordination, organizational planning, donor engagement, policy oversight, and quality assurance. Headquarters also led resource mobilization, partnership development, institutional strengthening initiatives, and cross-departmental coordination to ensure alignment with ACDO's strategic priorities.
- ◆ **Regional and Provincial Offices (17):** Managed day-to-day program implementation, community engagement, and operational coordination with local authorities, clusters, and community structures. Field offices ensured context-responsive programming, supported beneficiary accountability mechanisms, and facilitated timely monitoring, reporting, and adaptive management.
- ◆ **Functional Departments:**
 - 1) Programs and Organizational Development, 2) Program Coordination and Implementation
 - 3) MEAL, 4) Finance, 5) Human Resources and Administration, 6) Procurement and Logistics departments and key strategic units including, 7) Compliance and Safeguarding; and 8) Internal Audit. These departments worked through integrated planning and review processes, supporting effective program delivery, risk management, compliance monitoring, and institutional performance improvement.

Operational Model in Practice – 2025

Throughout 2025, ACDO applied an integrated operational model that aligned program design, planning, implementation, monitoring, and learning within a unified delivery framework. This approach enabled the effective management and implementation of fourteen active and completed projects across education, protection, food security and livelihoods, WASH, infrastructure, and culture and heritage sectors, ensuring consistent quality and accountability across all operational areas. The operational model combined strong field presence with centralized technical guidance and compliance oversight, allowing programs to remain responsive to community needs while maintaining adherence to organizational standards and donor requirements. Structured coordination between program, MEAL, finance, HR, logistics, and administrative teams at both field and head office levels supported timely planning, efficient resource utilization, and coherent service delivery. Through this integrated operational approach, ACDO strengthened coordination, improved responsiveness to community priorities, and ensured consistent delivery of high-quality humanitarian and development assistance throughout 2025.

Key operational features and results included:

- a. **Field-Driven and Community-Responsive Implementation:** Field teams led contextualized implementation based on local needs assessments, community engagement mechanisms, and continuous feedback from beneficiaries and local stakeholders.
- b. **Integrated Cross-Departmental Coordination:** Regular coordination between programmatic and operational units ensured alignment between technical activities, financial planning, procurement processes, and logistics support.
- c. **Data-Informed Management:** Real-time monitoring, performance tracking, and MEAL-generated evidence informed adaptive management decisions, program adjustments, and risk mitigation strategies throughout the project cycle.
- d. **Quality Assurance and Compliance Oversight:** Centralized technical review, compliance monitoring, and routine supervision strengthened program quality, safeguarding adherence, and donor reporting standards.
- e. **Operational Efficiency and Learning:** Lessons learned and operational reflections were systematically captured and integrated into planning processes, contributing to improved performance and institutional learning across projects.

Program Cycle Management

In 2025, ACDO consistently applied standardized Program Cycle Management (PCM) processes across all projects, strengthening quality assurance, accountability, and results-based implementation. Through structured planning, monitoring, and adaptive management practices, the organization ensured that 100% of active projects met donor technical standards and reporting timelines throughout the year. Through these structured program cycle practices, ACDO enhanced implementation effectiveness, strengthened accountability to donors and communities, and ensured that interventions remained responsive, efficient, and impact-oriented throughout 2025.

Key program cycle practices included:

- ◆ a. **Evidence-Based Design:** Comprehensive needs assessments, sector analyses, and community consultations informed project design, ensuring relevance to local priorities and evolving humanitarian and development needs.
- ◆ b. **Structured Planning and Approval:** Detailed workplans, implementation schedules, risk mitigation measures, and budgets were reviewed and approved prior to project launch, supporting effective resource allocation and operational readiness.
- ◆ c. **Monitoring, Learning, and Quality Assurance:** Regular field monitoring visits, beneficiary consultations, and systematic data collection enabled continuous tracking of outputs, outcomes, and program quality.
- ◆ d. **Adaptive Management:** Project teams implemented timely mid-course adjustments based on MEAL findings, performance data, risk analysis, and community feedback, ensuring responsiveness and effectiveness.
- ◆ e. **Timely and Compliant Reporting:** Narrative and financial reports were submitted on schedule to all donors, reflecting accurate progress, transparent financial management, and strong internal coordination between program, MEAL, finance, and operations teams.



Community-Centered Delivery

Community engagement remained a cornerstone of ACDO's operational approach in 2025, ensuring that interventions were relevant, inclusive, and responsive to local priorities. By working closely with established community structures and strengthening participatory processes, ACDO promoted local ownership, enhanced accountability, and improved the sustainability of project outcomes across all areas of intervention. Through this community-centered approach, ACDO reinforced accountability to affected populations, strengthened trust with local stakeholders, and ensured that programming remained grounded in the voices and priorities of the communities it serves.

Key achievements included:

- ◆ a. **Partnership with Community based stakeholders** where projects were implemented in close collaboration with community Shuras, structures and key beneficiaries and local committees, ensuring alignment with community-identified needs and local development priorities.
- ◆ b. **Participatory planning and monitoring** where community members including women, youth, and vulnerable groups actively participated in needs assessments, activity planning, implementation oversight, and community-based monitoring processes.
- c. **Accessible Feedback and complaints response mechanisms** were established and maintained across project locations, enabling communities to raise concerns, provide input, and influence program improvements in a safe and timely manner.
- d. **Strengthened community capacities** by engaging community representatives in awareness sessions, coordination meetings, and project follow-up activities, strengthening local capacity to support implementation and sustain results beyond project timelines.
- e. **Responsive and adaptive programming** where community feedback and field-level engagement informed program adjustments, contributing to more context-appropriate interventions and improved service delivery outcomes.



Operational Performance Outcomes – 2025

Guided by a structured organizational architecture and an integrated operational model, ACDO maintained strong implementation performance and operational discipline throughout 2025. Despite a complex and evolving operating environment, the organization delivered coordinated, high quality, and accountable programming across multiple sectors and geographic areas. These operational achievements demonstrate ACDO's ability to deliver complex, multi-sector programs at scale while maintaining strong governance, financial discipline, and accountability to donors and communities.

Key operational results included:

- a. **Multi-Sector Program Delivery:** Effective implementation of integrated humanitarian and development interventions across at least 10 provinces, addressing priority needs in collaboration with local stakeholders and sector partners.
- b. **Financial Stewardship and Compliance:** Timely, transparent, and compliant utilization of donor funding totaling USD 3.34 million, supported by strengthened financial controls, regular monitoring, and compliance oversight.
- c. **Workforce Coordination and Management:** Deployment and coordination of a workforce of 3,643 staff and project personnel, operating within clear management structures, standardized reporting systems, and defined accountability mechanisms.
- d. **Program Quality and Accountability:** Consistent adherence to program standards, safeguarding requirements, and MEAL processes, ensuring quality implementation and responsible service delivery across diverse operational contexts.
- e. **Integrated Operational Support:** Strong coordination between program, MEAL, finance, HR, logistics, and administration functions enabled timely implementation, efficient resource utilization, and responsive operational management.



Positioning for Scale and Sustainability

The organizational architecture and operational model applied in 2025 further strengthened ACDO's institutional readiness for sustainable growth and expanded impact. By combining decentralized field implementation with strong central oversight, standardized systems, and robust governance structures, ACDO enhanced both operational agility and organizational accountability across its areas of intervention.

Throughout the year, investments in institutional systems, staff capacity, digital management tools, and cross-departmental coordination improved efficiency, consistency, and program quality. Strengthened partnerships with donors, national authorities, community structures, and implementing partners reinforced ACDO's ability to deliver multi-sector interventions at scale while maintaining strong compliance and safeguarding standards.

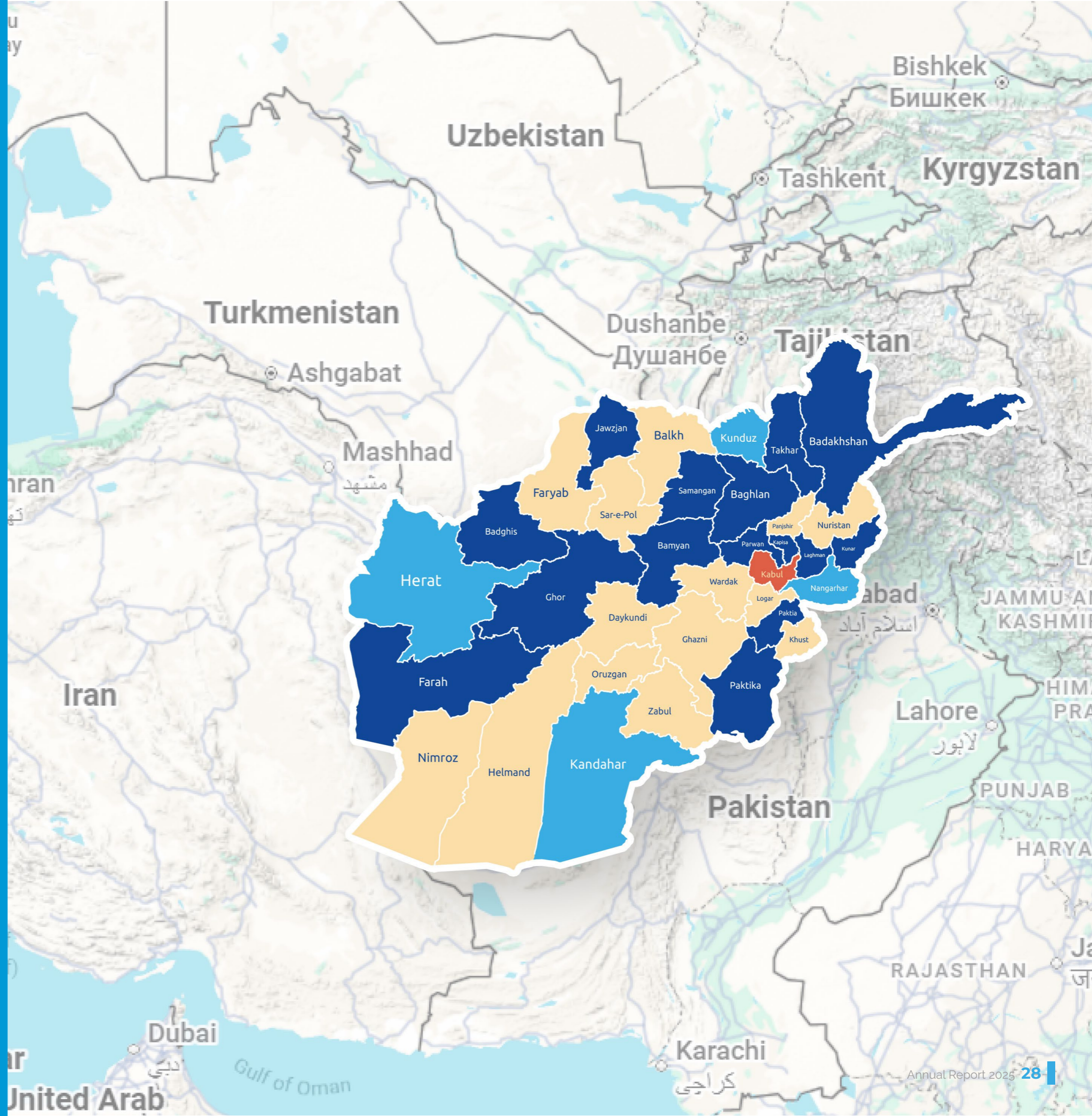
This integrated and adaptive operational model enabled ACDO to respond effectively to evolving humanitarian and development needs, sustain high-quality service delivery in complex environments, and position the organization as a credible, reliable, and scalable national partner. As a result, ACDO enters 2026 with strengthened institutional resilience, enhanced operational capacity, and a solid foundation for responsible expansion and long-term impact.

Construction of water network by ACDO in Nangarhar Province.

Geographic Footprint & Regional and Provincial Presence – 2025

In 2025, ACDO maintained a strong and strategically distributed presence across Afghanistan, enabling the organization to deliver timely, inclusive, and context-responsive humanitarian and development assistance. The geographic footprint was designed to balance areas of highest humanitarian need, operational feasibility, donor priorities, and sustained community engagement. This strategic approach ensured programming remained adaptive to evolving local contexts while promoting equitable access and community-centered service delivery.

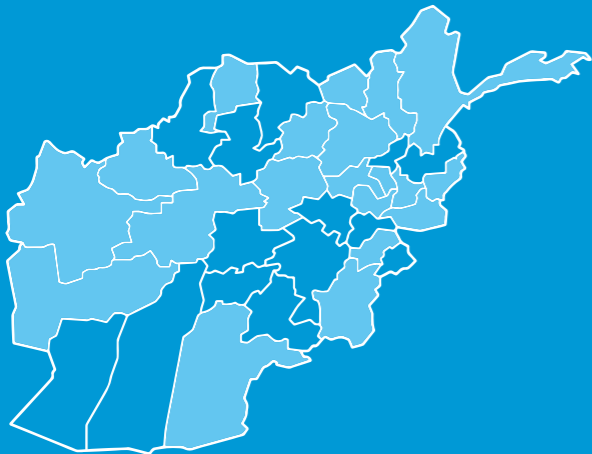
During the reporting year, ACDO operated in 10 provinces and 62 districts spanning central, eastern, south-eastern, north-eastern, northern, and western regions of Afghanistan. This extensive coverage strengthened the organization's ability to reach vulnerable populations, maintain consistent field-level oversight, and support collaborative interventions with local authorities, community structures, and implementing partners.



District-Level Geographic Coverage & Strategic Reach

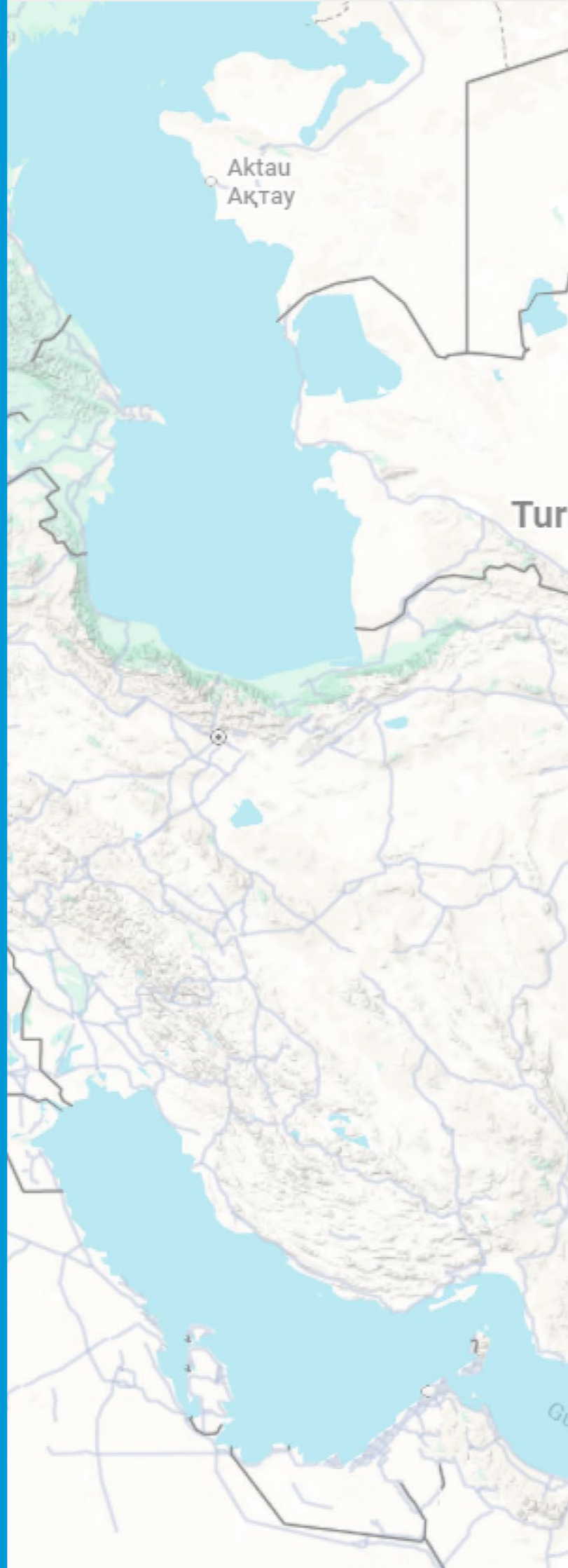
In 2025, ACDO demonstrated a strong and strategically targeted geographic footprint by implementing programs across 10 provinces, reaching 62 districts out of a total 130 districts within its operational provinces. This represents an average district coverage rate of approximately 48 percent, reflecting a deliberate strategy that prioritized depth, quality, and vulnerability-driven engagement over blanket geographic expansion.

Rather than dispersing limited resources thinly, ACDO focused its operations on high-need, underserved, and high-vulnerability districts, ensuring that interventions delivered measurable impact and sustained community-level outcomes. This approach strengthened operational efficiency, program quality, and accountability, while allowing flexibility to adapt to access constraints and evolving humanitarian needs.



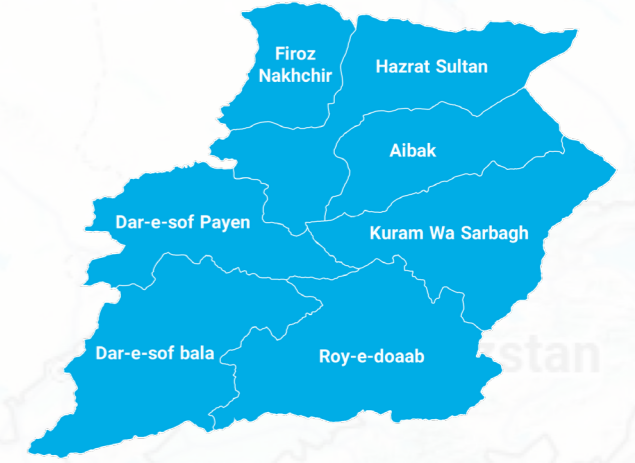
Provinces with High District Coverage

ACDO achieved high to full district-level coverage in several priority provinces, underscoring the organization's comparative advantage in sustained, province-wide engagement.



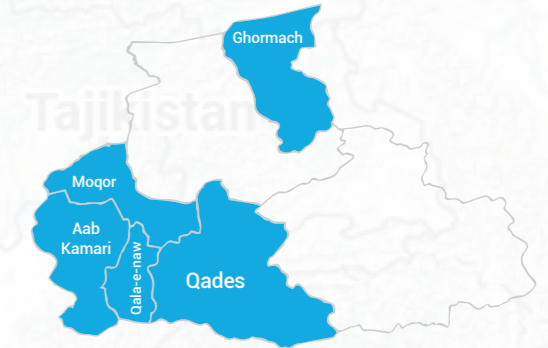
Samangan Province

In Samangan Province, ACDO reached all 7 districts, achieving 100% district coverage. This represents the organization's most comprehensive provincial engagement in 2025 and reflects long-standing presence, strong coordination with local authorities, and effective partnerships with community structures. Full coverage in Samangan enabled integrated, multi-sector programming and consistent monitoring across the entire province.



Badghis Province

In Badghis Province, ACDO covered 5 out of 7 districts (71%), demonstrating deep operational reach in one of Afghanistan's most vulnerable and climate-affected regions. This level of coverage enabled targeted responses to food insecurity, education access gaps, and infrastructure needs.



Paktia Province

In Paktia Province, ACDO operated in 9 of 15 districts (60%), maintaining a significant footprint aligned with sectoral priorities, community needs, and access feasibility. The coverage reflects a balance between scale and quality in a province with diverse geographic and security contexts.



Takhar Province

Similarly, in Takhar Province, ACDO reached 10 of 17 districts (59%) broad coverage with strong program oversight. This engagement supported education, livelihoods, and community-based interventions in both rural and peri-urban settings.



Provinces with Moderate, Needs-Based Coverage

ACDO maintained selective and impact-driven engagement in several provinces where programming focused on districts with the highest humanitarian needs and operational feasibility.

Baghlan Province

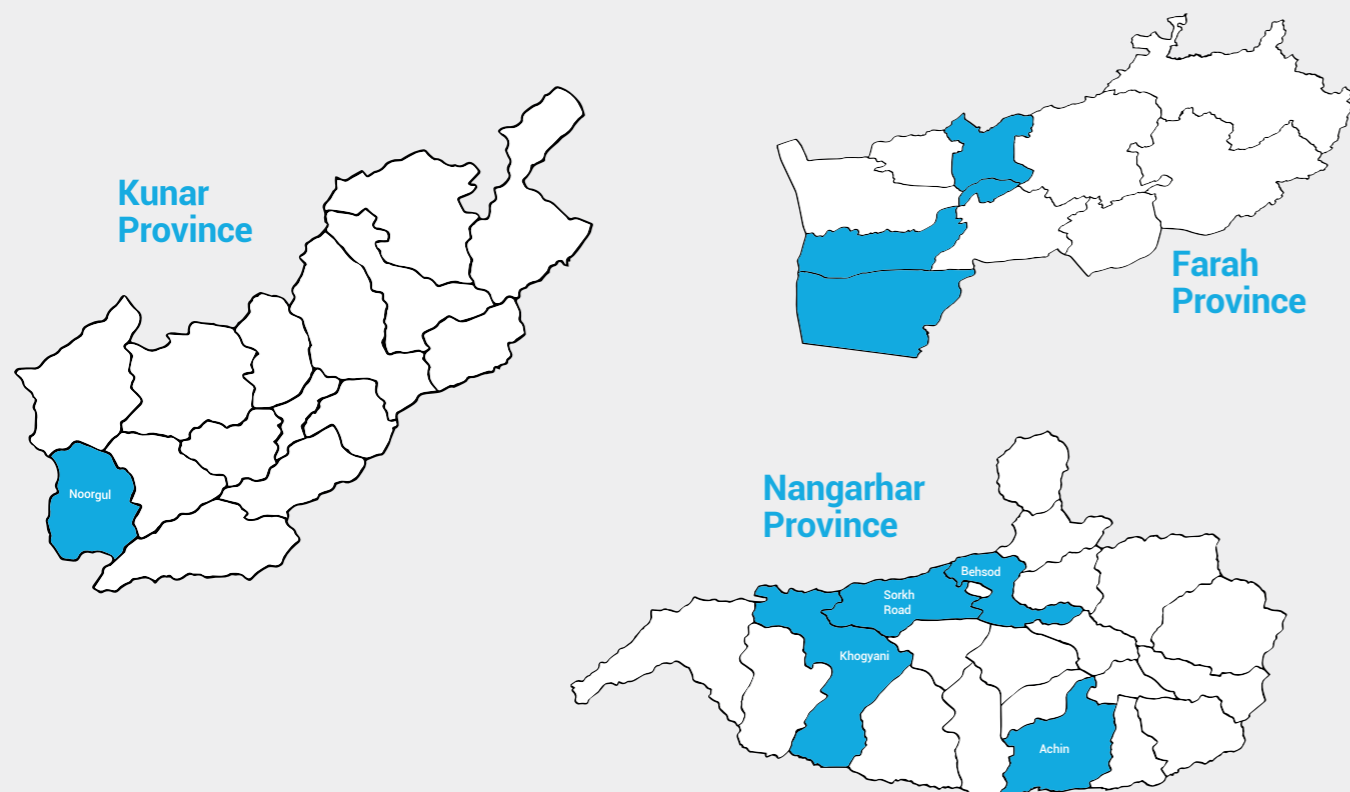
In Baghlan Province, ACDO covered 7 of 15 districts (47%), while in Ghor Province, programs were implemented in 5 of 11 districts (45%). In Herat Province, ACDO operated in 7 of 17 districts (41%). In each of these provinces, district selection was guided by vulnerability analysis, access considerations, and donor priorities, allowing ACDO to concentrate resources where they would yield the greatest impact rather than pursuing full provincial saturation.



Limited but Strategically Positioned Presence

In provinces characterized by larger administrative size, higher access constraints, or emerging programming opportunities, ACDO maintained a focused and strategic operational presence.

In Farah Province, ACDO operated in 4 of 11 districts (36%), while in Nangarhar Province, coverage included 5 of 23 districts (22%). In Kunar Province, ACDO maintained operations in 1 of 7 districts (14%). These engagements prioritized high-need populations, pilot interventions, and partnership-based delivery models, serving as operational hubs and entry points for potential future expansion.



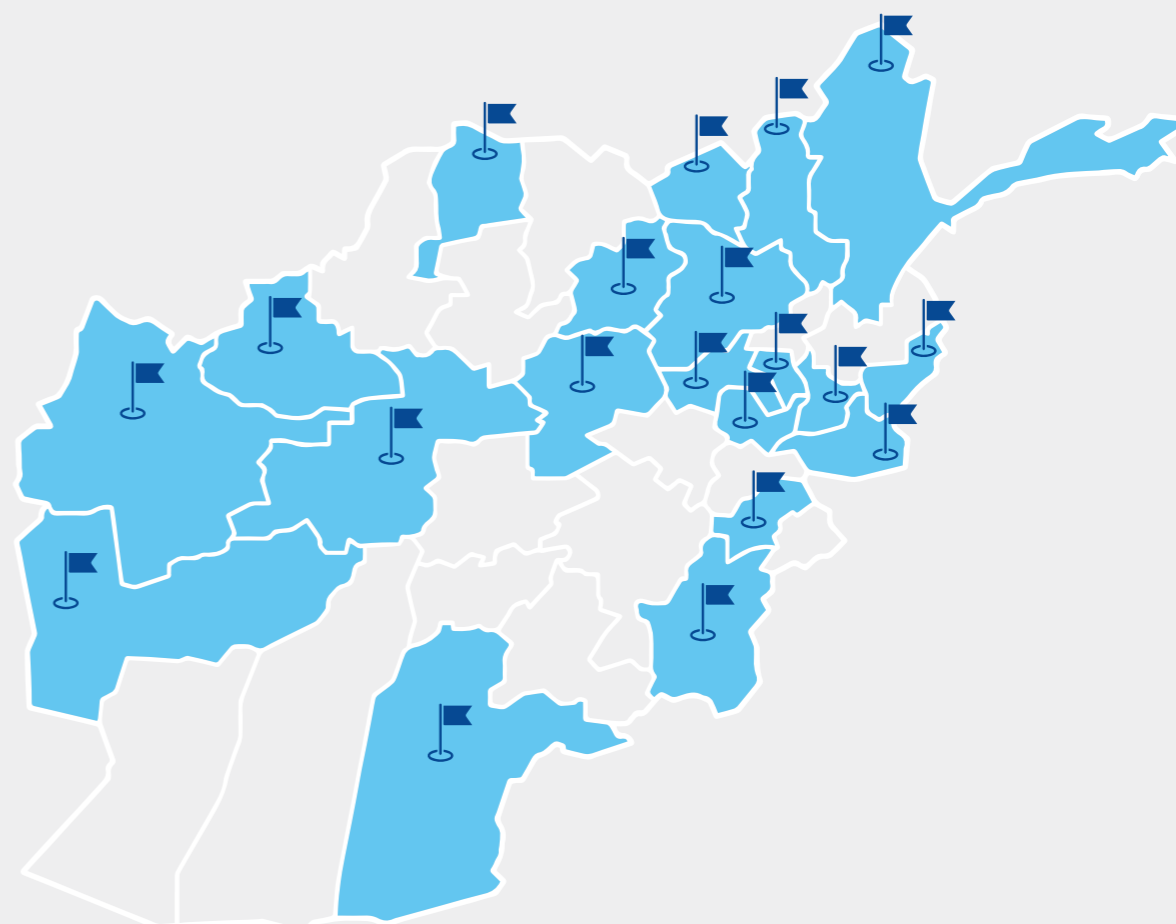
Strategic Implications and Forward Outlook

ACDO's district-level footprint in 2025 reflects a balanced strategy of depth and reach, combining full or high coverage in core provinces with selective, evidence-based expansion in others. Achieving 100 percent district coverage in Samangan highlights ACDO's strength in sustained provincial programming, while lower coverage rates in larger or more complex provinces reflect intentional prioritization, access realities, and funding alignment rather than capacity limitations.

This strategic geographic positioning strengthens ACDO's readiness for scalable growth in 2026, subject to funding availability and access conditions. The 2025 footprint demonstrates an organization that is not only present but strategically embedded, capable of delivering high-quality, accountable, and scalable programs across diverse operational contexts.

Operational Significance of the Footprint

ACDO's geographic footprint in 2025 was a critical enabler of effective, timely, and high-quality multi-sectoral programming. The organization's presence across priority provinces supported the delivery of integrated interventions spanning emergency response and recovery, education, protection, food security and livelihoods, WASH, culture and heritage preservation, and community infrastructure. Established field offices and trained local staff ensured rapid operational mobilization, continuity of services, and sustained access to hard-to-reach communities. Continuous field engagement strengthened community participation through close collaboration with local structures and stakeholders, while a permanent field presence enhanced monitoring, supervision, accountability, and full compliance with organizational policies and donor standards.



Regional Coordination & Field Management

ACDO Field Operations & Coordination Model – 2025

In 2025, ACDO operated through a decentralized, field-driven operational model designed to ensure responsiveness, accountability, and program quality across diverse and often challenging contexts. The organization's regional and provincial offices functioned as the backbone of implementation, enabling localized decision-making while maintaining strong strategic oversight from the Head Office.

Each regional and provincial office served as a multi-functional coordination hub, integrating program, MEAL, logistics and supply chain management, and community engagement functions. This integrated structure allowed ACDO to manage complex, multi-sectoral interventions efficiently while maintaining close proximity to communities and operational realities on the ground.

Field offices maintained regular and structured coordination with local authorities, relevant line departments, and humanitarian cluster partners to ensure alignment with national and sub-national priorities, sector standards, and response frameworks. This coordination strengthened complementarity with other actors, reduced duplication, and reinforced ACDO's role as a reliable implementing and coordinating partner at field level.

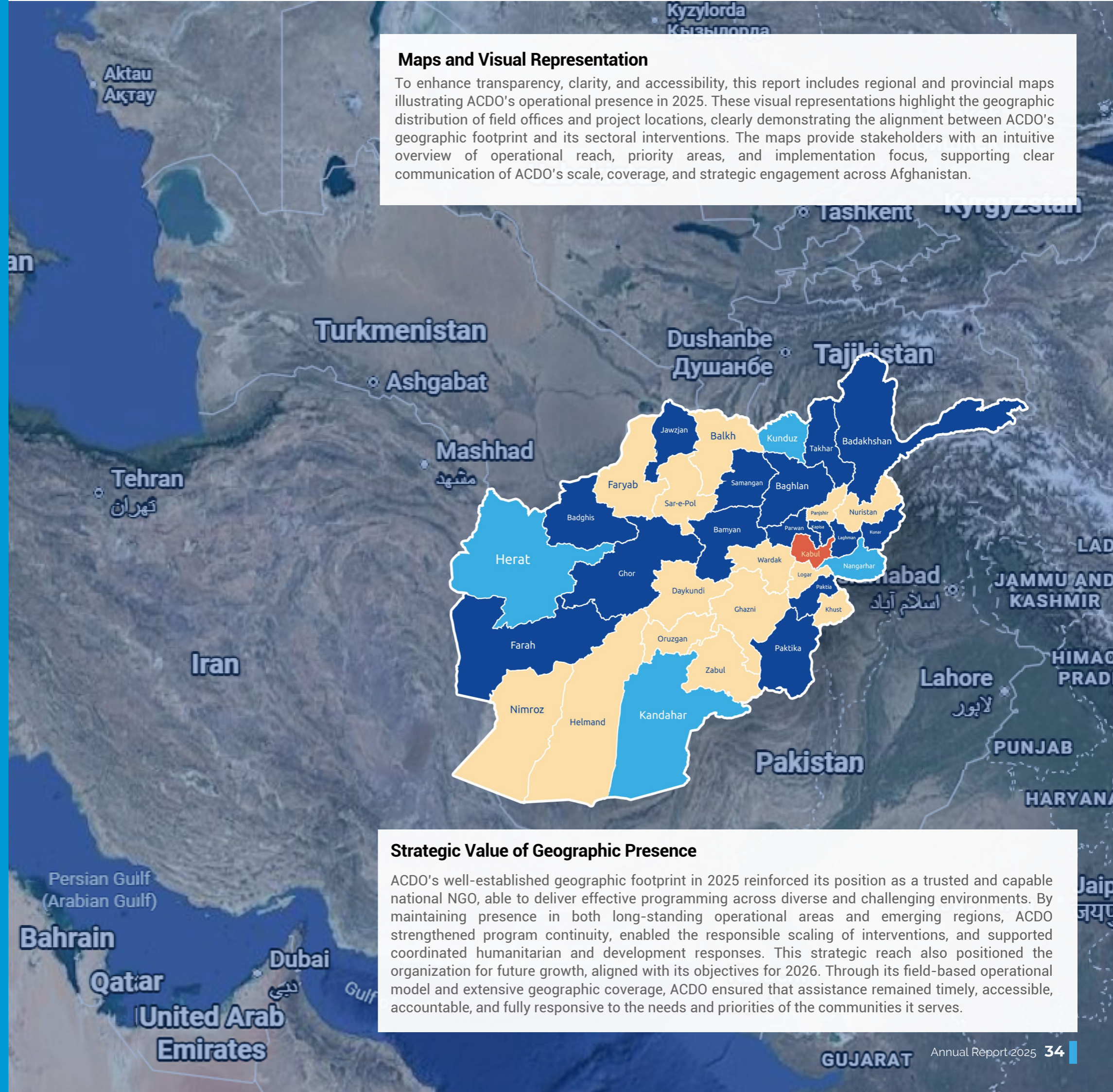
Strong reporting lines and coordination mechanisms supported compliance with organizational policies and donor requirements, including financial controls, safeguarding, PSEA, and Accountability to Affected Populations (AAP). Real-time data collection and routine field monitoring enabled timely management decisions, supported adaptive programming, and ensured that risks were identified and mitigated proactively.

Solid field-level leadership was central to the effectiveness of this model. Regional and provincial teams were empowered to adapt activities in response to contextual changes, emerging risks, access constraints, and community feedback, while remaining aligned with approved project objectives and donor commitments. This balance between decentralization and oversight ensured continuity of services, high implementation quality, and accountability across all operational areas.

Through this field-based operational model, ACDO ensured that its geographic footprint in 2025 translated into tangible results, delivering timely, relevant, and community-responsive assistance while strengthening trust with beneficiaries, partners, and donors.

Maps and Visual Representation

To enhance transparency, clarity, and accessibility, this report includes regional and provincial maps illustrating ACDO's operational presence in 2025. These visual representations highlight the geographic distribution of field offices and project locations, clearly demonstrating the alignment between ACDO's geographic footprint and its sectoral interventions. The maps provide stakeholders with an intuitive overview of operational reach, priority areas, and implementation focus, supporting clear communication of ACDO's scale, coverage, and strategic engagement across Afghanistan.



Strategic Value of Geographic Presence

ACDO's well-established geographic footprint in 2025 reinforced its position as a trusted and capable national NGO, able to deliver effective programming across diverse and challenging environments. By maintaining presence in both long-standing operational areas and emerging regions, ACDO strengthened program continuity, enabled the responsible scaling of interventions, and supported coordinated humanitarian and development responses. This strategic reach also positioned the organization for future growth, aligned with its objectives for 2026. Through its field-based operational model and extensive geographic coverage, ACDO ensured that assistance remained timely, accessible, accountable, and fully responsive to the needs and priorities of the communities it serves.

Program Performance & Sectoral Achievements – Demonstrate results, quality, and learning.

Sector-Wise Interventions – 2025

In 2025, ACDO delivered integrated, multi-sectoral interventions addressing immediate humanitarian needs while strengthening systems for early recovery and longer-term development. Programming was designed to be community-centered, inclusive, and aligned with national priorities, cluster standards, and donor strategies, ensuring both impact and sustainability across diverse operational contexts. ACDO's sectoral approach enabled coordinated delivery across education, child protection, WASH, infrastructure, and emergency relief and recovery, maximizing outcomes for vulnerable populations while reinforcing resilience at household and community levels.



ACDO CBE Class Students in Herat Province

Education – Progress and Achievements in 2025

Education remained a cornerstone of ACDO's programming in 2025, focusing on restoring and sustaining equitable access to quality learning opportunities for crisis-affected and underserved children. Through an integrated portfolio of Community-Based Education (CBE), Accelerated Learning Classes (ALC), Temporary Learning Spaces (TLS), remedial education, and Child Friendly Spaces (CFS), ACDO supported out-of-school children, returnees, and learners at risk of dropout while strengthening community engagement and education system resilience in hard-to-reach areas.

In 2025, ACDO reached 53,726 children and learners across seven provinces, ensuring alignment with Ministry of Education policies, Education Cluster standards, and donor requirements. Programs prioritized gender equity, safe learning environments, and community participation through School Management Shuras and local education structures.

Community-Based Education (CBE) served 45,988 learners, including 23,977 girls (52.14%) and 22,011 boys (47.86%), reflecting strong progress toward equitable access. The largest numbers of students were reached in Baghlan (14,738), Badghis (8,024), and Ghor (7,832)—provinces with significant educational needs. Female participation was notably high in Farah (66%), Takhar (60%), and Samangan (56%), while balanced gender participation was observed in Badghis. Areas with lower female participation, such as Ghor, highlighted ongoing barriers requiring targeted community engagement and gender-responsive programming.

Accelerated Learning Classes reached 5,018 learners, of whom 84% were girls, demonstrating ACDO's continued success in supporting overage learners and expanding access for girls who had missed formal schooling. Some planned cohorts were adjusted due to contextual and operational constraints; however, overall demand and participation remained strong.

ACDO supported a total of 1,788 learning classes, including 1,616 Community-Based Education classes (90%) and 172 Accelerated Learning Classes (10%), ensuring flexible and inclusive learning opportunities for diverse student needs. Temporary and community-based learning spaces provided safe environments during emergencies, while Child Friendly Spaces integrated psychosocial support and child protection linkages to enhance student well-being and learning continuity.

Across primary-level interventions, 25,468 students were enrolled in Grades 1–6, with the majority participating in Grades 3 and 4, reflecting strong engagement at middle primary levels and steady progression into upper grades. Education programs reached a broad age range, including 33,395 learners aged 3–9 and 12,781 learners aged 10–19, demonstrating inclusive outreach across early childhood and adolescent groups.

ACDO engaged 3,776 teachers and assistant teachers to deliver education services and improve classroom quality. This included 2,614 lead teachers and 1,162 assistant teachers, providing essential instructional support and strengthening inclusive learning environments. Female educators were actively promoted where feasible, contributing to improved access for girls and fostering culturally responsive education delivery. Continuous teacher training, mentoring, and provision of Teaching and Learning Materials enhanced classroom engagement and learning outcomes.

School Management Shuras (SMS) played a central role in strengthening community participation and oversight. A total of 6,443 SMS members supported education initiatives, contributing to community mobilization, identification of out-of-school children, monitoring of attendance, and coordination with parents and local leaders. Female participation in SMS structures reached up to 40% in some locations, reflecting gradual progress toward inclusive community governance despite contextual challenges.

Program interventions included rehabilitation and improvement of learning spaces, provision of Teaching and Learning Materials, teacher recruitment and training, and coordination with provincial Departments of Education and national stakeholders. Collaboration with partners such as UNICEF, AKF, SCI, and other education actors supported effective project transitions, strengthened local capacity, and promoted sustainability of community-based education modalities.

Through its integrated and community-centered education programming in 2025, ACDO demonstrated strong capacity to deliver inclusive learning services at scale while advancing gender equity, strengthening local ownership, and ensuring continuity of education for children affected by geographic, social, and economic barriers. These achievements contributed to improved attendance, retention, and learning opportunities, positioning ACDO to further expand equitable education access and program quality in 2026 and beyond.



ACDO Child Care Center in returnee response, Islam Qala Zero Point, Herat Province.

Child Protection and Child-Centered Support for Returnee Children – 2025

In 2025, ACDO implemented a comprehensive, integrated child protection and child-centered support program targeting vulnerable returnee children and their caregivers at key border reception and transit points, particularly in Islam Qala. The intervention combined immediate humanitarian assistance, structured child protection services, psychosocial support (PSS), risk education, and community-centered safeguarding mechanisms to ensure safe, dignified, and child-friendly reintegration. The program aligned with Child Protection Area of Responsibility (CP AoR) standards and focused on prevention, early identification, and referral of protection risks, particularly for returnee and conflict-affected children. Holistic approaches integrated child protection, gender-based violence (GBV) risk mitigation, disability inclusion, and broader social protection measures, ensuring equitable access to services for all vulnerable populations.

The interventions strengthened protective environments for returnee children while promoting community ownership, accountability, and resilience. Gender-based violence risks were systematically assessed and mitigated through awareness sessions, safe spaces, and referral linkages, ensuring timely and confidential support for women and girls. Inclusion of persons with disabilities was mainstreamed across all activities, guaranteeing equitable access to protection, education, and recreational services. Coordination with the CP AoR, Protection Cluster, local authorities, and community structures enhanced program quality, accountability, and sustainability. The program prioritized returnee populations at high-risk border and zero-point locations, ensuring that life-saving protection services, psychosocial support, and community-based interventions reached those most in need.

14,275 returnee children through a comprehensive package of immediate assistance, psychosocial support, and child protection case management services directly supported. Of these, 11,670 children (82%) received emergency refreshments, including fortified biscuits, to address immediate nutrition and hydration needs upon arrival, while 1,600 children and caregivers (11%) were provided with ready-to-eat meals to ensure urgent food security and facilitate participation in project services. A total of 900 children (6%) benefited from psychosocial support and Psychological First Aid (PFA), delivered by trained personnel using IEC materials to address trauma, emotional distress, and promote resilience.

Child protection case management was a key component of the intervention, with 105 high-risk cases (1%) identified, registered, referred, and followed up in line with Afghanistan's National Child Protection SOPs. Safety education extended to families, with 8,000 returnee households reached through life-saving Explosive Ordnance Risk Education (EORE), and 1,600 caregivers receiving consultations and IEC materials to promote positive parenting, home-based child protection, and long-term safety.

To ensure accountability and safe participation, a child-friendly complaints and feedback mechanism was established at CCC/CFS locations, allowing children and caregivers to raise concerns or suggestions securely. ACDO also operationalized one Child Care Center/Child-Friendly Space (CCC/CFS) in Islam Qala, providing structured psychosocial, recreational, and protection services, alongside the renovation of one playground to create safe spaces for play, social reintegration, and emotional recovery.

To strengthen project quality and safeguarding, a specialized training was conducted for project staff and Child Help Desk teams on child protection referral pathways, confidentiality, and accountability mechanisms. Across all activities, safeguarding and accountability were reinforced through staff and community awareness, IEC dissemination, monitoring visits, and structured risk mitigation measures, ensuring safe and responsive programming for children and their caregivers.

Children using water system facilities built by ACDO in Nangarhar province.

Water, Sanitation, and Hygiene – 2025

In 2025, ACDO's WASH programming delivered life-saving interventions while promoting longer-term community resilience across multiple provinces affected by drought, displacement, and environmental hazards. The integrated approach combined infrastructure rehabilitation, hygiene promotion, and community engagement to ensure equitable access to safe water, improved sanitation, and enhanced hygiene practices at household, school, and health facility levels. Through targeted interventions, ACDO reached a total of 190,426 beneficiaries, including 137,106/72% children, 25,594/13.44% women, 27,726/14.56% men, of which 15.1%/28,754 individuals are persons with disabilities, addressing immediate needs while laying the foundation for sustainable water and sanitation services.

In Nangarhar province, the Enhancing Community Resilience through Integrated WASH program supported 38,556 individuals, with coverage distributed across Achin (9,576, 24.8%), Behsud (6,860, 17.8%), Khogyani (10,955, 28.4%), and Surkh Rod (11,165, 29%) districts.

In Samangan province, the Life-Saving WASH Support to Mitigate Drought Impact reached 51,870 individuals (7,410 households), including 37,346 children, 7,552 men, 6,972 women, with 16% representing persons with disabilities and 15% women-headed households. This intervention covered 18.5% of the population in need in the most severely affected districts, as identified through WASH Cluster severity mapping, HNRP 2025 analysis, and ACDO rapid needs assessments. Program activities included the rehabilitation of two existing water networks and construction of four new networks, providing sustained safe water access for 3,330 households (over 23,000 individuals), complemented by routine chlorination, water quality testing, and protective measures in high-risk areas. Sanitation improvements encompassed the construction of 28 household latrines, and the provision of sanitation facilities in four schools and four health centers, ensuring dignity, privacy, and accessibility for women, girls, and persons with disabilities. Hygiene promotion interventions included the distribution of hygiene kits and water treatment products to 400 vulnerable households, alongside community-wide campaigns on handwashing, menstrual hygiene management, safe water handling, AWD/cholera prevention, and climate-adaptive hygiene practices reaching all 51,870 targeted individuals.

In response to urgent WASH needs, ACDO implemented an Emergency Response in Kunar and Nangarhar provinces, supported by UNDP, combining water resources restoration with Cash-for-Work activities. This initiative rehabilitated damaged water infrastructure while providing temporary employment opportunities, benefiting 100,000 people, representing over 52% of all WASH beneficiaries reached across the year.

Overall, ACDO's 2025 WASH interventions delivered immediate relief, strengthened hygiene behaviors, and enhanced community resilience. Strategically, approximately 20% of beneficiaries were reached in Nangarhar, 27% in Samangan, and 53% through emergency response initiatives in Kunar and Nangarhar, reflecting a dual focus on high-need, drought-affected areas and rapid humanitarian response. By integrating infrastructure rehabilitation, behavior change promotion, and community engagement, ACDO improved access to essential WASH services, reduced waterborne disease risks, and positively impacted the health and well-being of nearly one in five households in the targeted provinces.

Emergency Relief and Recovery – 2025

In 2025, ACDO delivered integrated emergency relief and early recovery interventions to populations affected by natural disasters, drought, and conflict, directly benefiting 100,000 individuals, including 15,079 men (15.1%), 14,721 women (14.7%), and 70,200 children (70.2%). The interventions combined immediate humanitarian assistance with early recovery activities in water, irrigation, and access infrastructure, alongside Cash-for-Work programs, ensuring rapid relief while promoting sustainable community resilience and livelihoods.

Critical water supply systems were restored and rehabilitated, resulting in sustained access to safe drinking water for 100,000 individuals. A total of 15 water sources were rehabilitated, achieving a reduction in water losses by 21% against an annual target of 45%, and progressively improving water quality compliance from 20% at baseline to 80% by end, in line with national and international standards. Fifteen community water committees were trained on operation and maintenance, while hygiene promotion and safe water awareness sessions reached 1,000 community members, ensuring continued safe water management at the household and community level.

Cash-for-Work programs engaged vulnerable populations, including women, youth, persons with disabilities, and economically disadvantaged households, providing 5,616 unskilled labor days and 624 skilled labor days in support of infrastructure rehabilitation, thereby enhancing household economic stability while restoring essential community assets. Key access roads and irrigation networks were rehabilitated to enable agricultural productivity, access to education and health services, and overall early recovery.

ACDO's emergency response was guided by evidence-based assessments, including market feasibility studies and post-distribution monitoring, ensuring context-appropriate, accountable, and effective interventions. The organization maintained strong coordination with the Cash Working Group, local authorities, and partner agencies, enhancing program coverage, efficiency, and synergy. Feedback and complaints mechanisms resolved 45 reported concerns within two weeks, demonstrating a commitment to accountability and responsiveness.

Documentation of lessons learned, success stories, and human-interest content resulted in 8 reports and 2 video stories, strengthening organizational learning, advocacy, and visibility. Through these integrated approaches, ACDO successfully bridged immediate humanitarian relief with early recovery, restored essential services, and strengthened community resilience, laying a foundation for longer-term development and reducing vulnerability to future shocks.



Rehabilitation of public school by ACDO in Takhar Province.

Cross-Cutting Priorities and Quality Commitments – 2025

In 2025, ACDO strengthened its organizational and programmatic quality frameworks to ensure that all interventions were inclusive, accountable, safe, and sustainable. Cross-cutting priorities focused on gender equality, social inclusion, safeguarding, accountability to affected populations (AAP), environmental sustainability, and risk management, reinforcing both ethical standards and program impact.

ACDO mainstreamed Gender Equality, Diversity, and Social Inclusion (GEDSI) across all programs, ensuring equitable participation of women, girls, persons with disabilities, and marginalized groups. Activities were designed to reduce barriers to access, promote empowerment, and foster inclusive community engagement. Risk management, compliance, and fraud mitigation systems were strengthened, with internal controls, monitoring mechanisms, and reporting structures to ensure transparency and program integrity. Safeguarding systems were fully operational, including Protection from Sexual Exploitation and Abuse (PSEA) measures, staff training, and complaint handling procedures, guaranteeing the safety and dignity of beneficiaries and staff.

ACDO also advanced Accountability to Affected Populations (AAP) through feedback mechanisms, community consultations, and grievance redress systems, ensuring that communities could influence program design, delivery, and monitoring.

Environmental sustainability and climate action were integrated into programming, promoting climate-resilient practices, reduced environmental impact, and sustainable use of natural resources. All interventions were guided by Do No Harm and conflict sensitivity principles, minimizing risks of tension, exploitation, or harm in the communities served.

Through these integrated cross-cutting approaches, ACDO reinforced quality, accountability, safety, and sustainability, ensuring that all programs delivered meaningful, equitable, and lasting impact for crisis-affected and vulnerable populations.

These includes:



Table: Sector-Wise Interventions Overview – 2025

Sector	Key Interventions	Strategic Focus	Contribution to Outcomes
Education	Establishment and management of Community-Based Education (CBE) and Accelerated Learning Program (ALP) classes; operation of Temporary Learning Centers (TLCs); delivery of remedial education support; creation of Child-Friendly Spaces (CFS); teacher training and provision of learning materials; coordination for handover to education authorities.	Equitable access to education for hard-to-reach children; improved retention and learning quality; system strengthening through alignment with national education structures.	Significant reduction in out-of-school children; improved learning continuity in crisis-affected areas; strengthened transition of learners into the formal education system; increased community ownership and sustainability of education services.
Child Protection	Child protection case management; identification and referral of at-risk and returnee children; implementation of Child Protection Area of Responsibility (CP AoR) interventions; psychosocial support services; community awareness and child safeguarding activities.	Prevention of harm and abuse; timely protection responses; strengthening referral pathways and community-based protection mechanisms.	Safer and more protective environments for vulnerable children; improved access to essential protection and psychosocial services; enhanced community capacity to identify, prevent, and respond to child protection risks.
WASH	Construction and rehabilitation of safe water supply systems; installation of gender-sensitive sanitation facilities; hygiene promotion campaigns; distribution of hygiene kits; community training on operation and maintenance of WASH facilities.	Public health protection; dignity and inclusion; sustainability of WASH services through community ownership.	Reduced incidence of waterborne diseases; improved hygiene behaviors at household and community levels; sustained access to safe water and sanitation services in targeted areas.
Infrastructure	Construction and rehabilitation of disaster-resilient school buildings; provision of essential school infrastructure (latrines, boundary walls, classrooms); accessibility improvements for girls and children with disabilities.	Safe and inclusive learning environments; resilience to climate and conflict-related risks; improved access to education facilities.	Enhanced safety and functionality of learning spaces; increased school attendance and retention; improved preparedness of education facilities to withstand shocks and emergencies.
Emergency Relief & Recovery	Rehabilitation of irrigation systems and drinking water schemes; support to agriculture-based livelihoods; restoration of community access infrastructure (roads, canals, small bridges); integration of early recovery activities within humanitarian response.	Early recovery and resilience building; restoration of productive assets; transition from relief to self-reliance.	Restored livelihoods and increased household resilience; improved access to essential services and markets; accelerated recovery of crisis-affected communities toward sustainable development pathways.

Program Coordination, Representation & Engagement – 2025

In 2025, ACDO maintained an active and strategic presence within national and sub-national coordination mechanisms, reinforcing its role as a credible, engaged, and collaborative national organization. Through sustained participation in humanitarian clusters, technical working groups, and government coordination platforms, ACDO contributed to coherent planning, effective information sharing, and harmonized responses across sectors and regions. This engagement strengthened alignment with national priorities, enhanced complementarity with humanitarian and development actors, and ensured that ACDO's interventions were well-coordinated, principled, and responsive to evolving needs on the ground.

Humanitarian Cluster Coordination

Throughout 2025, ACDO actively participated in key humanitarian clusters, contributing to needs assessments, response planning, technical discussions, and coordination at national and sub-national levels. Cluster engagement enabled ACDO to align its programming with sector strategies, avoid duplication, and strengthen collective impact.



4.7.2. Active Cluster Membership in 2025 included:



In preparation for program expansion and enhanced multi-sectoral engagement, membership in the Protection and Emergency Shelter / Non-Food Items (ES/NFI) Cluster is under process for 2026.

Technical Working Groups and Thematic Coordination

ACDO engaged in a wide range of technical working groups and thematic platforms, strengthening its technical capacity and contributing to policy dialogue, standard setting, and operational guidance. Participation in these forums supported the integration of protection, gender, inclusion, accountability, and access considerations across ACDO's programming and institutional systems. Key technical coordination platforms included:



	Child Protection Area of Responsibility (CP AoR)		Human Resources Working Group
	Access Working Group (AWG)		Afghanistan Water and WASH Working Group (AWWG)
	Accountability to Affected Populations (AAP)		Protection from Sexual Exploitation and Abuse (PSEA)
	Gender in Humanitarian Action (GiHA)		Disability Inclusion Working Group (DiWG)

4.7.4. Government and Stakeholder Engagement

ACDO maintained strong and constructive engagement with relevant government ministries and public institutions, ensuring alignment with national policies, sector frameworks, and regulatory requirements. At the sub-national level, ACDO worked closely with provincial and district authorities across 10 provinces and 62 districts, facilitating access, coordination, and community-level implementation. These relationships were instrumental in supporting effective service delivery, community engagement, and smooth project implementation.

Key government counterparts in 2025 included:

- ◆ Ministry of Economy (MoEc)
- ◆ Ministry of Education (MoE)
- ◆ Ministry of Refugees and Repatriation (MoRR)
- ◆ Ministry of Information and Culture (MoIC)
- ◆ Ministry of Rural Rehabilitation and Development (MRRD)



Table: Coordination and Engagement Overview – 2025

Engagement Area	Platforms / Institutions	Scope & Purpose of Engagement
Humanitarian Clusters	Education, WASH, Protection, Nutrition, Food Security & Agriculture Cluster (FSAC)	Active participation in national and sub-national cluster meetings; joint needs assessments; information sharing; alignment of interventions with cluster strategies and response plans.
NGO Coordination Bodies	ACBAR, ANCB	Engagement in NGO coordination forums; policy dialogue and advocacy; sharing operational challenges and best practices; collective representation with authorities and donors.
Technical Working Groups	CP AoR, AAP, PSEA, GiHA, Disability Inclusion Working Group (DiWG), Access, HR, Localization, Afghanistan WASH Working Group (AWWG)	Contribution to development and application of technical standards; integration of cross-cutting priorities; capacity strengthening and peer learning across thematic areas.
Government Engagement	Ministry of Economy (MoEc), Ministry of Education (MoE), Ministry of Refugees and Repatriation (MoRR), Ministry of Information and Culture (MoIC), Ministry of Rural Rehabilitation and Development (MRRD)	Formal coordination, registration, and reporting; alignment with national policies and sector priorities; facilitation of approvals, MoUs, and handover processes.
Sub-National Authorities	Provincial and District Line Departments	Regular coordination meetings; joint planning, monitoring, and supervision; engagement in beneficiary validation and community mobilization.

MoUs Processing and Signing – 2025 Strengthening Institutional Partnerships and Access

During 2025, ACDO further strengthened its institutional engagement and enabling environment for program implementation through the processing, securing, and signing of 10 Memoranda of Understanding (MoUs) with key government line ministries. These agreements enhanced coordination, access, compliance, and alignment with national priorities, enabling effective and coordinated program design and delivery across multiple sectors and provinces. The MoUs also reinforced ACDO's role as a trusted national partner capable of managing large-scale humanitarian and development interventions in a complex operating environment. These MoUs were formalized with the:

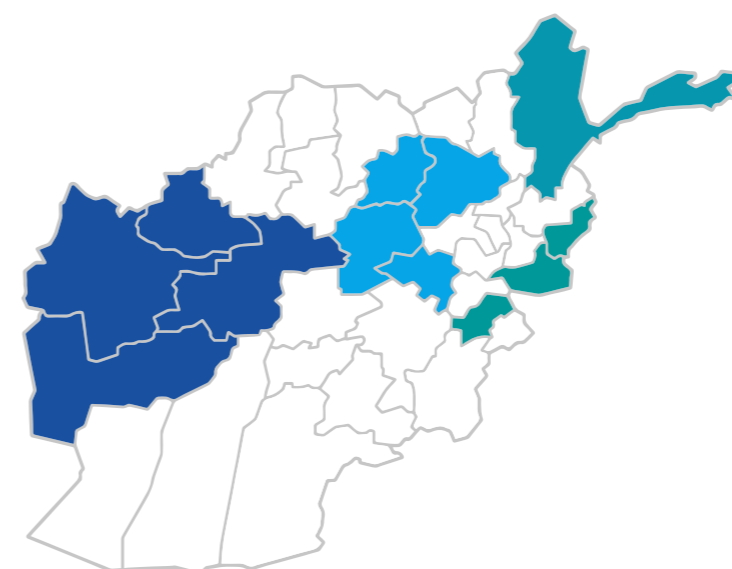
- ◆ Ministry of Education (MoE)
- ◆ Ministry of Refugees and Repatriation (MoRR)
- ◆ Ministry of Rural Rehabilitation and Development (MRRD)



Cluster-Wise Projects and Developments – 2025


In 2025, ACDO implemented a comprehensive portfolio of cluster-aligned humanitarian, early recovery, and resilience-building interventions, fully aligned with national priorities and sector response strategies. Working in close coordination with relevant clusters and coordination platforms, ACDO delivered integrated services across Education, Child Protection, WASH, Infrastructure, and Early Recovery, targeting the most vulnerable and crisis-affected populations.

Through strong partnerships with UN agencies, international and national NGOs, donors, and government counterparts, ACDO ensured principled, timely, and high-quality program delivery across 10 provinces and 62 districts, reaching over 290,000 people nationwide. A strong emphasis on coordination, accountability, inclusion, and sustainability enabled ACDO to contribute meaningfully to collective outcomes, reduce service gaps, and support affected communities in transitioning from emergency response toward recovery and longer-term resilience.




Human Capital Overview and Gender & Inclusion Profile

In 2025, ACDO's workforce totaled 3,248 (58.56% Male and 41.44% Female) staff members, representing a diverse and strategically deployed human capital base across Head Office, provincial offices, and program sites. The workforce composition reflects ACDO's commitment to gender inclusion, equitable representation, and community-responsive staffing, ensuring that technical, operational, and teaching capacities are distributed efficiently to meet programmatic needs across Afghanistan.




3,248

All Staff



58.56%

Male Staff




41.44%

Female Staff

Gender Inclusion and Workforce Highlights

- Women comprise 41.44% of the total workforce, demonstrating ACDO's strong emphasis on gender equity in employment and program delivery.
- Female representation is particularly notable in the teaching cadre, where women account for 46.97% of teachers and 30.25% of assistant teachers, ensuring gender-responsive education delivery and equitable access for girls.
- In Head Office and provincial administrative staff, women represent 5 – 10% of positions, reflecting operational realities and sectoral trends; however, ACDO continues to actively promote female recruitment, leadership development, and mentorship programs.
- Gender inclusion initiatives included:

- ◆ Targeted recruitment of qualified women in teaching and technical roles 
- ◆ Career development, training, and capacity-building programs for female staff 
- ◆ Policies and workplace practices supporting safety, equality, and professional growth 

Workforce Composition by Staff Category and Gender

Staff Category	Male	% Male group	Female	% Female group	Total	% of Total Workforce
Head Office Staff	38	2.00%	2	0.12%	40	1.24%
Provincial Regular Staff	249	13.09%	67	5.01%	316	9.76%
Teachers	1,276	67.09%	1,130	83.83%	2,406	74.00%
Assistant Teachers	339	17.82%	147	11.00%	486	15.01%
Total Workforce	1,902	100%	1,346	100%	3,248	100%

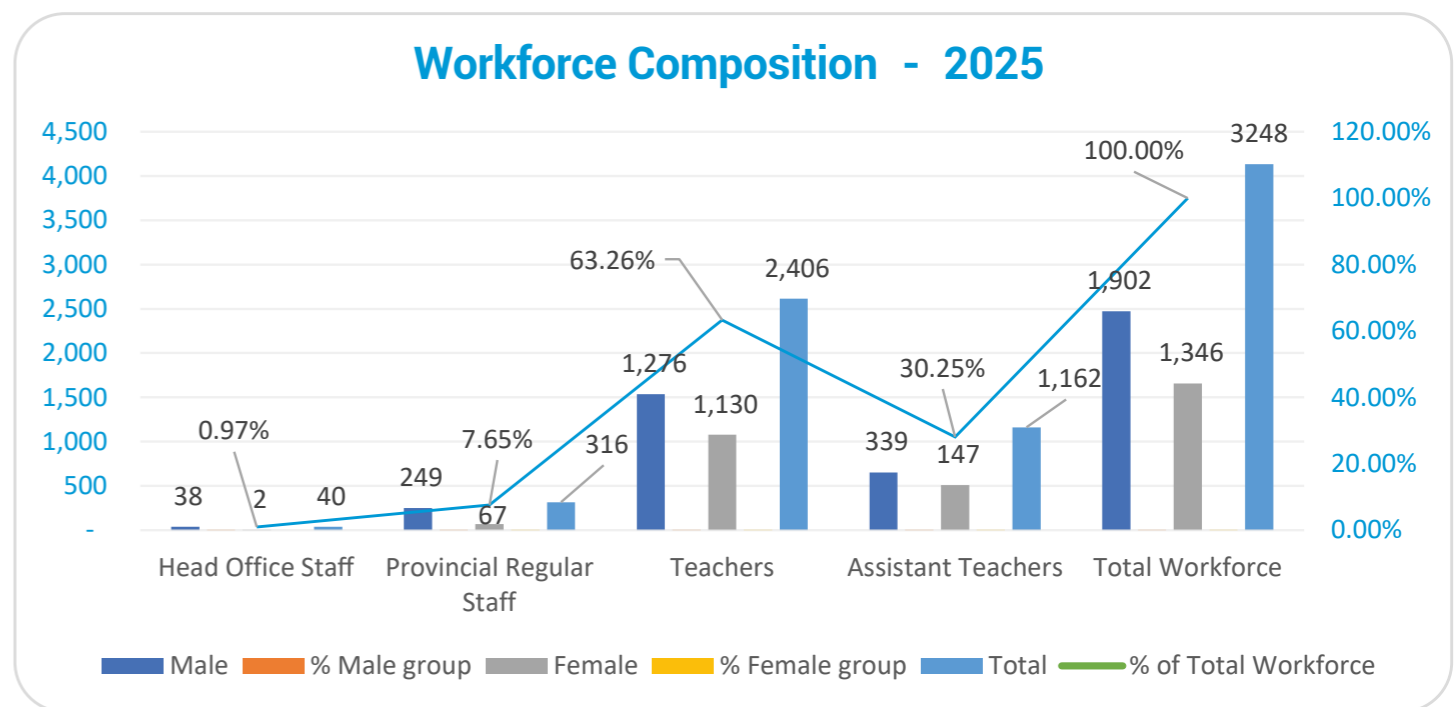
Note: Percentages under “% Male/Female” reflect the distribution within each gender group. The “% of Total Workforce” column indicates the share of each category within the total staff.

Human Capital Deployment and Strategic Significance

ACDO's staffing structure ensures that critical technical, operational, and community-facing functions are staffed efficiently across all program areas. By aligning workforce distribution with programmatic priorities, ACDO ensures that interventions are well-staffed, gender-sensitive, and responsive to community needs, reinforcing both program effectiveness and organizational credibility.

Key observations include:

- ◆ **Teachers and Assistant Teachers:** Together, this group represents 89% of the workforce, reflecting ACDO's focus on education as a core programmatic pillar. Gender-balanced staffing supports equitable learning outcomes and promotes inclusive classrooms.
- ◆ **Provincial Regular Staff:** These staff form the backbone of program operations, logistics, and monitoring at the field level, comprising 8% of the workforce with targeted female representation to enhance community engagement.
- ◆ **Head Office Staff:** Centralized leadership, technical expertise, and administrative support ensure strong oversight, coordination, and compliance across all operational regions.



Capacity Development and Staff Training

In 2025, ACDO invested in targeted capacity-building initiatives to enhance program quality and operational performance:

- ◆ 34.8% of staff received role-specific technical or leadership training, covering areas such as education programming, project management, MEAL, safeguarding, and sectoral technical skills.
- ◆ Mandatory training for all staff on Gender Equality, PSEA, and Safeguarding reinforced organizational values and ethical standards.
- ◆ Performance appraisals were conducted for 100% of staff, linking individual objectives to organizational strategic goals and ensuring accountability and professional growth.



Technical Training



PSEA and Safeguarding Training



Performance Appraisal

Operational Efficiency and Staff Engagement

In 2025, ACDO enhanced operational efficiency and workforce engagement through structured management and communication practices. Staff retention improved compared to 2024, reflecting higher job satisfaction, clearly defined career progression pathways, and supportive work environments that encourage long-term commitment. Internal communication mechanisms strengthened collaboration and alignment across the organization. Weekly operational briefings, combined with monthly regional coordination meetings, ensured teams remained well-informed, challenges were addressed promptly, and program delivery was coordinated across Head Office and provincial operations. These practices reinforced adaptive programming, timely decision-making, and accountability, contributing to ACDO's ability to deliver consistent, high-quality services across diverse operational contexts.

Gender and Inclusion Integration in Operations

In 2025, ACDO continued to prioritize gender equity and inclusive service delivery across all program areas, ensuring that humanitarian and development interventions reached the most vulnerable and underserved populations. The organization's approach integrated gender-sensitive strategies and inclusive practices into program design, implementation, and monitoring, allowing women, girls, children, persons with disabilities, and marginalized groups to access services equitably and safely.

Key Highlights of Gender and Inclusion Integration

- ◆ Equitable across all programs, ACDO ensured that women, girls, children, and persons with disabilities were actively included, accounting for nearly 46% of direct beneficiaries and 46% of indirect beneficiaries.
- ◆ Education, protection, and community programs directly reached over 242,500 children, ensuring girls and boys equally benefited from learning opportunities and protective services.
- ◆ ACDO's programs incorporated accessibility measures and tailored outreach for over 12,000 PwDs directly and over 85,000 indirectly, demonstrating commitment to inclusive humanitarian assistance.
- ◆ Targeted support for displaced populations (both IDPs and returnees were) intentionally prioritized, with gender-sensitive approaches ensuring safe access and participation in assistance programs.
- ◆ The organization's integrated and inclusive strategies extended beyond direct participants, creating ripple effects that benefited nearly 1.9 million individuals, fostering community resilience, equality, and social cohesion.



ACDO's gender and inclusion approach in 2025 ensured that vulnerable populations were meaningfully included in program design and delivery. By embedding gender-responsive and disability-inclusive practices into all operations, the organization not only met humanitarian and development objectives but also strengthened equity, access, and accountability across its geographic and sectoral footprint.



Strategic Positioning in Humanitarian – Development Nexus

In 2025, ACDO deliberately strengthened its strategic positioning at the intersection of humanitarian response and long-term development, applying a nexus-driven approach that addressed immediate life-saving needs while laying foundations for sustainable recovery and resilience. Drawing on its extensive operational presence, strong institutional systems, and trusted partnerships, ACDO delivered integrated, multi-sectoral programming that bridged short-term assistance with longer-term development outcomes.

Through this approach, ACDO reinforced its role as a credible, adaptive, and nationally rooted organization, capable of responding to acute humanitarian shocks while supporting communities to transition toward stability, self-reliance, and inclusive development. This positioning not only enhanced program effectiveness in 2025 but also strengthened organizational readiness to scale integrated interventions in 2026 and beyond.

Integrated Humanitarian and Development Programming

Across its fourteen ongoing and completed projects in 2025, ACDO systematically embedded development perspectives within humanitarian interventions and ensured that emergency responses contributed to longer-term community recovery. Programs spanned emergency response and early recovery, education, protection, WASH, infrastructure, food security and livelihoods, and cultural heritage preservation, reflecting a holistic understanding of community needs.



Strategic Value and Added Impact

ACDO's humanitarian–development nexus approach in 2025 generated tangible added value by:

- 01


Diminishing dependency on short-term aid through skills development, systems strengthening, and community engagement
- 02


Enhancing cost-effectiveness and sustainability by aligning emergency investments with longer-term development outcomes
- 03


Strengthening coordination with government counterparts, UN agencies, and humanitarian clusters to ensure coherence and complementarity
- 04


Supporting inclusive recovery pathways for women, children, displaced populations, and persons with disabilities

Operating across 10 provinces, ACDO delivered coordinated, multi-sector interventions that combined immediacy with sustainability, including:



Education-Protection Nexus:



Accelerated Learning Programs (ALPs) for out-of-school children, particularly girls and displaced learners, restoring access to education while providing protective learning environments and psychosocial support.



WASH & Community Resilience:



Community-driven WASH infrastructure development complemented by hygiene promotion and behavior-change campaigns, improving public health outcomes while strengthening local ownership and maintenance capacity.



Food Security, Livelihoods, and Climate Resilience:



Food security and livelihoods initiatives integrated with climate-resilient and environmentally sustainable practices, supporting households to stabilize incomes, diversify livelihoods, and reduce vulnerability to future shocks.



Infrastructure and Early Recovery:



Rehabilitation and construction of community infrastructure that addressed immediate service gaps while contributing to longer-term access, safety, and economic recovery.

Outlook

Through effectively bridging the humanitarian and development continuum in 2025, ACDO consolidated its position as a trusted national partner for donors, UN agencies, and communities alike. This strategic positioning underpins ACDO's continued impact and provides a strong platform for expanded, integrated, and resilience-focused programming in 2026, aligned with national priorities and evolving humanitarian and development needs.

Linking Immediate Response to Sustainable Outcomes

In 2025, ACDO successfully translated rapid humanitarian action into sustainable community outcomes by deliberately integrating capacity-building and resilience measures within its emergency and early recovery responses. Through agile response mechanisms, ACDO delivered timely assistance to over 271,896 direct beneficiaries, while at the interim strengthening community systems and local capacities to reduce future vulnerability. Program design and implementation were informed by continuous learning and accountability mechanisms. Structured feedback loops ensured that community voices directly influenced program adaptation and improvement. As a result, at least %70 of projects were adjusted in 2025 based on beneficiary feedback, contextual analysis, and lessons learned from previous interventions, enhancing relevance, effectiveness, and ownership at community level.

Strategic Coordination and Partnerships

ACDO maintained strong and purposeful engagement with government ministries, UN agencies, humanitarian clusters, and national and international NGOs, ensuring alignment with national priorities, cluster strategies, and international humanitarian and development standards. These partnerships enhanced both the scale and sustainability of ACDO's interventions while reinforcing its credibility as a reliable national implementing partner.

Key coordination achievements included:

- ◆ Formalized partnerships and Memoranda of Understanding (MoUs) with line ministries, enabling integrated and complementary approaches in sectors such as education, rural development, WASH, and infrastructure
- ◆ Active participation in inter-agency coordination platforms, strengthening harmonization between humanitarian and development actors
- ◆ Improved complementarity and resource efficiency through joint planning, information sharing, and geographic coordination, reducing duplication and maximizing collective impact

Capacity for Evidence-Based Decision-Making

ACDO's strong Monitoring, Evaluation, Accountability, and Learning (MEAL) systems underpinned evidence-based decision-making across all programs in 2025. The organization utilized digital data management tools to track progress against both immediate humanitarian outputs and longer-term development indicators.

- ◆ Routine monitoring, annual assessments, surveys, and evaluations informed adaptive management and strategic adjustments
- ◆ Data-driven analysis ensured that programs remained context-sensitive, inclusive, gender-responsive, and aligned with evolving needs
- ◆ Learning outputs were systematically integrated into program design, strengthening quality, sustainability, and impact across sectors

Overall, ACDO's ability to link rapid response with sustainable outcomes, supported by strong coordination, partnerships, and evidence-based programming, reinforced its strategic role within the humanitarian and development nexus and positioned the organization for expanded, integrated programming in 2026.

Compliance, Policies, and Risk Management Frameworks

In 2025, ACDO reinforced its dedication to accountability, transparency, and operational integrity through the robust application of comprehensive compliance, policy, and risk management frameworks. These systems ensured that all organizational operations adhered to national legislation, donor requirements, and international humanitarian standards, further strengthening ACDO's reputation as a trusted and reliable national NGO.

Throughout the year, ACDO reviewed, updated, and effectively implemented all core organizational policies, including the Human Resources Policy 2024, the Code of Conduct and ethical frameworks for staff and partners, and safeguarding, gender, and PSEA policies designed to protect vulnerable populations. Annual policy training was delivered to all 3,643 staff members, achieving full compliance with mandatory courses and reinforcing ethical conduct and operational accountability across the organization.

ACDO operationalized a structured risk management framework covering programmatic, financial, reputational, and operational risks. Quarterly risk assessments were conducted across all 10 regional and provincial offices, with mitigation measures implemented in high-risk areas, including operational continuity plans for conflict-affected provinces. Internal audits and compliance checks were carried out for all active projects to ensure alignment with donor standards and organizational procedures.

Monitoring and internal control mechanisms were maintained through regular finance and operations reviews, tracking adherence to budgets, procurement procedures, and project milestones. All donor reporting deadlines were met, demonstrating strong financial accountability and program compliance. Compliance dashboards were used to track policy adherence, audit findings, and corrective actions, enabling timely decision-making and continuous improvement.

Risk management was fully integrated into program design across sectors such as education, WASH, protection, livelihoods, and infrastructure. Program planning was informed by risk assessments to ensure context-sensitive, inclusive, and sustainable interventions. Community-level risk mitigation strategies, including safeguarding mechanisms, conflict sensitivity approaches, and disaster preparedness measures, directly contributed to the safety and resilience of beneficiaries.

Through the consistent application of these compliance, policy, and risk management frameworks in 2025, ACDO enhanced its organizational resilience, accountability, and credibility. These measures ensured that all operations were conducted ethically, safely, and in full compliance with donor and regulatory requirements, consolidating ACDO's role as a trusted partner in Afghanistan's humanitarian and development landscape.

Education Cluster – Project Portfolio Overview

Education remained ACDO's largest and most strategic programmatic portfolio in 2025, reflecting the organization's long-standing leadership in delivering equitable, inclusive, and quality education to children in underserved and hard-to-reach areas. In a context marked by protracted crisis and access constraints, ACDO prioritized learning continuity, accelerated reintegration, and system alignment to prevent learning loss and reduce out-of-school children. ACDO's education interventions were anchored in Community-Based Education (CBE) and Accelerated Learning Programs (ALP), complemented by Temporary Learning Centers (TLCs) and remedial education support. All interventions were implemented in close coordination with the Education Cluster and the Ministry of Education (MoE), with a strong focus on teacher capacity development, provision of Teaching and Learning Materials (TLMs), and structured handover mechanisms to ensure sustainability and institutional ownership.

Key Results Snapshot – 2025



53,726 learners reached across 7 provinces, including a high proportion of girls and crisis-affected children



Strong alignment with MoE policies and Education Cluster standards, reinforcing system integration and sustainability



Effective donor and partner transitions (UNICEF, AKF, SCI) with no disruption to learning services



Four major education projects successfully completed and formally handed over, ensuring continuity beyond project cycles



Project Summary Table

Project Title	Donor	Funding Partner	Province(s)	Expenditure (USD)	Beneficiaries	Key Achievements
Consolidation & Expansion of Community-Based Education (CBE)	ADB	UNICEF	Baghlan, Takhar	1,054,780.19	20,468	Successfully handed over to education authorities
Consolidation & Expansion of Community-Based Education (CBE)	ADB	UNICEF	Ghor, Badghis	1,042,943.99	15,856	Successfully handed over to education authorities
Continued Access to Safe Learning (CASL) Program to Support Community-Based Education in Afghanistan	GPE	AKF	Takhar	100,015.00	1,501	Smooth transition to Save the Children (SCI)
To enhance access to safe, inclusive, and quality education for children affected by emergencies	ECHO	AKF	Samangan	199,106.70	1,750	Implementation on track
Community-Based Education (CBE) and Accelerated Learning Program (ALP) Support in Takhar Province	GPE	SCI	Takhar	102,682.25	1,501	Successful continuation following donor transition
Consolidation and Expansion of Community-Based Education and Temporary Learning Spaces (TLS)	ADB	UNICEF	Herat, Farah, Badghis	185,344.08	7,800	TLCs operational in emergency-affected areas
Community-Based Education (CBE) and Accelerated Learning Program (ALP) Support	GPE	AKF (GPE)	Takhar	53,700.00	4,850	Learning recovery interventions underway
Education Budget and Beneficiary Totals – 2025				2,738,572.21	53,726	


ACDO CBE Class Students, Badghis province


Child Protection Sector – Project Summary





In 2025, ACDO significantly strengthened its child protection response to address the acute and evolving needs of returnee and displaced children, with a particular focus on high-risk border and zero-point locations. Operating in highly dynamic and sensitive environments, ACDO prioritized rapid service delivery, child safeguarding, and coordinated protection mechanisms to ensure timely and effective support for children exposed to heightened protection risks. ACDO's child protection interventions centered on psychosocial support (PSS), structured case management, and referral services, delivered in close coordination with the Child Protection Area of Responsibility (CP AoR) and the broader Protection Cluster. These efforts contributed to strengthening frontline protection responses while reinforcing referral pathways to specialized services.

Key Results Snapshot – 2025

 23,875 returnee children and caregivers reached at a high-risk border location

 Integrated psychosocial support and case management systems established and functional

 Rapid deployment of child protection services in response to large-scale returns

 Strong coordination with CP AoR and Protection Cluster partners, ensuring adherence to standards and effective referrals



ACDO Child Care Center in returnee response, Islam Qala Zero Point, Herat Province.

Project Overview – 2025

Project Title	Donor	Funding Partner	Province(s)	Period	Expenditure (USD)	Beneficiaries	Status (2025)	Key Achievements
Enhanced access to child protection lifesaving assistance and well-being of vulnerable, documented, and undocumented returnee children and their families	UNOCHA under AHF initiatives	SCI	Herat (Islam Qala Border)	Aug–Dec 2025	102,394.00	23,875	Ongoing	Protection services rapidly established and operational at a high-volume zero-point location in Islam Qala.



WASH Sector Project Summary



In 2025, ACDO implemented life-saving and resilience-oriented WASH interventions in response to drought, climate stress, and emergency-related disruptions, while simultaneously strengthening community-level systems for sustained access to safe water and sanitation. The WASH portfolio strategically combined humanitarian response with early recovery approaches, ensuring immediate risk reduction alongside longer-term functionality and community ownership. ACDO's WASH programming focused on rehabilitation and strengthening of water supply systems, sanitation improvements, hygiene promotion, and emergency WASH services, implemented in close coordination with the WASH Cluster, local authorities, and community structures. Where feasible, Cash-for-Work (CfW) modalities were integrated to support livelihoods, enhance system sustainability, and reinforce community engagement in WASH infrastructure restoration.

Impact Highlights – 2025



190,426 people gained direct access to safe water, sanitation, and hygiene services across drought- and crisis-affected areas



Critical water supply systems rehabilitated and strengthened, improving reliability and resilience against climate shocks



Integrated humanitarian and early recovery approaches, ensuring immediate risk reduction and longer-term sustainability



Cash-for-Work modalities successfully applied, supporting household incomes while restoring essential WASH infrastructure

Projects Summary Table – 2025

Project Title	Donor	Funding Partner	Province(s)	Period	Expenditure (USD)	Beneficiaries	Status (2025)	Key Achievements
Life-Saving WASH Support to Mitigate the Impact of Worsening Drought.	AHF	AHF	Nangarhar	Aug–Dec	208,608.51	38,556	Ongoing	Rehabilitation and strengthening of community water supply systems completed, significantly improving year-round access to safe water and enhancing community resilience to drought and climate shocks
Life-Saving WASH Support to Mitigate the Impact of Worsening Drought.	AHF	AHF	Samangan	Dec	2,256.31	51,870	Initiated	Rapid emergency WASH response activated, providing immediate risk mitigation for drought-affected populations and preventing further public health deterioration
Drinking Water Sources Restoration in Earthquake-Affected Areas	Republic of Korea	UNDP	Kunar and Nangarhar	Oct–Dec	13,302.05	100,000	Ongoing	Emergency water systems restored through Cash-for-Work modalities, ensuring continued access to safe water while supporting short-term livelihoods
Budget and Beneficiary Totals – 2025					224,166.87	190,426		



Construction of water system facilities built by ACDO in Nangarhar province.

Emergency Relief, Recovery, Infrastructure Building & Rehabilitation

In 2025, ACDO implemented targeted emergency relief, early recovery, and infrastructure rehabilitation interventions aimed at restoring essential services, safe access, and community assets in crisis-affected and underserved areas. These interventions played a critical role in bridging immediate humanitarian needs with longer-term recovery and resilience, particularly in education and community infrastructure.

ACDO's infrastructure and recovery portfolio prioritized the rehabilitation of learning facilities, community infrastructure, and access-related assets, ensuring safety, functionality, and usability for affected populations. Implemented in close coordination with UN agencies, local authorities, and community structures, these projects emphasized quality construction, timely delivery, and formal handover mechanisms, reinforcing sustainability and local ownership.

Impact Highlights



24,505 people benefited from restored and rehabilitated infrastructure across multiple provinces



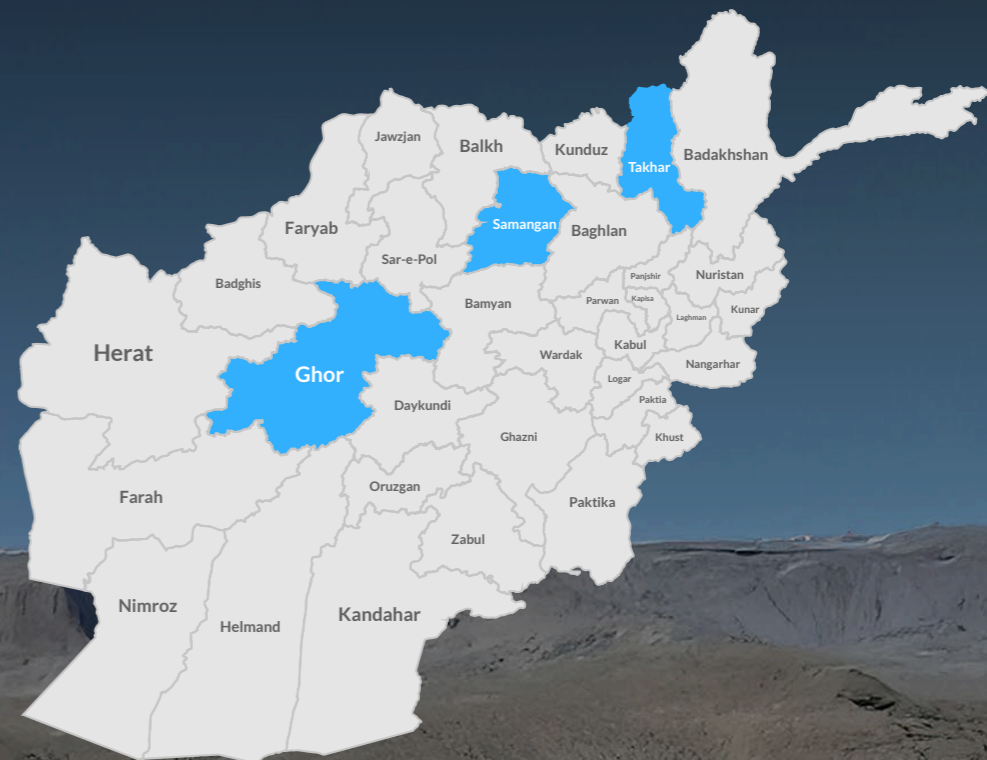
Education and community facilities rehabilitated & handed over, ensuring safety, usability, and institutional ownership



Early recovery interventions delivered rapidly, supporting communities to stabilize and resume essential services



Strong coordination with UN partners and local authorities, reinforcing sustainability and accountability



Projects Summary Table – 2025

Project Location	Project Duration	Expenditure (USD)	Beneficiaries	Status (2025)	Key Deliverables
Samangan	May – December	\$ 310,545.56	3,005	Completed	Education infrastructure rehabilitated to safety and quality standards, restoring access to secure learning environments and formally handed over to relevant authorities
Samangan	February – April	\$ 32,000.00	1,400	Completed	Community facilities rehabilitated and made fully functional, improving access to essential services and community utilization
Samangan	November – December	\$ 10,842.00	12,600	Completed	Rapid recovery interventions completed and handed over, supporting immediate community needs and early recovery efforts
Takhar	February – April		5,950	Ongoing	Infrastructure rehabilitation activities underway, contributing to restored access and improved service delivery
Ghor	October – December	\$ 3,860.00	1,550	Ongoing	Rehabilitation works progressing, enhancing functionality and resilience of community infrastructure
Budget and Beneficiary Totals – 2025		357,247.56	24,505		



Rehabilitation of public school by ACDO in Samangan Province.

Cross-Cluster Performance Snapshot – 2025

In 2025, ACDO delivered a high-impact, multi-sectoral portfolio aligned with humanitarian priorities, early recovery objectives, and national sector strategies. Through coordinated implementation across Education, Child Protection, WASH, and Infrastructure & Recovery, ACDO translated resources into measurable outcomes at scale, while maintaining strong standards of quality, accountability, and sustainability. With a total portfolio value of USD 3.42 million, ACDO reached over 292,500 people nationwide, prioritizing the most vulnerable populations in crisis-affected and hard-to-reach areas. Strategic integration across clusters enabled cost-effective delivery, reduced service gaps, and reinforced the humanitarian-development-resilience nexus.

Cluster	Total Budget (USD)	Beneficiaries Reached	Strategic Value Delivered
Education	2,738,572.21	53,726	Sustained access to quality learning through CBE, ALP, TLCs, and remedial education, with strong system alignment & formal handovers
Child Protection	102,394.00	23,875	Rapid protection services for returnee children at high-risk locations, including PSS, case management, and referrals
WASH	224,166.87	190,426	Life-saving water, sanitation, and hygiene services combined with early recovery and Cash-for-Work approaches
Infrastructure & Recovery	357,247.56	24,505	Rehabilitation of education and community infrastructure, restoring access, safety, and functionality
Grand Total	3,422,380.64	292,532	Integrated, multi-sectoral impact delivered through coordinated and accountable programming

Projects Completed and Successfully Handed Over – 2025

In 2025, ACDO reaffirmed its strong institutional capacity in program delivery, compliance, and sustainability by successfully completing and formally handing over multiple large-scale projects across Education (CBE & ALP), School Rehabilitation with WASH integration, and Cultural Heritage Protection. All projects were delivered in accordance with approved designs, contractual obligations, technical specifications, safeguarding standards, and donor compliance frameworks. Through these successful transitions, ACDO demonstrated its commitment not only to implementation excellence but also to responsible exit strategies and institutional strengthening of public systems. Structured handover processes were conducted in coordination with provincial line departments, community structures, and sectoral stakeholders to ensure:

- Continuity of services without disruption
- Strengthened government ownership and accountability
- Community engagement and oversight
- Sustainability and long-term impact

Project	Province(s)	Key Outputs	Status	Handover / Transition Outcome
Community-Based Education (CBE & ALP)	Baghlan, Takhar	808 CBE & ALP classes established & operational	Completed	Successfully handed over to relevant education authorities
Community-Based Education (CBE)	Ghor, Badghis	725 CBE classes delivered in hard-to-reach communities	Completed	Formally handed over to sectoral departments
Community-Based Education (CBE & ALP)	Takhar	60 CBE & ALP classes implemented	Completed	Smooth transition to Save the Children (SCI)
School Rehabilitation with Integrated WASH Facilities	Samangan	9 schools rehabilitated with integrated WASH facilities	Completed	Handed over to local authorities for continued use
Cultural Heritage Protection – Protective Infrastructure	Ghor	Protective wall constructed to safeguard cultural heritage site	Completed	Officially handed over (April 2025)

5. Partnerships, Coordination, and Localization

In 2025, ACDO continued to strengthen its role as a trusted national partner by advancing inclusive partnerships, reinforcing coordination mechanisms, and promoting localization across all areas of operation. Working across 10 provinces and 62 districts, ACDO implemented its programs through a partnership-driven model that emphasized shared ownership, mutual accountability, and long-term system strengthening.

Recognizing that sustainable progress in Afghanistan requires collective action, ACDO worked closely with government ministries, UN agencies, international and national NGOs, donors, and most importantly community-based actors, partners and stakeholders. These partnerships enabled ACDO to combine technical expertise with strong local understanding, ensuring that programs were responsive to community needs, aligned with national priorities, and delivered in a culturally appropriate and context-sensitive manner.

Through structured coordination platforms, consortium engagements, and formal agreements, ACDO contributed to harmonized responses, minimized duplication of efforts, and enhanced operational efficiency. Our approach focused not only on delivering services but also on strengthening institutions, promoting national leadership, and building resilient local systems capable of sustaining impact beyond project timelines.



10
Provinces

62
Districts



Government Ministries



United Nation Agencies



NGOs & Donors



Community Stakeholders

Partnership Impact at a Glance – 2025

ACDO's partnership approach enabled effective and accountable programming across multiple sectors and geographic locations. These partnerships strengthened accountability, improved program quality, and supported efficient resource utilization while ensuring assistance reached the most vulnerable communities.

Our key achievements in 2025 including;



Operations implemented across 10 provinces and 62 districts



23 active MoUs (10 in 2025 and 13 from 2024) secured with government ministries



117+ coordination meetings conducted with line ministries and stakeholders



41 joint monitoring visits conducted with authorities and partners



Active participation in 84 clusters, TWGs, and coordination forums



Strategic collaboration with UN agencies, INGOs, and national partners



Engagement in consortiums to deliver integrated multi-sectoral responses

Engagement with Line Ministries and Local Authorities

ACDO maintained strong collaboration with government ministries and provincial and district authorities throughout 2025, ensuring that programs aligned with national policies, technical standards, and sector priorities. Key partnerships included coordination with the Ministry of Economy – MoEc, Ministry of Labor and Social Affairs – MoLSA, Ministry of Education – MoE, Ministry of Rural Rehabilitation and Developments – MRRD, Ministry of Refugee and Repatriation – MoRR, and other relevant government bodies.

Regular coordination meetings, technical consultations, and joint monitoring visits enhanced planning, strengthened accountability, and reinforced community ownership of interventions. Local authorities played a critical role in facilitating access, supporting beneficiary targeting, and providing oversight during implementation. Through 117 coordination meetings and 41 joint monitoring missions, ACDO strengthened cooperation with government partners and contributed to improved service delivery systems at the local level.



Memoranda of Understanding – MoUs

In 2025, ACDO formalized partnerships through 13 Memoranda of Understanding with government ministries and stakeholders. These agreements clearly defined roles and responsibilities, reinforced safeguarding and accountability standards, and ensured structured collaboration across program sectors. MoUs provided practical frameworks for joint planning, information sharing, and coordinated implementation, helping maintain strong compliance with donor and regulatory requirements. By embedding program activities within existing government and community systems, these partnerships strengthened institutional relationships and contributed to long-term sustainability.

Collaboration with UN Agencies and INGO Partners

ACDO continued to work closely with UN agencies and international partners to deliver high-quality, results-oriented programming across sectors including emergency response and recovery, protection, education, WASH, food security, livelihoods, infrastructure, and community resilience. Key collaborations during 2025 included partnerships with AHF, UNICEF, UNESCO, UNDP, Save the Children, World Vision, and other humanitarian and development actors. Through joint planning, harmonized reporting, and coordinated monitoring, ACDO ensured adherence to international technical standards while maintaining flexibility to adapt interventions to local contexts. Active participation in cluster coordination meetings, technical working groups, and national coordination platforms including ACBAR enabled ACDO to share field-based insights and contribute to evidence-informed programming and policy discussions. Transparent communication, adaptive program management, and strong financial stewardship reinforced trust with donors and strengthened ACDO's reputation as a reliable national partner capable of managing complex, multi-donor programs.



Localization in Action – National Leadership and Community Ownership

Localization remained central to ACDO's work in 2025. Programs were designed and implemented with communities, not only for them. Local leaders, community committees, and civil society actors were actively involved in planning, monitoring, and improving project activities. By investing in local systems and empowering community institutions, ACDO contributed to stronger resilience and more sustainable development outcomes.

ACDO's localization efforts 2025 focused on;

	Promoting community leadership and ownership in programming		Strengthening community-based structures and local governance mechanisms
	Supporting joint planning and monitoring with provincial and district authorities		Building the technical and operational capacity of community-based stakeholders
	Promoting culturally appropriate & community-driven programming		Strengthening community feedback and accountability mechanisms

The Value of Partnerships – Delivering Collective Impact

Partnerships in 2025 enabled ACDO to move beyond individual project delivery and contribute to broader sectoral and systemic change. Collaborative implementation allowed the organization to expand its operational reach, strengthen technical quality, and provide integrated services addressing complex humanitarian and development needs. This collective approach reinforced ACDO's position as a strong national organization contributing to coordinated, locally driven responses across Afghanistan.

Through its partnerships, ACDO was able to;

	Reach underserved and remote communities more effectively		Deliver multi-sectoral responses through coordinated implementation
	Strengthen safeguarding, compliance, and accountability standards		Improve monitoring and learning through joint assessments & evaluations
	Support innovation and technical excellence through shared expertise		

Leadership Reflection

ACDO's achievements in 2025 were made possible through the dedication of our partners and the trust of the communities we serve. By working together, sectoral and sub-sector ministries, UN agencies, CSOs, and community-based stakeholders, we strengthened systems, responded to community priorities, and supported pathways toward resilience and sustainable development. Our partnerships continue to be a foundation for shared impact and long-term progress.

Community Engagement and Accountability

Voice, Ownership, and Sustainability

ACDO as common placed communities at the center of its work, recognizing that meaningful and sustainable change depends on local ownership, trust, and inclusive participation. Across its operational areas, the organization worked closely with community members, elders, local leaders, women's groups, youth representatives, and grassroots structures to ensure that programs reflected real needs and respected local norms and values. Community engagement was not treated as a one-time activity but as a continuous process embedded throughout the program cycle, from needs assessments and project design to implementation, monitoring, and evaluation. By maintaining open dialogue with communities and promoting transparent communication, ACDO strengthened accountability, built trust, and supported locally driven solutions.

Through strong collaboration with School Management Shuras (SMS), Community resource people, village elders and leaders, and other local structures, ACDO ensured that interventions were culturally appropriate, socially inclusive, and responsive to changing community priorities. These partnerships also strengthened community capacity to participate actively in development processes and sustain project outcomes beyond implementation periods.



School Management Shura members training in Baghlan province.

Role of SMS, WMCs, Shuras, and Community Structures



Community structures were central to ACDO's success in 2025. School Management Shuras (SMS), community resource people, village committees, elders, and leaders played key roles in planning, coordination, monitoring, and mobilization. In line with the SMS ToR for Community-Based Education, SMS served as governance and support bodies that expanded access to education, improved learning quality, and promoted inclusive participation in schools and CBE classes.



SMS members mobilized communities to promote education, encouraging enrollment and regular attendance—especially of girls—while reducing absenteeism and dropouts and building trust between schools and communities. They strengthened school oversight by monitoring student and teacher attendance, supporting effective use of instructional time, maintaining safe and child-friendly environments, and ensuring proper use of textbooks and learning materials. SMS also coordinated with PED/DED, partners, and stakeholders to advance project implementation, school improvement, and the transition of CBE classes. Through monthly meetings and consultations, they engaged in governance and planning, identified local education needs, and supported teacher selection in collaboration with communities.



In addition, SMS strengthened monitoring, accountability, and transparency by participating in joint monitoring visits, safeguarding school assets and project resources, overseeing community contributions, and promoting safe learning environments free from violence, discrimination, and abuse. ACDO further supported SMS through capacity-building workshops, enabling members to enhance their organizational and technical skills, promote child protection awareness, and contribute to sustainable community-led education systems. This collaborative engagement encouraged collective problem-solving, strengthened community cohesion, reinforced local leadership, and ensured accountable, effective, and locally owned program delivery.



Water Management Committees (WMCs) played a vital role in supporting the effective implementation and sustainability of ACDO's WASH interventions in 2025. Comprising respected community members, including women where feasible, WMCs facilitated community mobilization, helped identify priority water and sanitation needs, and supported transparent beneficiary engagement. They worked closely with ACDO technical teams to oversee the operation and maintenance of water points and sanitation facilities, promote safe hygiene practices, and ensure equitable access to services for vulnerable households. WMCs also contributed to monitoring infrastructure functionality, safeguarding WASH assets, coordinating minor repairs through community contributions, and strengthening communication between communities, local authorities, and ACDO field teams. Through regular meetings and capacity-building activities, WMCs enhanced local ownership, accountability, and long-term sustainability of WASH services at the community level.

Community Participation in planning and Implementation

ACDO actively involved communities in program planning and implementation throughout 2025 to ensure interventions were relevant, inclusive, and aligned with local realities. Participatory needs assessments, community consultations, and feedback sessions allowed beneficiaries to shape project priorities and provide ongoing input. Community members contributed to planning activities, identifying vulnerable households, and supporting implementation processes. Women and youth were encouraged to participate through inclusive consultation mechanisms, ensuring diverse perspectives were reflected in project planning.

In addition, community feedback and accountability mechanisms such as community meetings, complaint and response systems, and regular field consultations enabled beneficiaries to raise concerns, share suggestions, and monitor progress. This open communication strengthened trust and helped ACDO adapt programs in response to community needs.

Stories of Change and Community-Led Impact

Throughout 2025, communities demonstrated remarkable resilience and leadership in driving positive change within their own environments. With ACDO's support, local groups took ownership of initiatives that responded emergencies, improved education access, upgraded community infrastructures for sufficient and capable access to water, sanitation and hygiene, strengthened livelihoods, enhanced food security, and promoted safer and healthier living conditions. In several operational areas, community members organized volunteer groups to support project activities, maintain infrastructure, and promote awareness on key issues such as education, hygiene practices, and social inclusion. School Management Shuras helped monitor attendance and encourage parents to keep children especially girls in school. Community committees also played a key role in identifying vulnerable households and ensuring assistance reached those most in need.

These locally led efforts not only strengthened program outcomes but also built confidence and capacity within communities to continue development efforts independently. The stories emerging from the field demonstrate that when communities are empowered and involved, they become active drivers of change rather than passive recipients of assistance.

Community Engagement Highlights – 2025

- Active collaboration with 7,257 individuals including 5,670 (78.13%) male and 1,587 (21.87%) female shura members including School Management Shuras (SMS), Water Management Committees (WMCs), consistent of Key Community members, village and local elders, and leaders across ACDO interventions and programming in 2025.
- Strong community participation integrated throughout project design, planning, implementation, monitoring, and maintenance of assisted community infrastructures and resources.
- SMS supported school governance, enrollment promotion, especially for girls, attendance monitoring, safe learning environments, and community school coordination in education programming.
- WMCs strengthened community ownership of WASH infrastructure through operation and maintenance oversight, hygiene promotion, and equitable access to water and sanitation services.
- Enhanced community feedback, transparency, and accountability mechanisms through regular meetings, joint monitoring visits, and participatory decision-making.
- Inclusive engagement of women, youth, persons with disabilities, and marginalized groups in community structures and local decision-making processes.
- Increased local ownership and strengthened community capacity, contributing to sustainability, resilience, and long-term impact of program outcomes.



Community Engagement with social audit sessions, Samangan province

Education



1. Project Title:

Consolidation & Expansion of Community-Based Education (CBE) in Baghlan & Takhar Provinces, Afghanistan



2. Donor:

Asian Development Bank – ADB



3. Funding Partner:

UNICEF Afghanistan



4. Sector / Cluster:

Education



5. Implementation Period:

Multi-year project with significant implementation and reporting milestones achieved in 2025, building on activities initiated and reported in 2024–2023 and extending into 2026.



6. Project Locations:

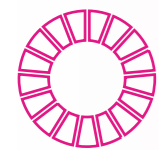
6.1. Baghlan: Pul-e-Khumri, Burka, Nahrin, Dahana-e-Ghori, Doshi, Khinjan, Baghlan-e-Jadid

6.2. Takhar: Dasht-e-Qala, Rostaq, Kalafgan, Taloqan, Khwaja Ghar, Farkhar, Warsaj, Yangi Qala



7. Project Objectives:

To enhance equitable access to quality education and improve learning outcomes for children affected by emergencies, with a strong focus on girls' education, community ownership, and system strengthening through Community-Based Education modalities.



8. SDG Goals



8. Strategic Alignment:

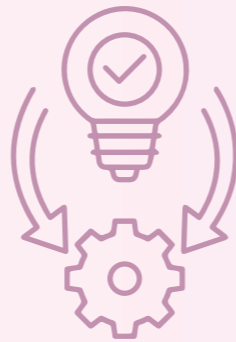
- 8.1 National Education Priorities under MoE and MoEc
- 8.2 UNICEF Education in Emergencies (EiE) Framework
- 8.3 ACDO's Humanitarian and Development Nexus approach, ensuring continuity of learning in hard-to-reach and crisis-affected communities



9. Key Interventions Implemented and Consolidated in 2025

During 2025, ACDO operationalized this project through structured planning, strong field governance, and coordinated oversight, focusing on sustainability and quality enhancement:

- 9.1 Installation and maintenance of solar-powered cooling systems (solar panels, fans, and batteries) in CBE classes in Takhar and Baghlan provinces to ensure a safe and conducive learning environment
- 9.2 Transportation and distribution of Teaching and Learning Materials (TLMs) across targeted districts in Takhar
- 9.3 Provincial-level joint monitoring and coordination visits involving ACDO provincial teams, Provincial Education Departments (PED), and District Education Departments (DED)
- 9.4 Regular monitoring and site visits to track Output 1 activities, compliance, and quality benchmarks
- 9.5 One-day capacity-building training delivered to all Baghlan project staff, strengthening operational standards and accountability
- 9.6 Refresher training provided to 1,321 CBE teachers, reinforcing pedagogy, classroom management, and child-centered approaches
- 9.7 Strengthening School Management Shuras (SMS) through refresher training for 2,124 members, enhancing community oversight and sustainability



10. Beneficiaries Reached (Cumulative, Reported in 2025):

10.1. Direct Beneficiaries:

- 10.1.1. Baghlan Province: 9,569 girls and 7,056 boys (%57.6 girls)
- 10.1.2. Takhar Province: 3,798 girls and 2,792 boys (%58 girls)
- 10.1.3. Total Direct Education Beneficiaries: 23,215 children

10.2. Community and Adult Engagement:

Enrollment of 1,424 men and 700 women into School Management Shuras (SMS)

10.3. Indirect Beneficiaries:

113,113 individuals, including parents, caregivers, and community members benefiting from improved education access and strengthened governance



11. Stakeholder Engagement and Governance Mechanisms:

In 2025, the project was implemented through strong governance and coordination structures, reinforcing ACDO's accountability and transparency. These mechanisms ensured policy compliance, community ownership, and risk mitigation, particularly in fragile and emergency-affected settings.

Government Stakeholders: Ministry of Education (MoE) and Ministry of Economy (MoEc) at national and sub-national levels

Community Stakeholders: SMS members, youth representatives, parents, and local leaders

11.3. Coordination Mechanisms:

- 11.3.1 Joint monitoring missions
- 11.3.2 Regular coordination with provincial and district education departments
- 11.3.3 Community feedback and participation through SMS structures



12. Financial Overview

- ◆ **Total Fund Agreement Value:** AFN 59,267,330.80
- ◆ **Reported in 2024–2023:** USD 790,231.08
- ◆ **Total USD Equivalent:** USD 1,336,037.12
- ◆ **Reported in 2025:** USD 545,806.05



13. Contribution to ACDO's Institutional Credibility

Through disciplined implementation, transparent reporting, and effective coordination in 2025, ACDO further strengthened its reputation as a trusted, reliable, and accountable national NGO delivering quality education services across Afghanistan. This project exemplifies ACDO's ability to:

- 13.1 Deliver large-scale, donor-funded education programs in complex environments
- 13.2 Maintain high compliance standards with UNICEF and ADB requirements
- 13.3 Integrate community-based governance models with formal education systems
- 13.4 Achieve measurable results with a strong gender and inclusion focus



Education Infrastructure



1. Project Title:

Support to the Renovation of Public-School Facilities in Samangan Province



2. Donor:

Japan International Cooperation Agency – JICA



3. Funding Partner:

UNICEF Afghanistan



4. Sector / Cluster:

Education



5. Implementation Period:

Project implementation reached full execution and reporting milestones in 2025, focusing on durable education infrastructure improvements to support safe, inclusive, and quality learning environments



6. Project Locations:

Samangan

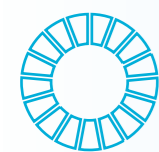
Districts:

Aybak, Feroz Nakhchir, Khuram wa Sarbagh, Do Ab, Dara-e-Soof Payeen, Dara-e-Soof Bala



7. Project Objectives:

To improve access to safe, functional, and gender-sensitive learning environments through the renovation and construction of public-school facilities, contributing to increased enrollment, retention, and community confidence in formal education services in Samangan Province.



8. SDG Goals



8. Strategic Alignment:

This project directly supported;

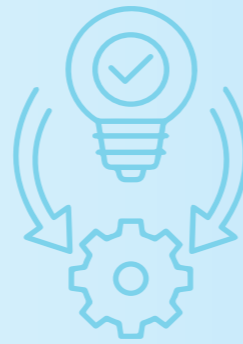
- 8.1 National education infrastructure priorities under the Ministry of Education (MoE)
- 8.2 UNICEF's focus on safe learning spaces and resilience-building
- 8.3 ACDO's strategic commitment to education system strengthening and community-centered recovery, particularly in underserved and structurally vulnerable areas



9. Key Interventions Implemented and Consolidated in 2025

In 2025, ACDO implemented this project through structured engineering oversight, government coordination, and community engagement, ensuring compliance with technical, environmental, and safeguarding standards:

- 9.1 Renovation of main school buildings in three (3) targeted public schools, restoring structural safety and usability
- 9.2 Construction and renovation of boundary walls, including installation of main entrance gates, in six (6) targeted schools, enhancing student safety, access control, and protection
- 9.3 Drilling of a 160-meter-deep water well in one school, ensuring sustainable access to safe water for students and staff
- 9.4 Construction of one (1) set of school latrines, improving hygiene conditions and supporting dignity and gender-sensitive use
- 9.5 Construction of two (2) new three-classroom buildings in two schools, significantly expanding classroom capacity and reducing overcrowding
- 9.6 All construction activities were completed following approved BoQs, technical drawings, and UNICEF construction quality standards, with regular site supervision and verification.



10. Beneficiaries Reached (Cumulative, Reported in 2025):

10.1. Direct Beneficiaries:

2,790 girls and boys gained direct access to improved, safe, and functional school facilities

10.2. Indirect Beneficiaries:

21,055 individuals, including students, parents, teachers, and surrounding community members, benefited from enhanced education infrastructure and community services



11. Stakeholder Engagement and Oversight

11.1. Government Stakeholders:

- 11.1.1. Ministry of Education (MoE)
- 11.1.2. Ministry of Economy (MoEc)



11.2. Community Stakeholders:

- 11.2.1. School Management Shuras (SMS)
- 11.2.2. Youth representatives
- 11.2.3. Community elders and local leaders



12. Oversight and Coordination Measures:

- 14.1. Regular coordination with district and provincial education authorities
- 14.2. Community consultations before and during construction
- 14.3. On-site technical monitoring and quality assurance visits
- 14.4. Verification and handover processes with relevant authorities

12. Financial Overview

- | | |
|-------------------------------|--------------------------------------|
| ◆ Total Fund Agreement Value: | ◆ USD Equivalent (Reported in 2025): |
| AFN 22,056,839.50 | USD 1,008,154.24 |
| ◆ Reported in 2024–2023: | ◆ Reported in 2025: |
| USD 0 | USD 1,008,154.24 |



13. Contribution to ACDO's Institutional Credibility

Through the successful delivery of this project in 2025, ACDO demonstrated its capacity to:

- 13.1 Manage large-scale, donor-funded construction projects in line with UNICEF and JICA standards
- 13.2 Apply robust engineering, financial, and safeguarding controls
- 13.3 Coordinate effectively with government institutions and community governance structures
- 13.4 Deliver measurable, durable results that directly enhance education access and protection
- 13.5 This project further reinforced ACDO's position as a reliable national partner capable of delivering high-quality education infrastructure interventions across Afghanistan



Community-Based Education & Emergency Learning Support



1. Project Title:

Continued Access to Safe Learning (CASL) Program to Support Community-Based Education in Afghanistan



2. Donor:

Global Partnership for Education (GPE)



3. Funding Partner:

Aga Khan Foundation (AKF)



4. Sector / Cluster:

Education



5. Implementation Period:

The project was actively implemented and substantially reported in 2025, with remaining activities and financial reporting scheduled for completion in 2026.



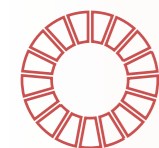
6. Project Locations:

Takhar Bangi, Kalafgan, Farkhar, Warsaj



7. Project Objectives:

To ensure continued access to safe, inclusive, and quality learning opportunities for children affected by emergencies through strengthened Community-Based Education (CBE) and Accelerated Learning Program (ALP) interventions, with a strong emphasis on winterization, teacher capacity development, and community governance.



8. SDG Goals



9. Strategic Rationale and Alignment:

In 2025, this project directly contributed to:

- Sustaining education continuity during emergency and seasonal disruptions
- Strengthening community-led education structures (SMS/Shuras)
- Supporting gender-balanced access to education in hard-to-reach areas
- Advancing ACDO's role as a reliable national implementing partner for GPE- and AKF-supported education initiatives
- The project was implemented in close alignment with Ministry of Education (MoE) priorities and UNICEF/cluster-endorsed education-in-emergencies standards.



10. Key Activities and Outputs Delivered in 2025

ACDO implemented the CASL project through an integrated package of infrastructure support, learning materials, capacity building, and safeguarding, including:

a. Learning Environment & Winterization Support

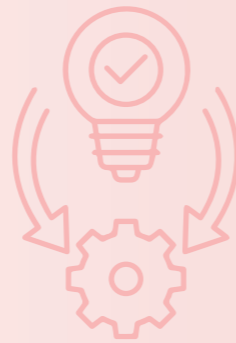
- Procurement and distribution of winterization kits (firewood, heaters, and fire-incendiary materials) for ALP classes in Takhar, ensuring uninterrupted learning during winter months
- Distribution and transportation of textbooks, student kits, and teacher kits for both CBE and ALP classes
- Installation and dissemination of classroom visibility and Grievance Redress Mechanism (GRM) materials, strengthening accountability and child safeguarding awareness

b. Community Governance and Safeguarding

- Training of Community-Based Education Shuras (SMS) on:
 - Roles and responsibilities
 - Safeguarding and child protection principles
- Ongoing mentoring and follow-up support to SMS members, including facilitation and transportation support, reinforcing local ownership and accountability

c. Teacher Capacity Development

- Training of teacher trainers, followed by cascading training to:
 - 164 CBE and ALP teachers
- Establishment and facilitation of Teacher Learning Circles (TLCs) to promote peer learning, instructional quality, and continuous professional development



10. Beneficiaries Reached (Cumulative, Reported in 2025):

10.1. Direct Beneficiaries:

- 34,328 individuals, including parents, caregivers, teachers, SMS
- 2,370 girls
 - 2,370 boys
 - (%50 girls' participation)

10.2. Indirect Beneficiaries:

- 34,328 individuals, including parents, caregivers, teachers, SMS members, and wider community members



11. Stakeholder Engagement and Oversight

11.1. Government Stakeholders:

- Ministry of Education (MoE)
- Ministry of Economy (MoEc)



11.2. Community Stakeholders:

- Community elders
- School Management Shuras (SMS)

11.3. Coordination and Oversight Mechanisms (2025):

- Ensured transparent delivery, safeguarding compliance, and responsiveness to community needs.
- Regular coordination meetings with district education authorities
- Community consultations for site selection and activity planning
- Monitoring visits to learning sites and training sessions
- Feedback collection through GRM channels and community discussions



12. Financial Overview

- | | |
|---|-------------------------------|
| ◆ Total Fund Agreement Value: | ◆ Reported in 2024 |
| USD 288,000.00 | USD 288,000.00 |
| ◆ Reported in 2025 | ◆ Reported in 2026 (Planned): |
| USD 153,715.00 | USD 56,741.00 |
| ◆ Other 2025-related expenditure: USD 77,544.00 | |



15. Performance and Institutional Contribution in 2025

During 2025, ACDO demonstrated strong institutional performance by:

- Maintaining %50 gender parity across beneficiaries
- Delivering education-in-emergencies interventions on time, despite seasonal and access constraints
- Strengthening community governance systems through SMS training and mentoring
- Integrating safeguarding, accountability, and GRM mechanisms across all learning spaces
- Ensuring full alignment with donor, cluster, and government technical standards

This project further reinforced ACDO's reputation as a trusted national partner capable of delivering quality, community-centered education programs in fragile and emergency-affected contexts.



Emergency Education & Community-Based Learning Support



1. Project Title:

Community-Based Education (CBE) and Accelerated Learning Program (ALP) Support in Takhar Province



2. Donor:

Global Partnership for Education (GPE)



3. Funding Partner:

Save the Children International (SCI)



4. Sector / Cluster:

Education



5. Implementation Period:

This project was actively implemented and largely reported in 2025, with all planned programmatic activities completed within the reporting year and final financial closure finalized in 2025.



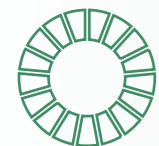
6. Project Locations:

Takhar | Bangi, Kalafgan, Farkhar, Warsaj



7. Project Objectives:

To enhance equitable access to safe, inclusive, and quality education for children affected by emergencies through strengthened Community-Based Education (CBE) and Accelerated Learning Program (ALP) interventions, while reinforcing teacher capacity, community governance, and safeguarding systems.



8. SDG Goals



تداوم 60 باب صنف آموزشي مؤسسه بين المللي حمايه اطفال
د ماشومانو ساتنې نړيوالې موسسې له لوري د (60) تعليمي ټولگي دوام
Global Partnership for Education (GPE)-ESPIG

Type	ALC	Village	Muhajer Oeshiaq Bangi
Grade	Level 2 (Grade 3 & 4)	District	Bangi
ACDO code	ACDO-1976	Province	Takher
Hub-school	متوسطه ذکور غوربچی	Class Key	AF2520-00852

GRM Number: 070 10 833 80 GRM Email: complaint@acdo-af.org
AWAAZ Af number: 410

9. Strategic Relevance and Alignment:

In 2025, this project directly supported:

- Continuity of education for children in emergency-affected and hard-to-reach communities
- Gender-responsive programming, with a strong focus on girls' access to education
- Strengthened community ownership and accountability through School Management Shuras (SMS)
- Alignment with Ministry of Education (MoE) priorities and Education Cluster standards
- The project reinforced ACDO's strategic positioning as a reliable national implementing partner for GPE- and SCI-funded education initiatives.
- Key Activities and Outputs Delivered in 2025



10. Learning Environment and Winterization Support

- Procurement and distribution of winterization kits (firewood, heaters, and fire-incendiary materials) for CBE and ALP classes, ensuring uninterrupted learning during winter months
- Transportation and distribution of textbooks, student kits, and teacher kits across targeted districts
- Display and dissemination of Classroom Visibility and Grievance Redress Mechanism (GRM) materials, strengthening awareness of accountability and safeguarding pathways



11. Community Governance and Safeguarding

- Training of Community-Based Education Shuras (SMS) on:
 - Roles and responsibilities
 - Safeguarding and protection principles
- Ongoing mentoring of SMS members, including facilitation and transportation support, to strengthen community-led oversight and participation
- Teacher Capacity Development and Quality Assurance

Training of teacher trainers, followed by structured training for:

 - 164 CBE and ALP teachers
 - Establishment and facilitation of Teacher Learning Circles (TLCs) to promote peer learning, pedagogical improvement, and continuous professional development



10. Beneficiaries Reached (Cumulative, Reported in 2025):

10.1. Direct Beneficiaries:

1,469 students, including:

- 1,025 girls
- 616 boys
- (%69.7 girls' participation)

300 SMS members engaged:

- 120 females
- 180 males

10.2. Indirect Beneficiaries:

12,943 individuals, including parents, caregivers, and wider community members



11. Stakeholder Engagement and Oversight

11.1. Government Stakeholders:

- Ministry of Education (MoE)
- Ministry of Economy (MoEc)



11.2. Community Stakeholders:

- School Management Shuras (SMS)
- Youth and parents of students

11.3. Coordination and Oversight (2025):

- Regular coordination with district education authorities
- Community consultations for activity planning and monitoring
- Field monitoring visits by ACDO program teams
- Functional GRM channels to capture and address community feedback
- These mechanisms ensured transparent delivery, safeguarding compliance, and accountability to affected populations.

12. Financial Overview

- ◆ **Total Project Value:** USD 139,632.47
- ◆ **Reported in 2025:** USD 102,682.25
- ◆ **Reported in 2026 (Final Financial Closure):** USD 36,950.22



15. Performance Highlights and Institutional Contribution (2025)

- During 2025, ACDO demonstrated strong performance by:
- Achieving high girls' participation (%69.7), exceeding minimum gender benchmarks
- Ensuring timely delivery of winterization and learning materials in remote districts
- Strengthening community governance structures through SMS training and mentoring
- Integrating safeguarding, accountability, and GRM mechanisms across all supported learning spaces
- Maintaining full compliance with donor, government, and Education Cluster standards
- This project further strengthened ACDO's reputation as a trusted, gender-responsive, and accountable national NGO, capable of delivering education-in-emergencies programming at scale.



Community-Based Education



1. Project Title:

Consolidation and Expansion of Community-Based Education in Ghor and Badghis



2. Donor:

Asian Development Bank (ADB)



3. Funding Partner:

UNICEF



4. Sector / Cluster:

Education



5. Implementation Period:

Implemented during 2025 to enhance quality and access to education for emergency-affected girls and boys through CBE and ALP classes.



6. Project Locations:

- **Ghor:** Lal wa Sarjungle, Doliyna, Shahrak, Pasaband
- **Badghis:** Qala-e-Now, Maqur, Qadis, Abkamari



7. Project Objectives:

To enhance access to quality education for emergency-affected girls and boys by consolidating and expanding Community-Based Education (CBE) classes, strengthening teachers' capacities, and improving community governance through School Management Shuras (SMS).



8. SDG Goals



9. Strategic Contribution to ACDO Operations in 2025

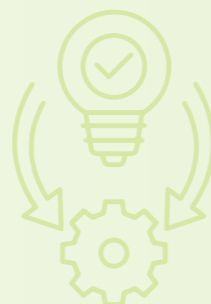
The project reinforced ACDO's education-in-emergencies programming by:

- Expanding educational opportunities for vulnerable and out-of-school children
- Strengthening community ownership through active SMS participation
- Improving learning quality through teacher recruitment, training, and mentorship
- Supporting sustainable education delivery in hard-to-reach districts
- Enhancing gender-responsive programming and inclusion of girls



10. Key Interventions & Activities Implemented in 2025

- Continuation and consolidation of 690 CBE classes
- Verification and registration of students in CBE and ALP classes
- Recruitment and training of 1,172 CBE and TLS teachers
- Continuous mentoring and professional development
- Training of 690 School Management Shuras (SMS) to strengthen school governance and accountability
- Distribution of Teaching and Learning Materials (TLM) to 690 CBE and ALP classes



11. Beneficiaries Reached in 2025

Direct Beneficiaries

- Project Staff: 30
- Teachers: 1,172 (exact male/female split per district not specified)
- Students:
 - Ghor: 9,047 (3,549 girls – 5,498, %39.22 boys – %60.78)
 - Badghis: 10,341 (6,089 girls – 4,252, %58.88 boys – %41.12)
- SMS Members: 3,450

Indirect Beneficiaries

- 139,104 individuals including family members, community stakeholders, and local leaders



12. Outcomes and Impact

- Increased access to education for thousands of emergency-affected children
- Improved girls' enrollment and retention in CBE classes
- Strengthened teacher capacity and quality of teaching through structured training programs
- Enhanced community engagement and governance through active SMS participation
- Improved learning environments and educational continuity in remote districts



13. Coordination and Oversight

- Monitoring and mentoring of teachers and SMS structures by ACDO Program and MEAL teams
- Field visits and technical supervision for CBE/ALP classes
- Coordination with district education authorities and UNICEF for quality assurance
- Regular reporting on attendance, learning outcomes, and governance processes

14. Stakeholder Engagement and Coordination

41.1 Government Stakeholders:

- Ministry of Education (MoE)
- Ministry of Economy (MoEc)



Humanitarian Partners:

- UNICEF
- Education Cluster partners



14.2. Community Stakeholders:

SMS members, parents, local community leaders, and students

14.3. Coordination and Oversight (2025):

- Joint monitoring visits with UNICEF and government authorities
- District-level coordination meetings
- Community consultations for school governance and program oversight

15. Accountability, Safeguarding, and Compliance

During 2025, ACDO ensured:

- Integration of child protection and safeguarding standards
- Functional community feedback and grievance redress mechanisms (GRM)
- Compliance with UNICEF standards and donor reporting requirements
- Gender-responsive program delivery targeting vulnerable girls and boys



16. Financial Overview

◆ **Total Project Value:**
USD 2,029,453.69

◆ **Reported in 2024 and 2023:**
USD 986,509.70

◆ **To be Reported in 2025:**
USD 1,042,943.99



17. Performance Highlights and Institutional Contribution (2025)

- Successfully consolidated 690 CBE classes, strengthening access to education in underserved areas
- Achieved high participation rates of girls, particularly in Badghis Province (%58.88)
- Strengthened community governance structures through active SMS engagement
- Reinforced ACDO's credibility as a leading national NGO in education-in-emergencies programming
- Improved learning quality through provision of TLM and teacher support



Community-Based Education



1. Project Title:

To enhance access to safe, inclusive, and quality education for children affected by emergencies through integrated learning support, psychosocial interventions, inclusive education approaches, and strengthened community engagement mechanisms.



2. Donor:

ECHO



3. Funding Partner:

Agha Khan Foundation – AKF



4. Sector / Cluster:

Education



5. Implementation Period:

This project was actively implemented and reported during 2025, with full programmatic delivery across four targeted districts in Badghis Province.



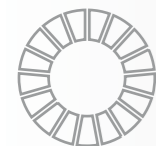
6. Project Locations:

Samangan: Dara-e-Suf Bala, Dara-e-Suf Payen and Hazrat-e-Sultan districts across underserved and hard-to-reach communities.



7. Project Objectives:

To enhance access to safe, inclusive, and quality education for children affected by emergencies through integrated learning support, psychosocial interventions, inclusive education approaches, and strengthened community engagement mechanisms.



8. SDG Goals



9. Outcomes and Impact

- Improved access to safe and climate-responsive learning environments
- Strengthened teacher capacity through structured mentoring and TLC platforms
- Expanded psychosocial and life-skills support for vulnerable learners, particularly adolescent girls
- Increased community participation through SMS training and social accountability processes
- Enhanced inclusion of children with disabilities through assistive devices and teacher training
- Strengthened learning continuity through remedial classes and home-based learning support
- Improved access to education for thousands of previously out-of-school children
- Enhanced learning quality, supported by trained teachers and standardized learning materials
- Increased enrollment and retention, particularly among girls, due to sustained community engagement
- Strengthened community awareness on the value of education as a driver of social and economic development



10. Strategic Contribution to ACDO Operations in 2025

The project strengthened ACDO's humanitarian-development nexus approach by:

- Ensuring education continuity during climate and emergency disruptions
- Integrating psychosocial support and inclusive learning practices
- Empowering communities through School Management Shuras & local volunteers
- Expanding access to remedial education and life-skills programming for adolescent girls and vulnerable learners



11. Key Interventions & Activities Implemented in 2025

Access and Learning Continuity

- Provision of winterization and cooling supplies and winter clothing to CBE and ALP learners
- Classroom improvement initiatives in both CBE/ALP classrooms and hub schools
- Distribution of learning kits and home-based worksheets for continued learning support

Inclusive Education and Protection

- Provision of low-cost assistive devices for children with disabilities
- Delivery of inclusive education and psychosocial support training for teachers
- Implementation of life-skills and self-expression sessions for adolescent girls

Capacity Strengthening and Teacher Development

- Core and refresher trainings for ALP/CBE teachers
- Facilitation of Teacher Learning Circles (TLC)
- On-the-job mentoring visits for teachers

Community Engagement and Governance

- Training of 350 SMS members on safeguarding, advocacy, and conflict resolution
- Social audits and community awareness campaigns to strengthen accountability
- Back-to-school mobilization initiatives across target districts

Remedial Education and Volunteer Mobilization

- Establishment of community-based remedial classes for school-aged children
- Training and mentoring of volunteer facilitators on safeguarding and PSS
- Incentive support for community volunteers delivering remedial education
- Organization of reading events and community learning initiatives



12. Beneficiaries Reached in 2025

The strong gender balance reflects ACDO's deliberate and effective gender-responsive programming approach in conservative and hard-to-reach contexts.

Direct Beneficiaries

- 1,750 students
 - 1,134 girls (%69.70)
 - 616 boys (%30.30)

Capacity Strengthening Beneficiaries:

- 80 teachers (42 female, 38 male)
- 350 SMS members (140 female, 210 male)

Indirect Beneficiaries:

- 15,260 individuals, including parents, community members, and local education stakeholders



13. Stakeholder Engagement and Coordination

- 13.1. Government Stakeholders:**
- Ministry of Education (MoE)
 - Ministry of Economy (MoEc)

13.2. Community Stakeholders:

- SMS committees, youth groups, parents, and local volunteers

13.3. Coordination Mechanisms:

- Joint monitoring visits
- Community consultations
- District-level coordination with education authorities



14. Accountability, Safeguarding, and Compliance

Throughout 2025, ACDO ensured:

- Integration of safeguarding, PSEA, and child protection protocols across all activities
- Conduct of social audits and community consultations to strengthen transparency
- Functional feedback mechanisms embedded in community education structures
- Full compliance with ECHO and AKF reporting and monitoring requirements



15. Institutional Value and Strategic Contribution

The project significantly contributed to ACDO's broader mission of ensuring safe, inclusive, and resilient education systems for vulnerable populations in Afghanistan. Through this project implementation in 2025, ACDO demonstrated:

- Strong operational capacity in multi-sector emergency education programming
- Ability to integrate protection, PSS, and inclusive education within learning interventions
- Effective community-led program delivery models
- Continued credibility as a trusted implementing partner in fragile & remote areas



16. Financial Overview

- | | |
|--|--|
| ◆ Total Project Value:
USD 593,508.34 | ◆ Reported in 2024 :
USD 284,071.00 |
| ◆ To be Reported in 2025:
USD 309,437.34 | ◆ Reported in 2026 (Final Financial Closure):
USD 199,106.70 |



16. Performance Highlights & Institutional Contribution (2025)

This project further strengthened ACDO's reputation as a trusted, gender-responsive, and accountable national NGO, capable of delivering education-in-emergencies programming at scale. During 2025, ACDO demonstrated strong performance by:

- Achieving high girls' participation (%69.70), exceeding minimum gender benchmarks
- Ensuring timely delivery of winterization and learning materials in remote districts
- Strengthening community governance structures through SMS training and mentoring
- Integrating safeguarding, accountability, and GRM mechanisms across all supported learning spaces
- Maintaining full compliance with donor, government, and Education Cluster standards



Child Protection & Psychosocial Support for Returnee Children



1. Project Title:

: Enhanced access to child protection lifesaving assistance and well-being of vulnerable, documented, and undocumented returnee children and their families in Herat Province



2. Donor:

Afghanistan Humanitarian Fund – AHF



3. Funding Partner:

Save the Children



4. Sector / Cluster:

Protection – Child Protection



5. Implementation Period:

Implemented during 2025 to respond to urgent protection and psychosocial needs of returnee children and families.



6. Project Locations:

- Herat Islam Qala Returnee Camp



7. Project Objectives:

To ensure the protection, well-being, and psychosocial support of returnee children and their caregivers through the provision of child-friendly services and community-based protection mechanisms in Islam Qala Returnee Camp.



8. SDG Goals



9. Strategic Contribution to ACDO Operations in 2025

The project strengthened ACDO's emergency protection response capacity by:

- Delivering life-saving child protection services at high-volume returnee entry points
- Providing psychosocial support and psychological first aid to vulnerable children
- Establishing safe spaces to reduce protection risks and improve child well-being
- Strengthening community-based feedback and referral mechanisms
- Enhancing coordination with humanitarian actors and government authorities



11. Key Interventions & Activities Implemented in 2025

Child-Friendly Services and Safe Spaces

- Establishment and operation of Child Care Centers / Child Friendly Spaces (CCC/CFS)
- Renovation of children's play areas within Islam Qala reception site
- Establishment of Child Help Desk / Information Desk for returnee families

Psychosocial Support and Protection Services

- Provision of psychosocial support (PSS) and Psychological First Aid (PFA)
- Delivery of life-saving Explosive Ordnance Risk Education (EORE) sessions
- Identification, registration, referral, and follow-up of vulnerable children

Basic Support and Immediate Assistance

- Distribution of refreshments (water, biscuits, juice) for vulnerable children
- Provision of ready-to-eat food for children and caregivers in need

Accountability and Community Engagement

- Establishment of complaints and feedback mechanisms within CCC/CFS
- Community consultations with children and caregivers to improve service delivery



12. Beneficiaries Reached in 2025

Direct Beneficiaries

- 11,760 returnee children and caregivers

Indirect Beneficiaries:

- 82,320 individuals including family members and host communities

Target Group:

- Vulnerable documented and undocumented returnee children and their families



12. Outcomes and Impact

- Improved access to safe child-friendly environments at Islam Qala reception center
- Strengthened psychosocial well-being of returnee children affected by displacement
- Increased awareness of explosive ordnance risks and child protection concerns
- Improved referral pathways for vulnerable children requiring specialized services
- Enhanced community trust through accessible feedback and accountability mechanisms
- Reduced protection risks for children through structured safe space activities



14. Stakeholder Engagement and Coordination

41.1 Government Stakeholders:

- Directorate of Refugees and Repatriation (DoRR), Local Authorities

Humanitarian Partners:

- Save the Children International (SCI), Child Protection Actors

14.2. Community Stakeholders:

- Caregivers, volunteers, and returnee community representatives

14.3.Coordination Mechanisms:

- Joint field coordination with SCI and local authorities
- Regular site-level consultations with returnee communities
- Coordination with Protection and Child Protection Sub-Cluster partners



15. Accountability, Safeguarding, and Compliance

Throughout 2025, ACDO ensured:

- Integration of child safeguarding and protection protocols
- Functional complaints and feedback mechanisms at CCC/CFS sites
- Child-safe service delivery environments
- Compliance with AHF, SCI, and Protection Cluster standards



15. Coordination and Oversight

- Routine monitoring by ACDO Program and MEAL teams
- Joint supervision visits with SCI and government stakeholders
- Continuous case follow-up and referral monitoring
- Community-based feedback integrated into program adjustments

16. Financial Overview

◆ Total Project Value:

USD 105,000.00

◆ Reported in 2025:

USD 102,394.00

◆ Remaining Balance:

USD 2,606.00



17. Performance Highlights and Institutional Contribution (2025)

- Rapid establishment of CCC/CFS services at a high-pressure border reception site
- Provision of integrated psychosocial and protection services to large numbers of returnee children
- Strong coordination with SCI and government actors for protection response
- Effective delivery of life-saving EORE awareness sessions
- Strengthened ACDO's operational presence in humanitarian border response programming



Construction of Protection Wall for Minaret of Jam



1. Project Title:

Construction of Protection Wall for Minaret of Jam in Ghor Province



2. Donor:

UNESCO



3. Funding Partner:

UNESCO



4. Sector / Cluster:

Cultural Heritage Protection



5. Implementation Period:

This project was actively implemented and reported during 2025, with full programmatic delivery across four targeted districts in Badghis Province.



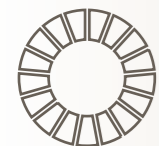
6. Project Locations:

Ghor: Shahrak



7. Project Objectives:

To protect the Minaret of Jam from environmental and structural risks through the construction of a durable protection wall, contributing to the preservation of Afghanistan's cultural heritage and supporting sustainable tourism and community resilience.



8. SDG Goals

11 SUSTAINABLE CITIES AND COMMUNITIES



09. Strategic Contribution to ACDO Operations in 2025

The project strengthened ACDO's engagement in cultural heritage protection by:

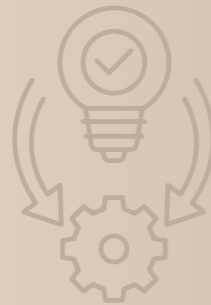
- Expanding ACDO's portfolio into heritage preservation and risk mitigation
- Supporting national efforts to safeguard UNESCO World Heritage sites
- Enhancing community awareness and ownership of cultural heritage assets
- Promoting local economic and tourism resilience through infrastructure protection



10. Key Interventions & Activities Implemented in 2025

Site Preparation and Mobilization

- Site mobilization and preparation activities
- Clearing and cleaning of debris materials from the project area
- Supply and installation of gabion boxes
- Provision of stone materials for gabion wall construction
- Backfilling and reinforcement work to strengthen structural stability



11. Beneficiaries Reached in 2025

Direct Beneficiaries

- 14,000 community members and tourists per year

Indirect Beneficiaries:

- 40 million population of the country.

Target Groups

- Afghan population, cultural stakeholders, and domestic/international visitors



12. Outcomes and Impact

- Improved structural protection of the Minaret of Jam against erosion and environmental hazards
- Strengthened preservation of a globally recognized cultural heritage site
- Increased local community engagement in heritage conservation efforts
- Enhanced safety for visitors and surrounding communities
- Contribution to sustainable cultural tourism and local economic opportunities



13. Stakeholder Engagement and Coordination

13.1. Government Stakeholders:

- Ministry of Information and Culture (MoIC)

13.2. Community Stakeholders:

- Local communities, tourism stakeholders, and cultural heritage advocates

13.3. Coordination Mechanisms:

- Technical consultations with government heritage authorities
- Community consultations during implementation
- Local coordination to ensure culturally appropriate construction practices



14. Accountability, Safeguarding, and Compliance

During 2025, ACDO ensured:

- Compliance with UNESCO heritage protection standards
- Community engagement in project implementation
- Transparent procurement and construction practices
- Environmental and cultural safeguarding considerations integrated into project delivery



15. Coordination and Oversight

- Technical supervision by ACDO engineering and program teams
- Field monitoring and quality assurance visits
- Regular coordination with MoIC and UNESCO technical focal points
- Progress tracking against heritage conservation standards

16. Financial Overview

◆ **Total Project Value:**
USD 32,000.00

◆ **Reported in 2025:**
USD 32,000.00



16. Performance Highlights & Institutional Contribution (2025)

- Successful completion of critical structural protection for a UNESCO World Heritage Site
- Strengthened ACDO's institutional capacity in cultural heritage infrastructure projects
- Effective collaboration with UNESCO and national cultural authorities
- Demonstrated ability to implement technically specialized, small-scale high-impact infrastructure projects



Suspended Bridge Construction for Minaret of Jam



1. Project Title:

Construction of Suspended Bridge for Minaret of Jam in Ghor Province



2. Donor:

UNESCO



3. Funding Partner:

UNESCO



4. Sector / Cluster:

Cultural Heritage Protection



5. Implementation Period:

Implemented during 2025 to improve safe and sustainable access to the Minaret of Jam for local communities and visitors.



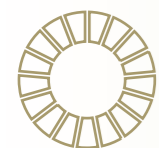
6. Project Locations:

- Ghor Shahrak



7. Project Objectives:

To provide safe and sustainable access facilities for local communities and tourists visiting the Minaret of Jam through the construction of a durable suspended bridge.



8. SDG Goals



9. Strategic Contribution to ACDO Operations in 2025

The project strengthened ACDO's work in cultural heritage preservation and community infrastructure by:

- Supporting UNESCO World Heritage site accessibility and safety
- Improving mobility and access for surrounding communities
- Promoting sustainable tourism and local economic opportunities
- Strengthening ACDO's technical capacity in specialized infrastructure projects



11. Key Interventions and Activities Implemented in 2025

- Construction of a 97-meter-long suspended bridge to provide safe access across challenging terrain surrounding the Minaret of Jam
- Engineering design implementation and technical supervision
- Community consultations during construction activities
- Quality assurance and safety monitoring throughout implementation



12. Beneficiaries Reached in 2025

Direct Beneficiaries

- 14,000 community members and tourists

Indirect Beneficiaries:

- 4 million population of the country

Target Group:

- Afghan population, cultural heritage stakeholders, and domestic/international visitors



13. Outcomes and Impact

- Improved safe access to the Minaret of Jam for communities and visitors
- Strengthened protection and usability of a UNESCO World Heritage Site
- Enhanced visitor safety and accessibility infrastructure
- Increased community connectivity and mobility
- Contribution to sustainable tourism development and local economic resilience



14. Stakeholder Engagement and Coordination

Government Stakeholders:

- Ministry of Information and Culture (MoIC)

Community Stakeholders:

- Local communities, tourism groups, and cultural stakeholders

Coordination Mechanisms

- Technical coordination with UNESCO and government heritage authorities
- Community consultations during planning and construction
- Field coordination to ensure safety and culturally appropriate implementation



15. Accountability, Safeguarding, and Compliance

Throughout 2025, ACDO ensured:

- Compliance with UNESCO heritage conservation standards
- Safety protocols during infrastructure construction
- Community engagement and transparency during project delivery
- Environmental and cultural safeguarding measures integrated into implementation



15. Coordination and Oversight

- Technical supervision by ACDO engineering teams
- Field monitoring visits and quality control checks
- Regular coordination with UNESCO and MoIC representatives
- Monitoring of construction standards and progress milestones

16. Financial Overview

◆ Total Project Value:

USD 63,236.58

◆ Reported in 2025:

USD 3,860.00

◆ To be Reported in 2026

USD 59,376.58



17. Performance Highlights and Institutional Contribution (2025)

- Successful initiation and partial completion of specialized suspended bridge infrastructure
- Strengthened ACDO's institutional expertise in heritage-sensitive construction
- Improved accessibility and safety for local communities and cultural tourists
- Reinforced ACDO's partnership with UNESCO in protecting Afghanistan's cultural heritage



Community-Based Education & Temporary Learning Spaces (TLS)



1. Project Title:

Consolidation and Expansion of Community-Based Education and Temporary Learning Spaces (TLS) in Ghor and Badghis



2. Donor:

Asian Development Bank (ADB)



3. Funding Partner:

UNICEF



4. Sector / Cluster:

Education



5. Implementation Period:

Implemented during 2025 to expand access to education for emergency-affected and returnee children through community-based learning models and Temporary Learning Spaces.



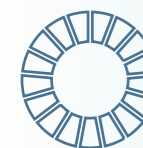
6. Project Locations:

- Ghor:** Shahrak
- Badghis:** Ghormach
- Herat:** Herat, Guzara, Injil, Karokh, Koshk, Shindand, Pashton Zarghon
- Farah:** Farah, Bala Buluk, Qala-e-Kah, Poshto Rod



7. Project Objectives:

To enhance and expand access to quality education for emergency-affected and returnee girls and boys through the establishment and strengthening of Community-Based Education (CBE) and Temporary Learning Spaces (TLS), supported by trained teachers, community governance structures, and essential learning materials.



8. SDG Goals



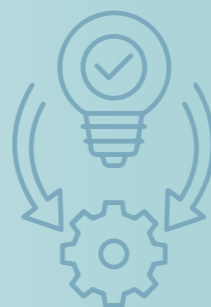
10. Strategic Contribution to ACDO Operations in 2025

- The project significantly strengthened ACDO's education-in-emergencies portfolio by:
- Expanding access to education through community-based and temporary learning modalities
- Supporting girls' education in remote and underserved communities
- Strengthening School Management Shuras (SMS) and community participation
- Enhancing education quality through teacher recruitment, training, and mentoring
- Increasing institutional capacity to implement large-scale multi-province education programs



11. Key Interventions & Activities Implemented in 2025

- Access to Education and Learning Infrastructure
- Establishment of 260 Temporary Learning Spaces (TLS)
- Verification and enrollment of 7,800 returnee children into learning programs
- Teacher Recruitment and Capacity Strengthening
- Recruitment and training of teachers for CBE and TLS classes
- Continuous mentoring and technical support to teachers
- Learning Materials and Educational Support
- Distribution of Teaching and Learning Materials (TLM) for 260 TLS
- Provision of textbooks and floor mats (carpets) for learning spaces
- Community Engagement and Governance
- Establishment of 260 TLS School Management Shuras (SMS)
- Engagement of community members in school governance and monitoring



12. Beneficiaries Reached in 2025

Direct Beneficiaries

- 30 Project Staff
- 260 Teachers: (75 Male and 185 Female Teachers)
- 7,545 Students: (3,120 Boys (%40) and 4,425 Girls (%60)).
- 1,300 SMS Members: (950 Male and 350 Female SMS Members)

Indirect Beneficiaries:

- 54,600 individuals including families and community members across target provinces



12. Outcomes and Impact

- Expanded access to education for emergency-affected and returnee children
- Increased girls' participation through community-based learning models
- Strengthened community ownership through active SMS governance
- Improved learning environments through TLS establishment and material support
- Enhanced teacher capacity and improved quality of education delivery
- Strengthened resilience of education systems in fragile and underserved districts



13. Stakeholder Engagement and Coordination

Government Stakeholders:

- Ministry of Education (MoE)
- Ministry of Economy (MoEc)

Humanitarian Partners:

- UNICEF and Education Cluster partners

Community Stakeholders:

- SMS members, parents, community leaders, teachers, and students

Coordination Mechanisms:

- Joint monitoring visits with UNICEF and government authorities
- District-level coordination meetings with education stakeholders
- Community consultations and participatory school governance processes



14. Accountability, Safeguarding, and Compliance

During 2025, ACDO ensured:

- Integration of safeguarding and child protection standards
- Community feedback and grievance redress mechanisms (GRM)
- Compliance with UNICEF education standards and donor reporting requirements
- Inclusive participation of girls and vulnerable children in learning programs



15. Coordination and Oversight

- Regular field monitoring by ACDO Program and MEAL teams
- Technical oversight and mentoring for TLS teachers
- Monitoring of attendance, learning materials, and school governance structures
- Continuous engagement with government and UNICEF education teams

16. Financial Overview

◆ **Total Project Value:**
USD 185,344.08

◆ **Reported in 2025:**
USD 185,344.08



16. Performance Highlights & Institutional Contribution (2025)

- Establishment of a large-scale TLS network reaching thousands of children
- Achieved strong girls' participation at %60, demonstrating gender-responsive programming
- Strengthened community governance through 260 active SMS structures
- Improved learning conditions through provision of standardized learning materials
- Reinforced ACDO's leadership in community-based education and education-in-emergencies programming



Education for the Future (Taleem Baraye Ayenda)



1. Project Title:
Education for the Future



2. Donor:
World Vision Japan



3. Funding Partner:
World Vision Afghanistan



4. Sector / Cluster:
Education – School Infrastructure Development



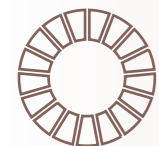
5. Implementation Period:
started in 2025 and continue in 2026 to improve access to safe and quality learning environments through the construction of essential school infrastructure.



6. Project Locations:
- **Ghor** Feroz Koh



7. Project Objectives:
To construct a safe, inclusive, and well-equipped school facility that enhances access to quality education for boys and girls while contributing to long-term community development and improved learning outcomes.



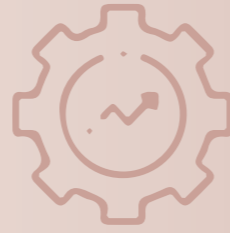
8. SDG Goals



9. Strategic Contribution to ACDO Operations in 2025

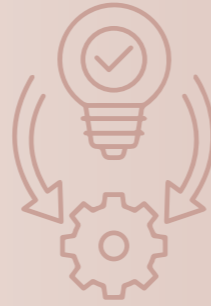
The project strengthened ACDO's education infrastructure portfolio by:

- Expanding access to safe and structured learning environments
- Supporting sustainable education infrastructure in underserved communities
- Enhancing gender-sensitive education access through improved facilities
- Strengthening collaboration with government education authorities and development partners
- Supporting long-term education system strengthening through infrastructure investment



11. Key Interventions and Activities Implemented in 2025

- Construction of a 12-classroom school building
- Construction of a protective boundary wall to ensure safety and security
- Construction of sanitation facilities (latrines) for students and staff
- Installation of a water well to provide access to safe drinking water
- Furnishing classes, teachers and staff offices



12. Beneficiaries Reached in 2025

Direct Beneficiaries

- 400 school children (boys and girls)
- 25 Teachers and school staff utilizing improved facilities

Indirect Beneficiaries:

- 2,800 individuals, including parents, community members, SMS members, and youth groups



13. Outcomes and Impact

- Improved access to safe and structured learning environments
- Enhanced student safety through boundary wall and improved infrastructure
- Improved hygiene and sanitation conditions through latrine construction and water access
- Increased community confidence in local education systems
- Strengthened opportunities for sustainable education delivery in Feroz Koh



14. Stakeholder Engagement and Coordination

Government Stakeholders:

- Ministry of Education (MoE)
- Ministry of Economy (MoEc)

Community Stakeholders:

- School Management Shuras (SMS), youth groups, parents, teachers, and local leaders

Coordination Mechanisms

- Technical coordination with education authorities during construction
- Community consultations during planning and implementation phases
- Regular monitoring and quality assurance visits



15. Accountability, Safeguarding, and Compliance

Throughout 2025, ACDO ensured:

- Compliance with WVI and donor construction standards
- Community engagement and transparency throughout project implementation
- Inclusion of safeguarding and child protection considerations in infrastructure design
- Quality control and safety supervision during construction activities



15. Coordination and Oversight

- Engineering supervision and technical monitoring by ACDO teams
- Routine field monitoring and reporting to WVI-AFG
- Community oversight and participation in monitoring progress
- Compliance checks aligned with national construction and education standards

16. Financial Overview

◆ Total Project Value:

USD 249,256.90

◆ Reported in 2025:

USD 11%

◆ Remaining Balance to be Reported

89%



17. Performance Highlights and Institutional Contribution (2025)

- Successful completion of a comprehensive school infrastructure project in a remote area
- Strengthened ACDO's capacity in education infrastructure and construction management
- Enhanced access to safe, hygienic, and gender-sensitive learning environments
- Strengthened partnerships with WVI-AFG and education authorities
- Demonstrated strong community engagement and ownership throughout implementation



Rapid Response Facility (REVIVE PIP) – Drinking Water Restoration



1. Project Title:

Rapid Response Facility REVIVE PIP – Drinking Water Sources Restoration in Earthquake-Affected Areas



2. Donor:

Government of Korea



3. Funding Partner:

UNDP



4. Sector / Cluster:

WASH



5. Implementation Period:

Implemented during 2025 to provide immediate WASH interventions in earthquake-affected areas, restoring access to safe drinking water and essential infrastructure.



6. Project Locations:

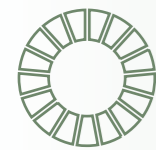
Province: Nangarhar, Kunar

Districts: Darai Noor, Noorgal



7. Project Objectives:

To respond to earthquake-affected populations by restoring safe drinking water sources and providing WASH intervention support, ensuring community resilience and access to essential services in affected districts.



8. SDG Goals



10. Strategic Contribution to ACDO Operations in 2025

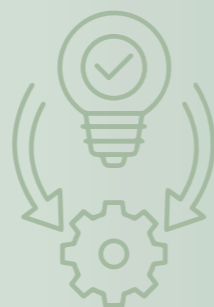
The project strengthened ACDO's emergency WASH response by:

- Rapidly restoring critical drinking water infrastructure in disaster-affected areas
- Providing employment opportunities through Cash-for-Work (CfW) activities for local communities
- Supporting public health and hygiene through access to clean water
- Demonstrating ACDO's operational capacity in rapid disaster response and recovery



11. Key Interventions & Activities Implemented in 2025

- Rehabilitation of 15 water supply networks to restore safe water access
- Employment of 240 skilled and unskilled laborers for CfW activities related to water network restoration and road rehabilitation
- Active participation of local communities in site preparation and rehabilitation works
- Provision of clean drinking water to 12,670 individuals
- Restoration of access roads benefiting 87,090 direct beneficiaries for safe and reliable service delivery



12. Beneficiaries Reached in 2025

Direct Beneficiaries

- 12,670 individuals through clean drinking water access
- 87,090 individuals through rehabilitation of access roads and related infrastructure
- 240 skilled and unskilled laborers employed through CfW

Indirect Beneficiaries:

- Communities surrounding water sources and road networks benefiting from improved infrastructure

Indirect Beneficiaries:

- Earthquake-affected populations, including women, children, and vulnerable households



12. Outcomes and Impact

- Restored access to safe drinking water for earthquake-affected communities
- Improved community resilience through rehabilitated water networks and roads
- Enhanced local economic participation through CfW employment
- Reduced WASH-related health risks in affected districts
- Strengthened disaster response mechanisms and community preparedness



13. Stakeholder Engagement and Coordination

Government Stakeholders:

- Afghanistan National Disaster Management Authority (ANDMA)

Humanitarian Partners:

- UNDP

Community Stakeholders:

- : Local communities, CfW participants, and beneficiaries

Coordination Mechanisms:

- Joint planning and monitoring with ANDMA and UNDP
- Community consultations to identify priorities for rehabilitation and WASH interventions



14. Accountability, Safeguarding, and Compliance

During 2025, ACDO ensured:

- Safeguarding of laborers and beneficiaries during rehabilitation works
- Integration of community feedback into implementation
- Compliance with UNDP WASH standards and donor requirements
- Transparent monitoring of CfW activities and resource allocation



15. Coordination and Oversight

- Field supervision by ACDO Program and MEAL teams
- Technical oversight of water network rehabilitation
- Progress reporting to UNDP and Korea Rapid Response Facility
- Quality control checks to ensure sustainability and durability of restored infrastructure

16. Financial Overview

◆ Total Project Value:

USD 315,000.00

◆ Reported in 2025:

USD 13,302.05

◆ Remaining Balance to be Reported:

USD 301,697.95



16. Performance Highlights & Institutional Contribution (2025)

- Rapid restoration of drinking water access to thousands of earthquake-affected individuals
- Employment and livelihood support through CfW activities for local laborers
- Strengthened ACDO's capacity in disaster WASH response and infrastructure rehabilitation
- Improved health and hygiene conditions in high-risk communities
- Reinforced credibility of ACDO as a responsive and effective implementing partner in emergency context



Life-Saving WASH Support to Mitigate the Impact of Worsening Drought in Samangan



1. Project Title:

Life-Saving WASH Support to Mitigate the Impact of Worsening Drought.



2. Donor:

Afghanistan Humanitarian Fund (AHF)



3. Funding Partner:

Afghanistan Humanitarian Fund (AHF)



4. Sector / Cluster:

WASH



5. Implementation Period:

Implemented during 2025 to provide life-saving water, sanitation, and hygiene assistance to drought-affected communities.



6. Project Locations:

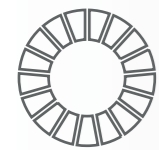
Province: Samangan

Districts: Aybak, Feroz Nakhchir, Hazrat Sultan, Dara-e-Soof Payeen



7. Project Objectives:

To ensure equitable access to safe water, sanitation, and hygiene through rehabilitated and newly constructed water networks, household and institutional sanitation facilities, hygiene kit distributions, and community-based hygiene promotion, in alignment with WASH Cluster standards.



8. SDG Goals

6 CLEAN WATER AND SANITATION



3 GOOD HEALTH AND WELL-BEING



9. Strategic Contribution to ACDO Operations in 2025

The project strengthened ACDO's WASH emergency response by:

- Expanding access to safe water and sanitation in drought-affected communities
- Promoting hygiene awareness and behavior change to reduce health risks
- Building resilience in communities through WASH infrastructure and education
- Supporting multi-sectoral collaboration with government and community stakeholders
- Reinforcing ACDO's capacity for rapid humanitarian response in high-need provinces



10. Key Interventions & Activities Implemented in 2025

- Rehabilitation of 2 existing water networks
- Construction of 4 new water networks to improve access to safe drinking water
- Construction of 28 household latrines
- Constructions of sanitation facilities in 4 schools and 4 health facilities
- Distribution of 400 hygiene kits and water treatment products to 400 vulnerable households
- Hygiene promotion and risk communication campaigns reaching 51,870 individuals



11. Beneficiaries Reached in 2025

Direct Beneficiaries

- 51,870 community members including men, women, boys, and girls
- WASH Management Committees (WMCs) actively engaged in facility management

Indirect Beneficiaries:

- 363,090 individuals benefiting from improved water and sanitation services in target districts



12. Outcomes and Impact

- Improved access to safe and reliable water sources for drought-affected households
- Enhanced sanitation and hygiene in households, schools, and health facilities
- Reduced health risks associated with unsafe water and poor hygiene practices
- Strengthened community resilience and adaptive capacity during worsening drought conditions
- Increased community engagement and ownership through WMCs and hygiene promotion activities



13. Stakeholder Engagement and Coordination

Government Stakeholders:

- Ministry of Rural Rehabilitation and Development (MRRD)
- Ministry of Education (MoE)

Humanitarian Partners:

- AHF and WASH Cluster actors

Community Stakeholders:

- Community Members, WASH Management Committees (WMCs)

Coordination Mechanisms:

- Joint monitoring and supervision with government authorities
- Community consultations for site selection and project planning
- District-level coordination with WASH Cluster and local stakeholders



14. Accountability, Safeguarding, and Compliance

During 2025, ACDO ensured:

- Integration of safeguarding and protection measures across all WASH activities
- Community feedback and grievance mechanisms embedded in project delivery
- Compliance with AHF and WASH Cluster standards
- Transparent reporting and financial accountability



15. Coordination and Oversight

- Field monitoring and technical supervision by ACDO Program and MEAL teams
- Community engagement to ensure proper use and maintenance of WASH facilities
- Progress reporting to AHF and relevant government stakeholders
- Quality assurance for water network construction and sanitation facilities



16. Financial Overview

- ◆ **Total Project Value:** USD 693,056.53
- ◆ **Reported in 2025:** USD 2,256.31
- ◆ **To be Reported in 2026:** USD 690,800.22



16. Performance Highlights & Institutional Contribution (2025)

- Successful rehabilitation and construction of multiple water networks, improving access to safe water
- Establishment of household and institutional sanitation facilities, enhancing public health
- Effective distribution of hygiene kits and promotion campaigns to vulnerable households
- Strengthened ACDO's operational capacity for rapid WASH response in drought-affected areas
- Reinforced community participation and ownership through WMC engagement



Monitoring, Evaluation, Accountability, and Learning (MEAL) – Evidence-based decision-making and learning culture.

MEAL Framework and Systems Strengthening

In 2025, ACDO continued to strengthen its Monitoring, Evaluation, Accountability, and Learning (MEAL) framework to ensure systematic, credible, and evidence-based programming across all sectors and areas of operation. The MEAL Department focused on reinforcing standardized systems, tools, and processes that support quality assurance, accountability, and adaptive management throughout the project lifecycle.

A core achievement during the year was the institutionalization of standardized MEAL tools and procedures aligned with ACDO's MEAL policies and donor requirements. These included the development and consistent use of Project Monitoring Plans (PMPs), indicator tracking systems, and harmonized monitoring templates applied across education, WASH, child protection, and multi-sectoral interventions. By the end of 2025, six comprehensive PMPs had been developed and operationalized for UNICEF-, AKF-, AHF-, and SCI-funded projects, ensuring clear linkages between project objectives, indicators, data sources, and reporting timelines.

Digitalization remained a central pillar of systems strengthening. The MEAL Department expanded the use of KOBO-based data collection tools for routine monitoring, assessments, training evaluations, and pre- and post-tests. These digital tools significantly improved data accuracy, timeliness, and consistency while reducing manual errors. To support effective data management, a centralized MEAL data repository was maintained, with structured filing, secure access, and regular backups, enabling reliable data storage and institutional memory.

In parallel, ACDO enhanced its data analysis and visualization capacity through the development of integrated databases covering students, teachers, School Management Shuras (SMS), staff, and Community-Based Education (CBE/ALC) classes. A user-friendly dashboard was embedded within the database, allowing MEAL and program teams to quickly visualize progress, identify trends, and flag gaps requiring management attention. This system strengthened evidence-based decision-making and supported timely corrective actions at both field and management levels.

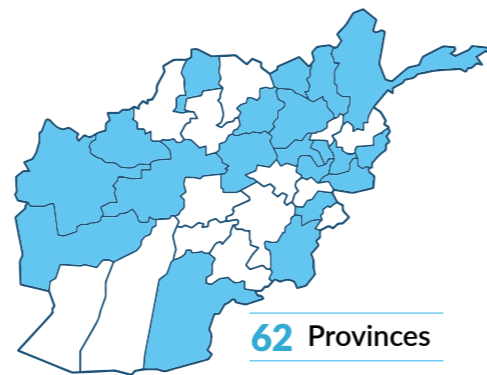
Accountability systems were also reinforced as part of the MEAL framework. The MEAL Department strengthened the Grievance Redress Mechanism (GRM) by standardizing complaint handling procedures, expanding feedback channels, and establishing a dedicated GRM database to track, categorize, and follow up on cases. These measures improved transparency, response time, and documentation, while ensuring alignment with ACDO's safeguarding and PSEA commitments.

Overall, the continuous strengthening of MEAL frameworks and systems in 2025 enhanced ACDO's ability to track results, uphold accountability to affected populations, and embed learning into program implementation. These investments have positioned the organization to further improve program quality, responsiveness, and impact in 2026 and beyond.

Key Monitoring and Evaluation Activities

The MEAL Department conducted extensive monitoring and evaluation activities across all projects, covering ten provinces and 62 districts. A total of 36 monitoring visits were carried out, encompassing site visits, post-distribution monitoring, and activity assessments. These visits ensured compliance with project objectives, identified gaps, and provided actionable insights to program teams. To support accurate and timely data collection, the department developed and applied a range of tools, including KOBO online surveys, questionnaires, checklists, and secondary data analysis methods. These tools allowed MEAL officers to systematically collect information from the field and track progress against project indicators.

ACDO's MEAL Department significantly strengthened program quality, accountability, and adaptive management. A total of 50 monitoring visits were conducted across 10 provinces, producing 38 M&E and assessment reports. Twenty lessons learned were documented and integrated into program improvements. Through a strong Complaint and Feedback Response Mechanism, 72 cases were received and 100% resolved in line with GRM policy, including coordinated investigations with AWAAZ Afghanistan and one PSEA referral. Additionally, 22 MEAL staff members received structured capacity-building support across 11 training sessions, enhancing technical rigor and accountability systems.



- Site Visits
- Post-Distribution Monitoring
- Activity Assessments

High-Level MEAL Performance Dashboard – 2025

Performance Area	Result
Monitoring Visits	50
Lessons Learned	20
M&E Reports Produced	38
Complaints Received	72
Complaint Resolution Rate	100%
PSEA Referrals	1
Staff Trained	22
Provinces Covered	10

Assessments were conducted at multiple stages of projects, including baseline, midline, and endline assessments, with notable activities in Samangan and Nangarhar provinces for WASH and school rehabilitation projects. Additionally, household and site surveys, as well as KAP assessments, were used to identify beneficiaries and inform project planning and design. Sampling methods were carefully adapted to each project, typically employing random sampling to ensure representative findings. The MEAL Department also conducted internal and external evaluations, including comprehensive provincial office assessments covering Administration/HR, Finance, Procurement, Program, and MEAL operations. These assessments not only identified gaps but also informed corrective actions and strengthened operational efficiency.

Table: Senior MEAL and Leadership Monitoring Missions Overview

Province	Q1	Q2	Q3	Q4	Total Visits	% of Total Visits
Baghlan	3	2	2	2	9	18%
Takhar	2	3	2	2	9	18%
Badghis	1	1	2	1	5	10%
Ghor	1	1	1	1	4	8%
Samangan	4	3	2	1	10	20%
Herat	0	0	1	2	3	6%
Nangarhar	0	0	1	2	3	6%
Kunar	0	0	1	2	3	6%
Farah	0	0	2	2	4	8%
Total	11	10	14	15	50 Visits	100%



Community Feedback, Complaints, and Response Mechanisms

Community feedback and complaints handling remained a central pillar of ACDO's accountability framework in 2025, ensuring that the voices of affected populations informed decision-making and program improvement. Through a strengthened and accessible Complaint, Feedback, and Response Mechanism (CFRM), ACDO enabled beneficiaries and stakeholders to safely raise concerns, provide feedback, and seek redress across all areas of operation.

During 2025, the MEAL Department operationalized multiple feedback channels, including dedicated hotlines, WhatsApp numbers, complaint boxes, in-person reporting, and referrals through third-party mechanisms such as AWAAZ Afghanistan. These channels were systematically communicated to communities through orientations, community meetings, and IEC materials to ensure awareness and accessibility for women, men, youth, and persons with disabilities. From January to December 2025, a total of 72 feedback and complaint cases were received across Baghlan, Takhar, Ghor, Badghis, Samangan, Farah, and Herat provinces. All cases were registered in the GRM system, categorized by type, assessed for sensitivity, and managed in accordance with ACDO's GRM and safeguarding procedures. The majority of cases related to program-related feedback, service quality, and information requests, while sensitive cases were handled with strict confidentiality. One case was referred to the PSEA unit for specialized investigation and follow-up, demonstrating the effective functioning of referral pathways.



To strengthen case management and institutional learning, the MEAL Department established a centralized GRM database to track complaints from receipt through resolution. The database enabled monitoring of response timelines, documentation of corrective actions, and follow-up with complainants to confirm satisfaction. All referral cases were resolved, and appropriate responses were communicated to complainants in a timely and respectful manner.



Community feedback collected through the CFRM and beneficiary response surveys directly informed program adjustments. Trends and recurring issues identified through complaints analysis were shared with program and senior management teams, resulting in targeted corrective actions, improved service delivery, and enhanced communication with communities. This feedback loop ensured that accountability was not limited to case resolution but actively contributed to adaptive management and continuous improvement.



The Department maintained robust Complaint and Feedback Response Mechanisms (CFRM), enabling beneficiaries to voice concerns through multiple channels, including hotlines, WhatsApp, complaint boxes, and in-person submissions. Throughout 2025, a total of 72 cases were addressed across Baghlan, Takhar, Ghor, Badghis, Samangan, Farah, and Herat, ensuring prompt investigation and resolution in line with organizational and GRM policies.



In collaboration with AWAAZ Afghanistan, ACDO also ensured referral cases were investigated and resolved, demonstrating the organization's commitment to accountability and responsiveness. To manage and track these interactions, a GRM database was developed, facilitating transparent case management and evidence-based reporting.



Community engagement remained central to MEAL operations. The department conducted surveys and consultations with women, men, youth, and persons with disabilities to ensure inclusive feedback, and distributed IEC materials such as brochures, flipcharts, banners, and business cards to raise awareness about project activities and ACDO's accountability mechanisms.

Overall, the strengthened Community Feedback, Complaints, and Response Mechanisms in 2025 reinforced ACDO's commitment to accountability to affected populations, transparency, and safeguarding. By integrating community voices into program oversight and decision-making, ACDO enhanced trust, responsiveness, and the overall quality of its interventions.

Table: Accountability & Complaint Handling Overview – 2025

Indicator	Result
Total cases received	72 cases
Provinces covered	10 provinces
Referral to PSEA Unit	1 case
Resolution rate	100% resolved
Referred by AWAAZ	3 cases
% Cases resolved	100%

- * 100% investigated without discrimination
- * 100% addressed in line with GRM Policy
- * Only 1 PSEA referral (1.4% of total cases)
- * Hotline # displayed in 100% of project locations
- * GRM system aligned with INGO standards

Learning, Adaptation, and Program Improvements



Learning and adaptive management remained integral to ACDO's programming approach in 2025. The MEAL Department systematically transformed monitoring, evaluation, and accountability findings into actionable learning to continuously improve program quality and effectiveness. Learning was embedded across the project cycle, from design and implementation to review and adjustment.



During the year, the MEAL Department operationalized a structured lessons learned system, capturing evidence from routine monitoring visits, assessments, evaluations, and community feedback mechanisms. A total of 20 lessons learned were formally documented across major education and multi-sectoral projects, reflecting both good practices and areas requiring improvement. These lessons were consolidated in a centralized learning tracker, which was accessible to program and management teams and regularly updated.



To ensure learning translated into concrete action, each lesson learned was accompanied by a management response plan outlining corrective measures, responsible units, and timelines. Program teams were required to report on progress against these actions, and follow-up was conducted through subsequent monitoring visits. This approach enabled timely course correction, risk mitigation, and improvement of implementation modalities, particularly in Community-Based Education (CBE/ALC) and WASH interventions.



Learning products and insights were actively shared with program development teams to inform proposal design, budgeting, and targeting strategies. Recurring lessons related to community engagement, coordination with local authorities, monitoring frequency, and data quality were integrated into new project designs, contributing to more realistic planning and improved accountability. Through this structured learning process, ACDO strengthened its culture of reflection, adaptability, and evidence-based decision-making.

Table: Lessons Learned & Adaptive Management

Project Location	#	%	KPIs
Baghlan	8	40%	<ul style="list-style-type: none"> * 20 documented lessons learned * 100% integrated into program adaptation and planning * 40% generated from Baghlan operations, indicating strong reflective practice
Takhar	5	25%	
Badghis	4	20%	
Ghor	3	15%	
Total	20	100%	

Assessments, Research, and Use of Evidence

In 2025, ACDO's MEAL Department led and supported a wide range of assessments and research activities to generate credible evidence for program design, implementation, and decision-making. These assessments ensured that interventions were grounded in community needs, contextual realities, and measurable results.

The MEAL Department conducted baseline assessments for school rehabilitation and WASH projects in Samangan and Nangarhar provinces, establishing clear benchmarks for measuring progress and outcomes. As several projects were still ongoing at year-end, midline and endline assessments were planned for completion upon project closure. In addition, household surveys, site assessments, and KAP (Knowledge, Attitude, and Practice) surveys were implemented to inform beneficiary selection, service targeting, and behavior change interventions.

Needs assessments and feasibility studies were conducted in close coordination with program teams when required, while secondary data analysis was utilized during proposal development to complement primary data and ensure timely response design. Sampling methodologies were tailored to project objectives and beneficiary profiles, with random sampling commonly applied to ensure representative and reliable findings.

The MEAL Department also supported internal evaluations, including provincial office assessments covering program, finance, procurement, HR, and MEAL functions. Findings from these assessments were systematically documented and shared with senior management, resulting in targeted corrective actions and strengthened operational systems.

Evidence generated through assessments and research was actively used to inform program adjustments, improve targeting and quality, and strengthen donor reporting. By integrating assessment findings into planning and implementation, ACDO ensured that its interventions in 2025 were responsive, context-appropriate, and grounded in reliable data, reinforcing the organization's commitment to results-based management and accountability.

Table: Major M&E and Assessment Reports

Funding Partner	# of Reports	% of Total Reports
UNICEF	27	71%
AKF	7	18%
SCI	3	8%
AHF	1	3%
Total	38 Reports	100%

Coordination and Representation

In 2025, the MEAL Department strengthened ACDO's external coordination and representation by actively engaging in inter-agency forums, donor coordination platforms, and institutional collaboration mechanisms. The department maintained a consistent presence in the Accountability to Affected Populations Working Group (AAPWG), participating in monthly coordination meetings throughout the year. Through this engagement, the MEAL team contributed field-level evidence, community feedback trends, and case management insights, supporting collective learning and the harmonization of accountability practices among humanitarian actors. The Department also played a key role in supporting organizational coordination with donors' M&E units, ensuring full alignment with monitoring, evaluation, and reporting requirements. Throughout 2025, the department responded to all donor requests for M&E-related data, including monitoring findings, assessment results, training records, and accountability case summaries. This proactive engagement strengthened donor confidence in ACDO's monitoring systems and reinforced the organization's reputation for transparency, data quality, and timely reporting.

While formal joint monitoring missions with donors were not conducted during the year, the MEAL Department provided comprehensive technical support for donor oversight processes. This included sharing standardized monitoring tools, facilitating access to verified datasets, and providing clarifications on indicators, methodologies, and progress tracking systems. In parallel, MEAL staff coordinated with relevant government and de facto authorities when required, supporting information sharing on project progress and ensuring operational alignment at the provincial level. Overall, the MEAL Department's coordination and representation efforts in 2025 enhanced ACDO's visibility within accountability and monitoring networks, strengthened partnerships with donors, and contributed to improved coherence, credibility, and compliance across all projects.

Table: Coordination & Accountability Engagement

Coordination Platform	Engagement Level
AAP Working Group	Active Monthly Participation
AWAAZ Afghanistan	MoU in place; 3 referrals handled
Beneficiary Feedback Collection	Integrated across all projects

Capacity Building

Capacity building remained a strategic priority for the MEAL Department in 2025, aimed at strengthening both MEAL and program staff competencies and promoting consistent application of monitoring, accountability, and learning standards across ACDO operations. During the year, the department delivered 22 structured training sessions across multiple provinces, reaching MEAL and program staff from UNICEF, AKF, AHF, and SCI-funded projects. Training topics were carefully tailored to operational needs and included Kobo-based digital data collection, case management and complaint handling, monitoring strategies, M&E data collection tools and methodologies, lessons learned documentation, and accountability to affected populations. These sessions significantly improved staff capacity to collect accurate, timely, and reliable data, as well as to manage feedback and complaints in line with ACDO policies and donor standards.

In addition to formal trainings, the MEAL Department provided hands-on technical support and mentoring to program staff, particularly District Community Mobilizers and Master Trainers, enabling them to independently use Kobo tools during routine field visits. This approach decentralized data collection, increased monitoring coverage, and strengthened real-time decision-making at the field level. By the end of 2025, these capacity-building initiatives resulted in improved data quality, increased compliance with MEAL procedures, and stronger collaboration between MEAL and program teams. The department's continued investment in staff development has laid a solid foundation for enhanced program performance, accountability, and evidence-based management in future interventions.

Table: MEAL Staff Capacity Development – 2025

Province	Participants	Provided by	# of Trainings
Baghlan	3	UNICEF	2
Takhar	2	UNICEF	2
Badghis	3	UNICEF	2
Ghor	3	UNICEF	2
Takhar	4	SCI	1
Samangan	5	AKF	1
Herat	2	UNICEF	1
Total	22 Participants	—	11 Training Sessions

Strategic Recommendations

To further improve program outcomes, the MEAL Department recommends:



Strengthening program quality assurance through consistent monitoring and feedback.



Enhancing MEAL planning, ensuring the department is involved early in project design and orientation.



Expanding accountability and feedback systems in line with donor requirements.

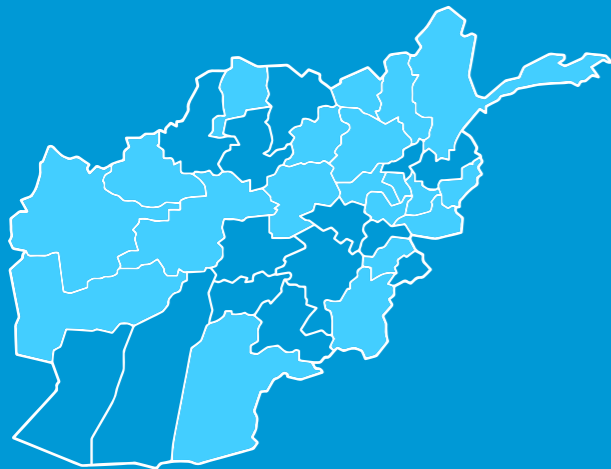
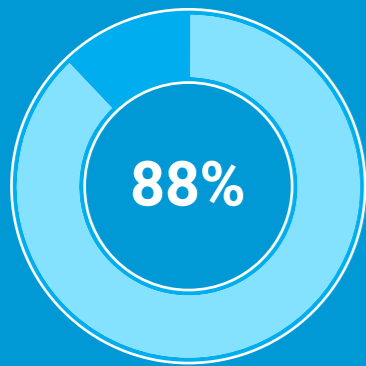


Continuously applying learning and adaptive management practices to improve program performance and impact.

Annual Financial Performance Summary – 2025

During the reporting year, ACDO maintained strong financial stewardship across all grants and operational functions. The Finance Department ensured disciplined budget execution, transparent reporting, and effective alignment between financial management and program delivery. ACDO managed a diversified portfolio of grants from UN agencies, international donors, and partner organizations. Financial resources were allocated in accordance with approved budgets and donor agreements, with continuous monitoring to ensure compliance, efficiency, and value for money. ACDO's 2025 financial performance demonstrates responsible stewardship of donor resources, strengthened compliance systems, and improved financial planning mechanisms. The 88% portfolio utilization rate reflects operational stability and sound financial governance, positioning the organization for continued growth and enhanced program impact in 2026.

Portfolio Utilization Rate



Ali Ahmad Khil School - Wazi Zadrn District , Pakita Province

Financial Management Summary – 2025

In 2025, ACDO maintained disciplined financial management across its multi-province operations, ensuring sufficient liquidity and timely resource availability to support uninterrupted program delivery. The Finance Department implemented structured cash flow forecasting and monitoring mechanisms to anticipate project and operational funding needs, track donor disbursements, and manage bank balances. Coordinated fund transfers to field offices were aligned with project timelines and expenditure plans, ensuring operational continuity while maintaining accountability and strong internal controls.

Financial risk mitigation measures, including buffer planning, scenario-based cash projections, and strengthened reconciliation procedures, helped safeguard against delayed disbursements, exchange rate fluctuations, and operational access constraints. Continuous improvements in cash management systems, standardized reporting formats, and enhanced coordination between finance, programs, and procurement contributed to greater transparency, audit readiness, and real-time financial oversight.

ACDO upheld full compliance with all donor financial requirements, conducting regular fund-level reviews to ensure expenditures were allowable, properly documented, and aligned with grant agreements. Close collaboration between finance, program, procurement, and M&E teams supported accurate and timely monthly and quarterly reporting, while capacity-building initiatives strengthened the skills of both head office and field finance staff. No major compliance issues were reported, and audit recommendations were fully incorporated into updated internal controls.

The organization managed a diversified portfolio of education, construction, humanitarian, and infrastructure projects funded by UN agencies and international partners. Total budget utilization across all grants was closely monitored, with completed projects achieving high execution rates and ongoing projects reflecting phased implementation. Overall, disciplined budgeting, forecasting, and financial oversight ensured that ACDO maintained a stable financial position in 2025, reinforcing donor confidence and the organization's commitment to transparent, accountable, and effective stewardship of resources.

Fund & Cash Management



Sufficient Liquidity & Timely Resources



Structured Forecasting & Monitoring



Coordinated Fund Transfer (Aligned to Timelines)

Diversed Portfolio & Outcomes



Education & Construction



Humanitarian & Infrastructure



Project Execution (High Rates)



Financial Stability (Stable Position)

Overall Financial Overview

In 2025, ACDO formalized partnerships through 13 Memoranda of Understanding with government ministries and stakeholders. These agreements clearly defined roles and responsibilities, reinforced safeguarding and accountability standards, and ensured structured collaboration across program sectors. MoUs provided practical frameworks for joint planning, information sharing, and coordinated implementation, helping maintain strong compliance with donor and regulatory requirements. By embedding program activities within existing government and community systems, these partnerships strengthened institutional relationships and contributed to long-term sustainability.

Indicator

Amount (USD)



Total Approved Budget (All Projects)

4,991,448.68



Total Funds Received (FY - 2025)

3,263,750.31



Total Expenditure (FY- 2025)

2,861,237.47



Overall Budget Utilization (against funds received)

88%

Completed Projects (High Execution Rate)

Province	Donor	Utilization	Status
Badghis & Ghor (AMD/2)	UNICEF	99%	Completed
Baghlan & Takhar (AMD/2)	UNICEF	100%	Completed
Ghor	UNICEF	100%	Completed
Badghis & Ghor (AMD/3)	UNICEF	96%	Completed
Baghlan (AMD/3)	UNICEF	99%	Completed
Takhar (AMD/3)	UNICEF	100%	Completed

Financial Controls and Monitoring Mechanisms

Throughout 2025, the team enhanced coordination between finance, programs, and procurement improved forecasting accuracy and minimized financial risks. ACDO strengthened its financial oversight through:

- Monthly and quarterly variance analysis
- Project-level financial review meetings
- Regular reconciliation of donor advances and expenditures
- Documentation verification for eligibility and compliance
- Joint finance-program budget tracking sessions

Audit and Compliance Performance – 2025

The following outcomes reinforce ACDO's strong compliance culture and transparent financial management systems.

- Organizational and project audits were successfully completed.
- No material findings were identified.
- Minor recommendations were promptly addressed.
- All expenditures were supported with proper documentation.
- Grant agreements were fully respected.

Overall Financial Performance Summary – 2025

Through disciplined stewardship and continuous system strengthening, ACDO ensured that every dollar entrusted to the organization was managed responsibly, transparently, and in direct support of vulnerable communities across Afghanistan. In 2025, ACDO's Finance Department:

- Achieved unqualified external audit opinions.
- Maintained full regulatory and donor compliance.
- Strengthened financial systems and internal controls.
- Improved forecasting accuracy and liquidity management.
- Built stronger institutional capacity across head and provincial offices.
- Reinforced ACDO's credibility with donors and partners.

Financial Stewardship, Compliance and Accountability – 2025

In 2025, ACDO's Finance Department reinforced its role as a strategic partner in delivering accountable, transparent, and efficient financial management systems that support program excellence across Afghanistan. The department prioritized compliance, audit readiness, liquidity management, staff capacity strengthening, and cross-departmental coordination to ensure that donor resources were managed responsibly and in full alignment with regulatory and contractual obligations. Key Financial Achievements and System Strengthening include;

◆ Strengthening Financial Governance Frameworks

- Revised and updated ACDO Financial Manuals and internal procedures to align with evolving regulatory and donor requirements.
- Developed and introduced improved financial tools and reporting templates to standardize processes across head and provincial offices.
- Conducted provincial finance capacity assessments (North Zone), providing structured recommendations to enhance compliance and reporting performance.

◆ Audit Excellence and Transparency

ACDO successfully completed multiple external and project audits during 2025, demonstrating strong compliance and financial integrity.

Audit		Audit Firm	Type	Result
Annual Audit 2024	ACDO	Rafaqat Babar and Company Chartered Accountants	Annual Audit	Unqualified Opinion
Education project in Badghis, Ghor, and Paktia	UNICEF	UHY Shafiq Umar Daraz & Co.	Project Audit	Unqualified Opinion
Education projects Baghlan, Takhar, Ghor, Badghis and Paktia	UNICEF	UHY Shafiq Umar Daraz & Co.	Spot Check	Low Risk (No Opinion Required)
Education Project in Takhar	AKF	World Bank's Afghanistan Monitoring Agent	Project Audit	Unmodified (as per agent regulations)

◆ Audit Outcome:

Independent auditors confirmed that ACDO's financial statements present a true and fair view of the organization's financial position, with no material misstatements identified. Recommendations provided by auditors were proactively addressed to further strengthen internal controls. This consistent record of unqualified and unmodified opinions reinforces ACDO's reputation as a transparent and accountable organization.

◆ Regulatory Compliance and Tax Management

During 2025, ACDO secured the Organizational Tax Exemption Letter (MTO-Letter attached). Submitted monthly taxation filings to the Ministry of Finance in full compliance. Successfully submitted the 2024 Annual Tax Return (Izharnama) and received final confirmation letters from relevant authorities. Maintained full compliance with national financial regulations and reporting standards

◆ Compliance, Audits and Financial Risk Management

ACDO's 2025 financial oversight framework focused on:

- Independent external audits.
- Internal compliance reviews.
- Strengthened documentation and evidence trails.
- Risk assessments and mitigation planning.
- Continuous monitoring of financial performance.

The audit processes covered:

- Grant expenditures
- Administrative and operational costs
- Internal control systems
- Compliance with donor contractual conditions
- Legal and statutory obligations

◆ Donor Compliance and Financial Reporting

ACDO maintained a strong donor confidence level through disciplined financial oversight and transparent reporting practices.

- Prepared and submitted all required quarterly and annual donor financial reports in a timely manner.
- Addressed donor review comments and management responses efficiently.
- Successfully managed multiple donor audit missions at ACDO main office.
- Ensured strict adherence to donor agreements and cost eligibility requirements.
- Successfully closed ended projects in 2025 following full financial reconciliation and audit clearance.

◆ Improved Financial Planning and Liquidity Management

- Enhanced forecasting models, reducing budget variance between forecast and actual expenditures.
- Maintained liquidity above operational thresholds throughout the year.
- Strengthened cash flow planning for field operations to ensure uninterrupted program delivery.
- Conducted head office and provincial financial performance review meetings to improve budget tracking and expenditure control.

◆ Strengthening Internal Controls and Risk Management

- Reinforced segregation of duties and internal control mechanisms.
- Conducted regular internal compliance reviews.
- Addressed audit recommendations and improved documentation practices.
- Strengthened financial risk mitigation processes through routine monitoring of expenditures, cash flow, and budget performance.

◆ Capacity Development and Institutional Strengthening

- Conducted training sessions for finance staff on advanced financial analytics and reporting tools.
- Mentored finance officers and junior staff to enhance reporting accuracy and professional development.
- Strengthened collaboration between finance, programs, procurement, and operations teams.
- Supported organizational assessments conducted by donors and international partners.

◆ Financial Risk Management

Throughout 2025, ACDO strengthened its financial risk management framework through:

- Regular internal risk assessments.
- Enhanced cash handling procedures.
- Improved procurement-finance coordination.
- Strengthened asset management controls.
- Contingency planning for liquidity management.

Strategic Priorities for Strengthening Financial Systems – 2026

Strategic Priority	Key Focus Areas	Expected Outcome
Digitalization & Automation	<ul style="list-style-type: none"> Upgrade accounting systems Integrate HR, procurement, & finance platforms Introduce digital approval workflows Enhance real-time financial visibility 	Improved efficiency, reduced manual errors, faster approvals, & real-time financial oversight
Strengthening Donor Compliance	<ul style="list-style-type: none"> Standardize grant compliance checklists Improve cost allocation methodologies Enhance documentation systems 	Stronger donor confidence and improved compliance with grant conditions
Reinforcing Internal Controls	<ul style="list-style-type: none"> Update financial SOPs Strengthen segregation of duties Conduct routine internal compliance reviews 	Reduced financial risk and strengthened accountability framework
Capacity Building	<ul style="list-style-type: none"> Continuous training for finance and Budget management and grant compliance workshops Structured mentoring systems 	Enhanced technical skills and improved cross-department coordination
Strengthening Budgeting & Forecasting	<ul style="list-style-type: none"> Improve scenario planning Introduce structured budget review meetings Enhance variance analysis tools 	Better financial planning accuracy and proactive cost management
Audit Readiness & Follow-Up	<ul style="list-style-type: none"> Establish audit preparation calendars Develop standardized audit documentation files Monitor implementation of audit recommendations 	Improved audit preparedness and reduced recurring findings
Enhancing Cash Flow and Treasury Management	<ul style="list-style-type: none"> Refine cash flow forecasting Optimize fund transfers to field offices Reduce risks associated with cash-based operations 	Stable liquidity and uninterrupted program delivery
Strengthening Inter-Departmental Coordination	<ul style="list-style-type: none"> Institutionalize joint finance-program review meetings Align financial planning with strategic program priorities 	Improved resource alignment and organizational efficiency



Financial Risk Matrix – 2025

Risk Category	Description	Likelihood	Impact	Key Mitigation Measures	Residual Risk
Cash Handling Risk	Exposure to misuse or loss due to cash-intensive field operations	Medium	High	Dual-custody controls, reduced cash transactions, strict cash advance ceilings, routine surprise cash counts, segregation of duties	Low–Medium
Exchange Rate Volatility	Currency fluctuations affecting project purchasing power and budget value	High	Medium–High	Regular exchange rate monitoring, revised budget forecasts, timely currency conversions, coordination with donors on adjustments	Medium
Operational Access Barriers	Restricted access to field sites affecting oversight and documentation review	Medium–High	High	Remote monitoring systems, mandatory scanned documentation, virtual financial reviews, structured field visit schedules	Medium
Operational Access Barriers	Restricted access to field sites affecting oversight and documentation review	Medium–High	High	Remote monitoring systems, mandatory scanned documentation, virtual financial reviews, structured field visit schedules	Medium
Delayed Donor Disbursements	Delays in fund transfers impacting liquidity & program continuity	Medium	High	Cash flow forecasting tools, timely reporting, proactive donor communication, contingency liquidity planning	Medium
Documentation Gaps	Incomplete or inconsistent supporting documents during high-volume reporting periods	Medium	Medium	Standardized templates, finance-program review meetings, documentation checklists, refresher trainings, strengthened filing systems	Low
Pre-Approval Compliance Risk	Risk of expenditures occurring without proper written authorization	Low–Medium	Medium	Mandatory written pre-approval policy, budget availability verification, procurement-finance coordination, approval hierarchy enforcement	Low–Medium
Supplier Payment Documentation Risk	Incomplete payment acknowledgment documentation from suppliers	Medium–High	Medium–High	Mandatory receipt acknowledgment policy, revised payment documentation procedures, strengthened filing systems, supplier reconciliation processes, reinforced audit trail controls	Medium

Financial Risk Management – 2025





Area of Risk Management	Key Measures Implemented	Outcome / Impact
Enhanced Internal Controls	<ul style="list-style-type: none"> Strengthened segregation of duties across finance functions; Introduced stricter documentation verification procedures; Reinforced approval hierarchies for expenditures; 	Reduced financial errors, improved accountability, and minimized operational risk
Cash and Treasury Management Improvements	<ul style="list-style-type: none"> Reduced reliance on physical cash transactions; Implemented routine and surprise cash counts; Improved cash flow forecasting; 	Stable liquidity, uninterrupted program delivery, and improved cash accountability
Audit Trail and Documentation Systems	<ul style="list-style-type: none"> Standardized payment and procurement documentation formats; Introduced receipt acknowledgment requirements for supplier payments; Conducted internal compliance reviews prior to external audits; 	Enhanced audit readiness and ensured transparency in financial reporting
Exchange Rate Risk Mitigation	<ul style="list-style-type: none"> Monitored currency movements regularly; Adjusted forecasts and expenditure plans; Coordinated with donors for budget flexibility; 	Minimized exchange losses and maintained accurate budget forecasting
Field Oversight and Remote Monitoring	<ul style="list-style-type: none"> Adopted digital document submission systems; Strengthened virtual financial review mechanisms; Scheduled structured field verification visits; 	Improved oversight of field operations and ensured compliance with internal controls

Overall Risk Assessment – 2025






Assessment Area	Key Highlights
Residual Risk	Most financial risks reduced to Low or Medium levels after mitigation measures
Losses / Fraud	No major financial losses or material fraud cases reported
Audit Findings	No significant findings related to systemic control failures
Liquidity	Stable liquidity maintained despite disbursement delays and exchange volatility
Organizational Impact	Risk management framework ensured resilience, compliance, and responsible stewardship of donor funds

Budget Utilization Summary – All Grants 2025





In 2025, ACDO managed a diversified grant portfolio across education, construction, humanitarian response, and infrastructure interventions funded by UN agencies and international partners. Financial performance was closely monitored to ensure alignment between approved budgets, implementation progress, and donor requirements. The overall portfolio utilization rate of 64% reflects a mix of completed projects with high execution rates and multi-year projects in early or mid-implementation phases.

Indicator	Amount (USD)
 Total Approved Budget	280,449,546
 Total Actual Expenditure	180,014,769
 Overall Utilization Rate	64%
 Total Variance (Unspent/Committed)	100,434,777




High Utilization Projects (Strong Financial Execution)

Project	Donor	Utilization	Status
Education in Ghor & Badghis	 unicef for every child	95%	Complete
Education in Baghlan & Takhar	 unicef for every child	99%	Complete
Culture heritage in Ghor	 unesco	100%	Complete
Protection in Herat	 unicef for every child	100%	Ongoing (Fully utilized phase)
Education in Herat, Farah & Badghis	 Save the Children	89%	Ongoing

Moderate Utilization Projects (Phased Implementation)

Project	Donor	Utilization	Status
Education in Takhar	 AGA KHAN FOUNDATION	51%	ongoing
Education in Samangan	 AGA KHAN FOUNDATION	62%	ongoing
Education Infrastructure in Samangan	 unicef for every child	74%	Completed
Education in Takhar	 Save the Children	73%	ongoing

Early-Stage / Low Utilization Projects

Project	Donor	Utilization	Status
WASH in Nangarhar	 AHF Afghanistan Humanitarian Fund	5%	ongoing
Emergency Response in Kunar & Nangarhar	 UNDP	7%	ongoing
Culture heritage in Ghor	 unesco	0%	Completed

System Improvements and Overall Financial Position – 2025

In 2025, the Finance Department strengthened ACDO's financial systems by enhancing cash management, improving documentation and reconciliation processes, standardizing reporting across head and provincial offices, and increasing coordination between finance, procurement, and program teams. These measures enhanced transparency, audit readiness, and real-time visibility of cash flows across all projects.

As a result, ACDO maintained a stable financial position throughout the year, with sufficient liquidity to support all key program interventions. Disciplined forecasting, robust internal controls, and coordinated fund management ensured that resources were available where and when needed, reinforcing the organization's commitment to responsible stewardship and uninterrupted service delivery.

Financial Performance Analysis and strategic insights

In 2025, ACDO demonstrated strong financial performance across its grant portfolio. Completed projects achieved high execution rates of 95%–100%, reflecting robust financial absorption capacity and effective fund management. Multi-year grants showed moderate utilization in line with phased implementation, while large infrastructure and humanitarian projects recorded lower spending that aligns with planned activity cycles. Overall, no major budget overruns occurred, and most variances represent committed funds for ongoing activities rather than inefficiencies.

The 2025 portfolio highlights ACDO's strong execution in education and community-based education programs, alongside a growing infrastructure and humanitarian portfolio entering active implementation. Enhanced forecasting, expenditure monitoring, and improved coordination between finance and program teams supported effective resource management. The overall utilization rate of 64% reflects the multi-year nature of several grants, with significant variances representing committed funds scheduled for 2026 implementation.

ACDO's 2025 budget utilization reflects high execution capacity, strong donor compliance, and controlled variance management across a large and diverse funding portfolio. The organization maintains a stable financial position and is well-positioned to accelerate ongoing project implementation in 2026 while continuing disciplined budget oversight and accountability.

Challenges, Lessons Learned, and Adaptive Actions – 2025

Key Challenges	Lessons Learned	Adaptive Actions / Improvements
Operational logistics and resource constraints	Early planning ensures efficient field operations	<ul style="list-style-type: none"> Strengthen planning and allocation of field resources; Enhance support for monitoring and field activities;
Timely funding and financial coordination	Proactive engagement supports uninterrupted project delivery	<ul style="list-style-type: none"> Maintain regular donor communication; Adjust project timelines when necessary;
Reporting and M&E improvements	Continuous learning strengthens program quality	<ul style="list-style-type: none"> Conduct staff trainings on reporting and MEAL best practices; Standardize MEAL reporting tools;
Field access limitations	Flexibility & adaptive approaches maintain service delivery	<ul style="list-style-type: none"> Develop contingency and remote monitoring plans; Enhance communication with community and local partners;
Recruitment in remote areas	Structured assessment support effective staffing	<ul style="list-style-type: none"> Use virtual recruitment and assessment tools; Align staffing with project timelines;
Timely submission of operational documentation	Clear guidance and planning improve efficiency	<ul style="list-style-type: none"> Standardize submission timelines; Provide mentoring and support for documentation processes;
Peak period workload	Early planning and prioritization improve productivity	<ul style="list-style-type: none"> Establish internal activity calendars; Plan resource allocation ahead of high-demand periods;
System and connectivity challenges	IT support ensures continuous operations	<ul style="list-style-type: none"> Upgrade systems for better reliability and integration; Provide basic IT support for staff;
Interdepartmental coordination	Clear processes enhance teamwork and efficiency	<ul style="list-style-type: none"> Conduct regular coordination meetings; Maintain centralized document management;

Key Challenges	Lessons Learned	Adaptive Actions / Improvements
Budget transparency	Sharing forecasts strengthens planning and compliance	<ul style="list-style-type: none"> Provide quarterly budget updates; Integrate program and financial planning;
Cash Flow Variability Due to Disbursement Timelines	Proactive liquidity planning is essential in a restricted financial environment. Strong forecasting systems reduce operational risk and ensure continuity of critical services.	<ul style="list-style-type: none"> Strengthened rolling cash-flow forecasting mechanisms; Introduced priority-based payment planning for essential program functions; Enhanced engagement with donors and financial institutions to align disbursement schedules; Maintained minimum operational reserve thresholds to manage short-term gaps;
Increasing Donor Compliance and Reporting Requirements	Early internal coordination and standardized documentation significantly reduce compliance risks and reporting stress.	<ul style="list-style-type: none"> Developed standardized donor reporting templates and compliance checklists; Conducted refresher trainings for finance and program teams; Institutionalized pre-submission quality review processes; Strengthened integration between Finance, MEAL, and Program units;
Capacity Gaps at Field Level	Continuous mentoring and simplified guidance tools improve documentation accuracy and financial accountability at decentralized levels.	<ul style="list-style-type: none"> Delivered targeted capacity-building and mentoring support to field teams; Developed user-friendly financial SOPs and guidance materials; Conducted periodic remote and in-person support missions to reinforce compliance standards;
High Volume of Audits and Financial Reviews	Standardized documentation and clear role allocation improve efficiency during multiple concurrent reviews.	<ul style="list-style-type: none"> Established organized digital and physical audit folders; Assigned audit focal points to streamline communication and follow-up; Improved internal documentation tracking systems to reduce response time;
Security and Access Constraints in Certain Project Areas	Flexibility and digital solutions are essential to maintain financial oversight in constrained environments.	<ul style="list-style-type: none"> Expanded remote monitoring & digital verification systems; Strengthened coordination with logistics & program teams for secure document transfers; Utilized trained local focal points to ensure continued financial support & oversight;
Staff Turnover and Peak Workload Pressure	Structured onboarding and workload redistribution are critical to maintain performance during transitions.	<ul style="list-style-type: none"> Improved onboarding packages and structured handover templates; Reallocated responsibilities based on workload analysis; Accelerated recruitment processes and engaged short-term technical support when required;

Case Studies and Human Impact Stories

Real Lives, Lasting Change

Behind every achievement recorded in 2025 are individuals, families, and communities whose lives were positively shaped through ACDO's interventions. Across education, protection, WASH, livelihoods, and community resilience programs, vulnerable populations experienced meaningful improvements in safety, wellbeing, dignity, and future opportunities.

ACDO's approach places people at the center of development and humanitarian action. By working closely with communities, strengthening local structures, and promoting inclusive participation, the organization ensured that assistance responded to real needs while empowering communities to take ownership of sustainable change. Programs were designed not only to deliver services, but to restore confidence, expand opportunities, and support communities in building safer and more resilient futures.

Throughout 2025, ACDO implemented integrated interventions across 10 provinces and 62 districts, reaching remote and underserved populations often facing multiple vulnerabilities. From children accessing education for the first time, to women strengthening their roles in community decision-making, to families improving health and living conditions through WASH and recovery support, these stories reflect the human impact behind program results.

The narratives presented in this section highlight how timely assistance, community engagement, and locally driven solutions enabled people to overcome challenges and move from vulnerability toward resilience and self-reliance. Together, they demonstrate that sustainable impact is measured not only through numbers reached, but through lives improved, voices empowered, and communities strengthened.

Education Transformation Stories

ACDO's education interventions in 2025 continued to bridge critical access gaps for children living in remote and underserved communities where formal schooling opportunities remain limited. Through Community-based education modalities and strengthened community engagement mechanisms, children, particularly girls were able to access safe and inclusive learning environments closer to their homes. Education initiatives extended beyond literacy by integrating life skills, hygiene awareness, and community participation into learning processes. School Management Shuras played an essential role in promoting accountability, improving attendance, and ensuring sustained community ownership of education services.

Success Story 1

A Student's Journey Toward Hope and Learning

Bass Banu, a Grade 4 student from Nojo Rogan Qol Village in Lal wa Sar Jangal District Ghor Province, represents the transformative impact of Community-Based Education initiatives implemented by ACDO in remote and underserved communities. Born into a family of thirteen members with limited economic means, Bass Banu's childhood was largely shaped by household responsibilities and livestock grazing rather than education and learning. Like many girls living in remote villages far from formal schools, access to education once seemed beyond her reach. The absence of nearby facility meant that literacy and schooling were only distant dreams for children in her community.

This reality changed with the establishment of a UNICEF funded and ACDO supported CBE class in her village. The announcement of a school being opened nearby brought renewed hope not only to Bass Banu but to many families who had long wished for education for their children, especially girls.

Joining the class marked a turning point in her life. What began as interest soon transformed into motivation and ambition. Starting from learning the alphabet for the first time, Bass Banu steadily progressed through her studies and is now successfully attending Grade 4. Today, she can read and write, assist her family by reading letters received from relatives, practice calligraphy, and recite passages from the Holy Quran, achievements that once seemed unimaginable. Education has reshaped her aspirations. While her earlier days revolved around daily chores, she now dreams of continuing her education and building a better future for herself and her community. However, uncertainty about the continuation of classes beyond primary levels remains a concern shared by many students in remote areas.



Bas Banu, ACDO CBE student, while reading her lessons for other classmates – Ghor Province.



Despite these challenges, Bass Banu's journey reflects how community-based education programs can restore hope, dignity, and confidence among rural girls. Her story stands as a powerful reminder that access to education not only changes individual lives but also strengthens families and communities. ACDO's Community-Based Education program continues to serve as a lifeline for children in hard-to-reach areas, ensuring that distance, poverty, and social barriers do not prevent children especially girls from realizing their right to education.

"The arrival of the school in our village felt like a new beginning for me. Now I can read, write, and dream about my future."

Bass Banu, CBE Student, Ghor Province

Key Achievements in Education Transformation



Expanded equitable access to education for girls and boys in remote districts



Integrated life skills and hygiene awareness into learning curricula



Strengthened school governance through active School Management Shuras



Improved student retention and academic performance through community-led monitoring

Women & Girls Empowerments

Empowering women and girls remained central to ACDO's programming approach in 2025. Through integrated education, livelihoods, protection, and community engagement initiatives, women were supported to strengthen their skills, participate in local decision-making processes, and contribute to household resilience and social development. ACDO's interventions promoted safe participation spaces where women gained confidence, leadership skills, and economic opportunities, enabling them to move from beneficiaries to active contributors within their communities.



Education



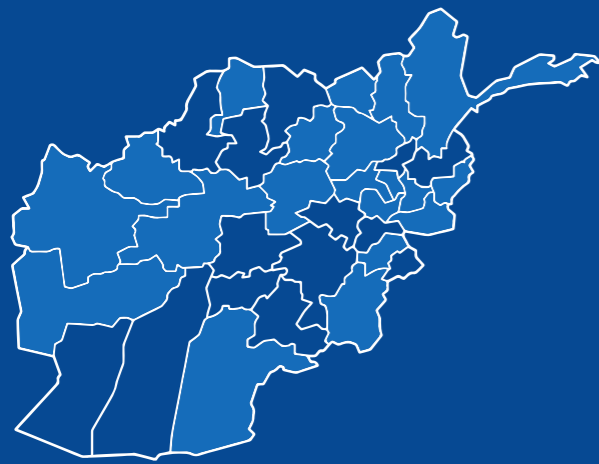
Livelihood



Protection



Community Engagement



Women Participation in community decision making
ACDO - Takhar province

Success Story 2

Strengthening Women's Voice and Leadership in the Community

In Sarqulaq village, Kalafgan District, Takhar Province, women's participation in community decision-making was long restricted by social norms and economic challenges. Raihana, a mother of five, wished to contribute to improving education and social conditions but lacked safe platforms to voice her views.

This changed in 2025 when the Asia Community Development Organization (ACDO) introduced School Management Shuras and women's forums under its education and engagement programs. Through awareness sessions, leadership training, and mobilization activities, women were encouraged to join local decision-making. With ACDO's support, Raihana became an active member of the School Management Shura. Participation in meetings and capacity-building boosted her confidence, communication, and understanding of community priorities. She began advocating for girls' education, encouraging families to enroll and retain daughters in school, and helped strengthen communication between teachers, parents, and leaders creating a more supportive learning environment, especially for girls.

Reflecting on her experience, she shared:

"Before, women rarely participated in community discussions. Through ACDO's support, I gained confidence to share my ideas and work together with others for the benefit of our children and community. Now I feel that women's voices are heard and respected."

Today, Raihana is a role model for women in her village. Her active participation has inspired others to join community initiatives, strengthening collective ownership and promoting inclusive development.

Her story shows how ACDO's integrated approach combining education, empowerment, and community engagement improves services while driving lasting social change, enabling women to become leaders and agents of transformation in their communities.



Key Achievements in Women and Girls Empowerment

- Strengthened women-led community committees and participation platforms
- Delivered targeted skills development opportunities
- Promoted girls' education and improved school retention
- Fostered leadership, confidence, and mentorship opportunities

Community Resilience and Recovery Stories

In response to recurring humanitarian shocks, displacement, and economic hardship, ACDO's 2025 programming prioritized strengthening community resilience and recovery capacities. By combining humanitarian assistance with long-term capacity-building approaches, communities were supported to reduce vulnerabilities and lead their own recovery processes. Interventions in WASH, livelihoods, and community-based protection enabled households to improve living conditions while reinforcing local preparedness and collective response mechanisms.

Success Story 3

Restoring Dignity and Health for Mir Salam's Family

In Fatihabad Village of Surkhrood District, Nangarhar Province, Mir Salam, a 32-year-old daily wage laborer, has long carried the responsibility of supporting his family of nine as the sole breadwinner. Living in a rural community with limited livelihood opportunities, sustaining even the most basic household needs remained a constant struggle due to irregular income and limited access to essential services.

Like many vulnerable families in underserved areas, Mir Salam's household faced persistent economic uncertainty. Daily labor opportunities were inconsistent, often leaving the family without sufficient resources to meet food, healthcare, and basic living requirements. Compounding these challenges was the absence of adequate water, sanitation, and hygiene facilities in the village, exposing his family to serious health risks and unsafe living conditions.

A turning point came with the implementation of ACDO's WASH project in Fatihabad village, supported by AHF. The intervention aimed to improve sanitation access while strengthening community resilience through integrated humanitarian assistance. Through the project, Mir Salam's family gained access to safe and improved sanitation facilities, significantly enhancing household hygiene practices and reducing exposure to waterborne diseases. In addition, temporary employment opportunities created under the project provided short-term financial relief, enabling him to better support his family during a critical period. The combined impact of improved sanitation services and livelihood support brought visible changes to the family's well-being. Health risks associated with poor sanitation decreased, living conditions improved, and the family experienced renewed stability and dignity within their community.

Reflecting on this transformation, Mir Salam shared:

"Life was very difficult for me as a laborer with a large family. There were many days when I struggled to provide for my children. With the support of the WASH project, our living conditions have improved, and I feel hopeful again. I am grateful to ACDO and the Afghanistan Humanitarian Fund for supporting families like mine."

Mir Salam's story illustrates how targeted, community-based WASH interventions can go beyond infrastructure support by restoring dignity, improving public health, and strengthening resilience among vulnerable households. Through initiatives like this, ACDO continues to support communities in building safer, healthier, and more sustainable living environments.



WASH facilities and latrine construction by ACDO in Nangarhar Province

Key Achievements in Community Resilience

- Delivered rapid and coordinated humanitarian responses
- Strengthened community-based disaster risk reduction mechanisms
- Supported sustainable livelihoods and economic recovery
- Enabled inclusive participation of women, youth, and marginalized groups



ACDO Child Care and Protection center in Isalm Qala Zero point , Herat Province

Success Story 4

A Journey Toward Protection, Care, and Hope

In December 2025, Abdul Ghafar, an eight-year-old unaccompanied child, returned to Afghanistan through the Islam Qala border crossing after a difficult journey from Iran. Arriving without family support, he faced significant protection risks and required immediate care, safety, and psychosocial assistance. During initial screening conducted by ACDO's Child Protection team at the Islam Qala zero point, Abdul Ghafar was identified as highly vulnerable and experiencing emotional distress. Recognizing the urgency of his situation, ACDO promptly enrolled him in child protection case management services to ensure individualized and continuous support.

As part of the response, Abdul Ghafar received structured psychosocial support designed to help him cope with stress, rebuild emotional stability, and restore a sense of safety. He was also provided with a child-friendly PSS kit containing recreational and learning materials to encourage positive engagement and emotional recovery. To ensure sustained protection and follow-up care, ACDO facilitated his referral to the Child Care Support Center at Islam Qala. Through this coordinated referral mechanism, Abdul Ghafar gained access to a safer environment, regular monitoring, and specialized child protection services aimed at addressing his immediate and longer-term needs.

Reflecting on the support he received, Abdul Ghafar shared:

"When I received support, I felt that I was not alone anymore. Now I have hope that I can continue my education and build a better future."

Following timely intervention, Abdul Ghafar has demonstrated encouraging progress, showing improved emotional well-being and active participation in child-friendly activities. His case continues to be closely monitored as efforts remain underway to identify durable solutions, including family tracing and safe reintegration whenever possible.

This story highlights ACDO's commitment to safeguarding vulnerable returnee children through early identification, coordinated case management, and child-centered psychosocial support services implemented in partnership with Save the Children.

"When I arrived at Islam Qala, I felt scared and alone, but the support I received helped me feel safe and cared for. I hope other children returning alone can also receive the same protection and support."

Abdul Ghafar, Child Protection Beneficiary

Stories of Change – A Shared Journey

The stories presented throughout this section reflect ACDO's belief that sustainable development is driven by empowered communities. While quantitative results demonstrate reach, the real measure of success lies in improved dignity, strengthened confidence, and enhanced resilience among individuals and families. Across Afghanistan in 2025, ACDO-supported communities transitioned from vulnerability toward self-reliance: children accessed education, women strengthened leadership roles, and families rebuilt safer and healthier lives. These stories collectively demonstrate that when communities are engaged as partners rather than recipients, they become agents of lasting change.



Group of ACDO CBE students showing their message about importance of education – Badghis Province.

Cross-Cutting Impact Highlights

ACDO recognizes that sustainable impact goes beyond sectoral achievements. In 2025, cross-cutting principles remained at the core of all programs, ensuring that humanitarian and development interventions not only addressed immediate needs but also promoted inclusion, protection, accountability, and long-term resilience for communities across Afghanistan.



Gender Equality and Women's Participation

Promoting gender equality remained central to ACDO's work. In communities where barriers limit opportunities for women and girls, ACDO partnered with families, leaders, and local structures to ensure safe participation. Girls accessed education through community-based learning, while women engaged in livelihoods, committees, and decision-making platforms. These efforts strengthened women's confidence, improved household well-being, and advanced recognition of their roles as active contributors to community development and recovery.



Protection Mainstreaming

Protection was systematically integrated across all ACDO programs to ensure assistance was safe, ethical, and dignified. Vulnerable groups—including children, returnees, female-headed households, and those at risk—were prioritized, with services tailored to their needs. Field teams applied safeguarding principles, promoted safe access, minimized risks, and strengthened referral pathways for specialized support. By embedding protection into education, WASH, livelihoods, and emergency response, ACDO reinforced a culture of care and responsibility toward affected populations.



Accountability and Disability Inclusion

In 2025, ACDO strengthened its commitment to accountable and inclusive programming by ensuring that communities remained actively engaged in decisions influencing their lives while promoting equitable access to services for all, including persons with disabilities. Through regular community consultations, feedback sessions, and accessible complaint and response mechanisms, ACDO enabled community members to voice concerns, share recommendations, and contribute to program implementation and improvement. These accountability practices enhanced transparency, reinforced trust between communities and ACDO teams, and ensured that interventions remained responsive to locally identified needs and cultural contexts. At the same time, ACDO prioritized the meaningful inclusion of persons with disabilities across its programs. Community mobilization efforts supported the identification and participation of individuals who are often excluded due to physical, social, or economic barriers. Wherever possible, project facilities and services were adapted to improve accessibility, while awareness initiatives promoted acceptance, dignity, and equal participation within communities. By integrating accountability and inclusion approaches, ACDO ensured that assistance reached those most vulnerable while fostering a culture of participation, respect, and shared responsibility. These efforts contributed not only to improved service delivery but also to stronger social cohesion and more inclusive community development outcomes.



Climate Sensitivity and Community Resilience

Recognizing the growing impact of climate shocks on vulnerable populations, ACDO integrated climate awareness and resilience into its programming. Livelihood, WASH, and recovery initiatives promoted sustainable resource use, preparedness, and locally driven adaptation. Communities strengthened coping mechanisms against droughts, floods, and seasonal disruptions. By linking humanitarian response with resilience-building, ACDO reduced long-term vulnerabilities while helping communities safeguard livelihoods and future well-being.

Voices from the Field – Stories in Their Own Words

Behind every number reported in 2025 lies a personal journey of resilience, hope, and transformation. The voices below reflect the lived experiences of individuals and communities supported through ACDO's programs across Afghanistan. Their words capture the human impact of education, protection, empowerment, and community resilience initiatives implemented throughout the year.



“

Before the school opened in our village, I spent my days helping at home and grazing animals. Now I can read, write, and dream about becoming someone who helps my community. Education has changed how I see my future.

Student
Community-Based Education Beneficiary



“

Teaching children in my own community has shown me how powerful education can be. When girls attend school confidently and parents support learning, the entire village begins to change.

Teacher
Community Educator



“

Through cooperation with ACDO, our community became more united in supporting education and development activities. We now take responsibility for protecting schools and ensuring children continue their learning.

Community Elder
Shura Member



“

When I arrived at the border, I felt alone and afraid. The support I received helped me feel safe again. Now I have hope that I can continue my education and have a better future.

Returnee Child
Child Protection Program



“

Through the WASH support, my family now has safe drinking water and proper sanitation facility. This has reduced illnesses in our home and given us greater comfort, health, and dignity in our daily lives.

Safiullah
WASH Beneficiary

Voices from the Field – Stories in Their Own Words

These voices represent thousands of individuals reached through ACDO's integrated humanitarian and development programs in 2025. Their experiences demonstrate that sustainable impact is achieved when communities are listened to, empowered, and supported to lead their own progress.

Before and After - Transforming Lives and Communities

ACDO's interventions in 2025 focused not only on addressing immediate humanitarian needs but also on creating lasting improvements in the daily lives of vulnerable communities. The following snapshots illustrate how targeted support translated into visible and meaningful change across education, protection, livelihoods, and community resilience sectors.

Before Intervention	After ACDO Support
<p>Children in remote villages lacked access to nearby schools</p>	<p>Functional Community-Based Education (CBE) and Accelerated Learning Classes established within communities</p>
<p>Girls faced barriers to continuing education</p>	<p>Increased enrollment and retention of girls in safe and accessible learning environments</p>
<p>Households practiced open or unsafe sanitation</p>	<p>Families gained access to improved household latrines and hygiene awareness</p>
<p>Communities had limited knowledge of hygiene practices</p>	<p>Improved sanitation behaviors contributing to healthier living conditions</p>
<p>Women had minimal participation in community decisions</p>	<p>Active engagement of women in community committees and leadership platforms</p>
<p>Vulnerable returnee children lacked protection services</p>	<p>Child protection case management and psychosocial support services established</p>
<p>Communities relied solely on external assistance during crises</p>	<p>Strengthened community-led resilience and recovery mechanisms</p>
<p>Limited livelihood opportunities for vulnerable families</p>	<p>Skills development and temporary employment improving household stability</p>

Looking Ahead:

Strategic Outlook 2026 – Forward-Looking Credibility

Following a year of operational consolidation and institutional strengthening in 2025, ACDO enters 2026 with renewed strategic clarity and strengthened organizational capacity. Investments made in financial management, internal control, program quality, monitoring systems, and partnership engagement have positioned the organization to transition from operational stabilization toward sustainable and responsible growth. ACDO's 2026 outlook focuses on maintaining program quality while expanding impact through evidence-based planning, adaptive management, and strengthened localization practices. ACDO will continue aligning its interventions with evolving humanitarian and development priorities while ensuring accountability, transparency, and community ownership remain central to all programming efforts.

Strategic Priorities and Programmatic Focus for 2026

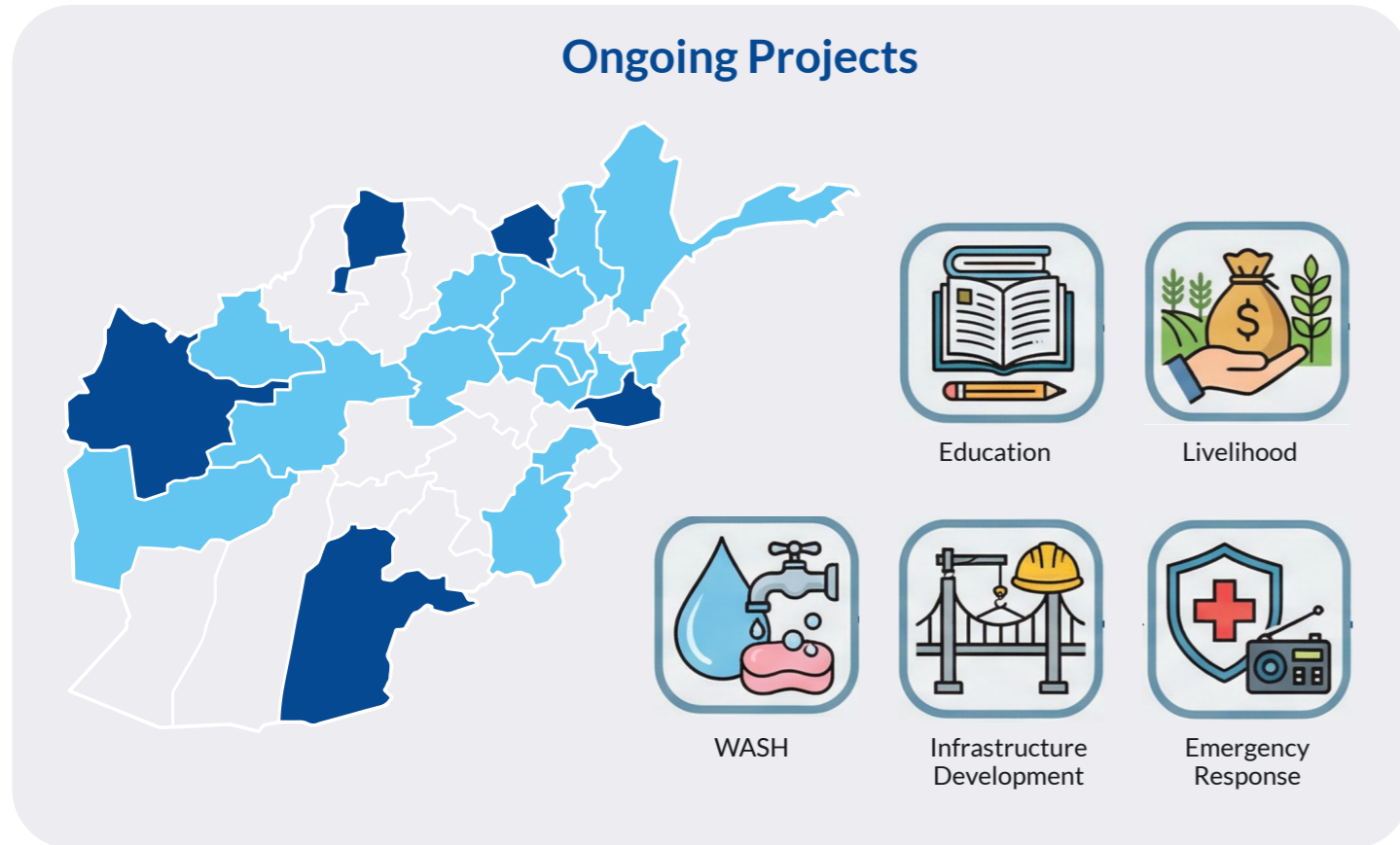
In 2026, ACDO will continue advancing integrated programming across its core sectors, including humanitarian and emergency response and recover, education, protection, livelihoods, food security and agriculture, WASH and infrastructures, cultural heritages, and community resilience. Program interventions will increasingly adopt area-based and multi-sector approaches to address interconnected community needs more effectively. Strategic emphasis will be placed on constructing, rehabilitation and strengthening community infrastructures and systems, improving service accessibility, and supporting vulnerable populations through sustainable solutions rather than short-term assistance alone. Cross-cutting priorities such as gender inclusion, safeguarding, accountability to affected populations, and climate sensitivity will remain embedded throughout program implementation. ACDO aims to sustain operational presence in priority provinces while carefully expanding activities where partnerships, funding opportunities, and access conditions allow.



ACDO CBE class students while playing recreational activities, Ghor Province.

Ongoing and Pipeline Projects and Funding Priorities

ACDO enters 2026 with a strong combination of ongoing projects and a well-developed pipeline of funding opportunities with institutional donors, UN agencies, and international NGO partners. Current projects initiated in 2024 and 2025, spanning education, livelihoods, WASH, infrastructure development, and emergency response and recovery, continue to generate tangible, measurable impact while providing valuable insights to inform program improvements and strategic planning. ACDO will sustain its existing partnerships while pursuing new collaborations that foster long-term impact, technical exchange, consortium engagement, and predictable funding arrangements. Priority areas for 2026 include multi-sector emergency response, education access and quality improvement, climate-resilient livelihoods, community-based WASH infrastructure, and strengthening the capacity of local service systems. In addition, ACDO will continue diversifying its funding sources, deepening engagement with current partners, and enhancing the quality of proposals, evidence-based programming, and results-oriented reporting. These efforts aim to ensure programs remain sustainable, accountable, and consistently deliver high-quality outcomes for communities.



Scaling Impact, Innovation, and Sustainability

ACDO's growth strategy for 2026 emphasizes scaling impact through improved efficiency and innovation rather than expansion alone. Building on lessons learned in 2025, ACDO will further strengthen digital monitoring systems, beneficiary feedback mechanisms, and adaptive program management practices. Innovation efforts will focus on practical and locally appropriate solutions, including climate-smart livelihood approaches, digital data management tools, and strengthened accountability systems. Sustainability will remain a guiding principle, with increased attention to community ownership, institutional capacity transfer, and exit strategies integrated into project design to ensure lasting benefits beyond project lifecycles.

Strengthening Systems, Partnerships, and Localization

ACDO will continue reinforcing internal governance and operational systems in 2026 and ahead to support compliance, transparency, and organizational resilience. Ongoing improvements in programs, finance, supply chain, human resources, safeguarding, and MEAL systems will enhance efficiency and risk management capacity. Localization remains central to ACDO's institutional vision. ACDO commit to expand collaboration with local civil society actors, community-based structures, and technical partners while actively contributing to national coordination platforms including ACBAR, clusters, and sectoral working groups. Through strengthened systems, trusted partnerships, and locally led approaches, ACDO aims to further position itself as a reliable national organization capable of delivering accountable, high-quality, and sustainable programs at scale.

Strategic Outlook Statement and commitments

ACDO's commitments for 2026 reflect a balanced approach that prioritizes program quality, institutional accountability, and sustainable impact. While operating within a complex and evolving context, ACDO remains dedicated to adaptive learning, responsible growth, and locally led solutions that strengthen resilience and support communities toward long-term recovery and development. As moves into 2026, ACDO remains committed to strengthening impact, institutional performance, and sustainable community outcomes. The following registered strategic commitments reflect ACDO's planned priorities based on operational learning from 2025, ongoing partnerships, and anticipated program opportunities.

Strategic Area	Strategic Commitment
Program Quality and Reach	Sustain and responsibly expand integrated humanitarian and development programming in priority provinces based on funding availability and access feasibility.
People Reached	Aim to maintain or moderately increase direct community reach compared to 2025 through improved targeting efficiency and integrated interventions.
Education Programming	Strengthen access to inclusive and community-based education services while supporting local education structures and learning environments.
Agriculture, Food Security & Livelihoods	Expand climate resilient agriculture and livelihood initiatives to support vulnerable households, enhancing food security, self-reliance, and income stability.
WASH & Community Infrastructure	Improve access to safe water, sanitation, and community infrastructure through sustainable and community-managed solutions.
Innovation & Digital Systems	Enhance digital data collection, MIS utilization, and real-time monitoring systems to support evidence-based decision-making.
Accountability & Safeguarding	Further strengthen Accountability to Affected Populations, safeguarding, and PSEA compliance across all operations.
Localization Commitment	Increase collaboration with local civil society organizations and community structures through equitable partnership approaches.
Institutional Systems	Continue strengthening program, finance, procurement, HR, and MEAL systems to ensure transparency, compliance, and operational efficiency.
Partnership & Resource Mobilization	Diversify funding partnerships while strengthening long-term collaboration with institutional donors, UN agencies, and INGO partners.
Sustainability Focus	Integrate community ownership, capacity transfer, and exit strategies across program design and implementation.

Governance, General Assembly, and Institutional Review

ACDO's commitment to strong governance underpins all aspects of its operations. In 2025, the organization continued to prioritize transparency, accountability, and strategic oversight, ensuring that programs and resources were managed effectively while aligning with national priorities and donor expectations. Strong governance structures enabled ACDO to maintain organizational integrity, support evidence-based decision-making, and drive continuous improvement across its programs and institutional systems.

General Assembly Highlights – 2024

The General Assembly serves as ACDO's highest decision-making body, providing guidance on strategic direction, institutional policies, and long-term priorities. In the 2024 cycle, the Assembly played a pivotal role in reviewing organizational performance, approving annual budgets of 2025, and endorsing strategic initiatives that shaped programming and operational growth for the year 2025. The General Assembly reinforced ACDO's commitment to good governance by ensuring that all decisions were informed, transparent, and aligned with the organization's mission to serve vulnerable communities effectively.

ACDO's General Assembly model is designed to be highly inclusive and participatory, bringing together a wide range of stakeholders. This includes representatives from government ministries, humanitarian and development clusters, donors and funding partners, as well as key community members such as elders, local leaders, and community-based partners. The Assembly also engages ACDO's Board members, Executive Board, Senior Management Team, and key management personnel. This collaborative approach ensures that diverse perspectives inform decision-making, reinforces accountability, and strengthens partnerships across all levels of programming and governance.

Key highlights included:

- Review and approval of the 2024 Annual Report
- Review and approval of the 2024 annual audited financial statement
- Validation of strategic plans and operational priorities for 2025
- Guidance on resource mobilization, partnerships, and engagement strategies
- Deliberation on institutional policies, SOPs and compliance standards
- Approval of 2024 11 revised and modified policies, procedures and tools
- Support enhancing localization and community-centered programming

ACDO Admin & HR Manger while speaking in ACDO General Assembly 2024
- Kabul star



Looking ahead, ACDO's 2025 General Assembly is planned to take place in April 2026. This upcoming Assembly aims to further strengthen strategic oversight, promote innovation in humanitarian and development programming, and reinforce ACDO's commitment to localization and community-centered approaches. By bringing together leadership, stakeholders, and partners, the Assembly will serve as a platform to validate key priorities, enhance operational excellence, and ensure continued alignment with ACDO's mission to effectively serve the most vulnerable communities.

Board Decisions and Strategic Oversight

The Board of Directors provided critical oversight throughout 2025, ensuring that organizational decisions reflected both operational realities and long-term sustainability objectives. Through quarterly organized board meetings, consultations, and performance reviews, ACDO ensured that its governance structures remained responsive, accountable, and effective, while enabling management to operate with clarity and confidence.

Key strategic decisions and oversight activities included:



Approving programmatic expansions and resource allocation across operational and nonoperational provinces



Monitoring organizational performance, risk management, and compliance with donor regulations, global humanitarian standards and local laws



Endorsing strategies and engagement initiatives



Reviewing and providing guidance on policy updates, safeguarding measures, and institutional procedures



Supporting leadership in strategic planning, including mid-year adjustments based on program evaluations



ACDO Board of Directors Meeting 2025
Kabul, ACDO Main Office

GOAL 1

Deliver Life-Saving and Quality Humanitarian Assistance

Ensure timely, inclusive, and high-quality delivery of humanitarian and development assistance to vulnerable and underserved populations across Afghanistan, with a strong focus on education, protection, WASH, and infrastructure.

KEY Indicators (2025):



At least 100,000 individuals reached across all sectors (disaggregated by gender, age, disability)



Minimum 90% beneficiary satisfaction rate based on AAP feedback mechanisms



100% of projects meet donor technical standards and reporting timelines



Services delivered in at least 15 provinces

GOAL 2

Strengthen Gender Equality and Inclusive Programming

Advance gender equality and social inclusion by promoting women's participation, leadership, and access to essential services while ensuring inclusive programming for children, persons with disabilities, and other marginalized groups.

KEY Indicators (2025):



Minimum 45% female participation across all program beneficiaries



Minimum 40% or more female staff representation maintained across ACDO workforce



100% of projects integrate gender and inclusion analysis in design



All staff trained annually on Gender, PSEA, and Safeguarding policies and protocols



GOAL 3

Enhance Accountability, Safeguarding, and Community Engagement

Strengthen accountability to affected populations through strong feedback mechanisms, safeguarding systems, and meaningful community participation in project planning, implementation and monitoring.

KEY Indicators (2025):



Functional Complaint, Feedback and Response Mechanisms in 100% of operational locations



100% of safeguarding concerns addressed in line with ACDO policies



At least 70% of projects designed or adjusted based on community feedback



Active engagement with key communities in all community-based interventions



GOAL 4

Improve Organizational Effectiveness and Staff Capacity

Invest in human resources, systems, and institutional capacity to enhance operational efficiency, staff performance, and program quality across all levels.

KEY Indicators (2025):



At least 50% of staff receive role-relevant training annually



Updated organizational structure and Policies implemented organization-wide



Performance appraisals completed for 100% of staff



Reduced staff turnover by X% compared to 2024



GOAL 5

Strengthen Partnerships & Resource Mobilization

Expand and deepen strategic partnerships with donors, UN agencies, government ministries, clusters, and I/NGOs to enhance coordination, sustainability, and funding diversification.

KEY Indicators (2025):



Maintain active partnerships with at least 6 major donors



Formal collaboration MoUs with relevant ministries in priority sectors







Secure USD 5 million in new or renewed funding



Organizational Performance Review and Planning

ACDO undertook comprehensive institutional performance reviews in May 2025 to assess program delivery, operational efficiency, and strategic impact. These reviews informed evidence-based planning and enabled adaptive management across all sectors of operation. The outcomes of these reviews strengthened organizational resilience, informed decision-making, and ensured that ACDO remained accountable to both communities and partners. By integrating performance insights into forward-looking plans, ACDO reinforced its commitment to effective, sustainable, and impact-driven programming.

Key elements of the review and planning process included:

 <p>Evaluation of programmatic achievements and lessons learned across 10 provinces and 62 districts;</p>	 <p>Assessment of operational systems, including financial management, human resources, logistics, and information management;</p>
 <p>Monitoring compliance with donor agreements, national regulations, and internal policies;</p>	 <p>Strategic prioritization for 2026, incorporating risk analysis, funding considerations, and emerging humanitarian and development needs;</p>

Governance Highlights – 2025 at a Glance

 <p>General Assembly actively engaged in strategic review and planning</p>	 <p>Board of Trustees provided oversight and guidance on operational, financial, and programmatic matters</p>
 <p>Institutional performance reviews informed evidence-based adjustments and forward-looking strategies</p>	 <p>Strengthened compliance, risk management, and policy adherence across the organization</p>
 <p>Governance structures contributed to transparency, accountability, and strategic alignment across all programs</p>	

Leadership Reflection

Good governance is the foundation of ACDO's effectiveness and credibility. In 2025, our General Assembly, Board of Trustees, and institutional review mechanisms ensured that our programs were aligned with our mission, accountable to our partners and communities, and positioned to achieve sustainable impact. Governance is not just a process; it is a promise to the people we serve.

Appreciation to Donors and Strategic Partners

ACDO extends its deepest gratitude to the donors for funding, UN agencies and international NGO partners for funding partnerships, and sectoral ministries and authorities for collaboration whose support made our programs possible. In 2025, your guidance, financial contributions, and strategic collaboration empowered ACDO to maintain our reach, enhance program quality, and respond effectively to the evolving needs of vulnerable populations.

We would like to particularly acknowledge the support of:

	<p>UNOCHA / AHF – provided crucial funding for WASH programs and emergency response projects, enabling timely and effective interventions in areas affected by disasters and displacement.</p>
	<p>UNICEF – financed education programs, including Community-Based Education (CBE), Accelerated Learning Programs (ALP), school construction, and WASH facilities in schools, ensuring access to quality learning for children in underserved communities.</p>
	<p>UNDP – financed emergency relief and recovery initiatives, strengthening resilience among disaster-affected and vulnerable populations.</p>
	<p>UNESCO – supported cultural preservation and heritage projects, promoting local knowledge, and community-based cultural initiatives.</p>
	<p>Aga Khan Foundation – supported community-based education projects, enhancing equitable access to learning opportunities in remote and marginalized communities.</p>
	<p>Save the Children – financed community-based education and child protection projects, safeguarding the well-being and rights of children across multiple provinces.</p>
	<p>World Vision – supported education infrastructure projects, improving learning environments and facilities for girls' children in underserved areas.</p>
	<p>Ministry of Economy – facilitated program access, provided strategic collaboration, and ensured alignment with national development priorities.</p>
	<p>Ministry of Education – offered technical support, program guidance, and field-level coordination, monitoring, evaluations, enhancing education service delivery.</p>



Ministry of Rural Rehabilitation and Development – provided collaboration, technical guidance, monitoring, evaluations, and access to rural communities for program implementation.



Ministry of Refugees and Repatriates – supported access, collaboration, and technical guidance, field support, monitoring, evaluations, for programs targeting returnees and displaced populations.



Ministry of Labor and Social Affairs – provided technical advice, coordination, and support for social protection and community development initiatives.



Education Cluster – offered coordination, technical guidance, and endorsement of education programs, ensuring alignment with national standards and humanitarian priorities.



WASH Cluster – facilitated sector coordination, technical support, and joint planning, enhancing the effectiveness of water, sanitation, and hygiene interventions.



Protection Cluster – provided technical guidance, monitoring frameworks, and coordinated protection activities for vulnerable groups, including women, children, and displaced populations.



FSAC Cluster – ensured coordination of food security and livelihood interventions, supported technical assessments, and endorsed integrated approaches to address community needs.



Nutrition Cluster – facilitated technical support, capacity building, and strategic coordination to improve nutrition outcomes among children and vulnerable populations.



Technical Working Groups (AAP, HAWG, DiWG, GBV, PSEA, CPAoR, HRWG, AWWG) – contributed sector-specific expertise, promoted knowledge sharing, and endorsed program strategies to strengthen program quality and sustainability.



ACBAR (Agency Coordinating Body for Afghan Relief & Development) – provided essential coordination, information, advocacy, capacity, and facilitation, enabled ACDO to harmonize efforts and strengthen collective and shared impact.



ANCB (Afghanistan NGO Coordination Bureau) – facilitated collaboration and information sharing among NGOs, supporting effective program planning, and sectoral coordination.



AAWAZ Afghanistan – for the vital support and collaboration, ensuring that the voices of vulnerable and marginalized populations are heard and integrated into our interventions.



Community Leaders and Elders – offered guidance, local insight, and mobilization support, helping programs align with community needs and cultural practices.



SMS (School Management Shuras and School Committees) – played a key role in supporting education initiatives, overseeing school management, and ensuring student engagement.



Local Volunteers – contributed time, skills, and local knowledge, supporting program implementation, outreach, and community engagement



Community-based Structures and Associations – partnered in program planning, implementation, and monitoring, ensuring services are context-appropriate, sustainable, and responsive to community priorities.

Your trust, guidance, and partnership enabled ACDO to deliver context-responsive, accountable, and integrated programs, while reinforcing national systems, promoting community-led development, and ensuring long-term impact for vulnerable populations.

Recognition of Staff, Volunteers, and Communities

The accomplishments of 2025 reflect the steadfast commitment, professionalism, and resilience of ACDO's staff and volunteers, whose dedication ensured that programs reached those who needed them most. From field officers navigating challenging terrains to technical teams providing specialized expertise and oversight, every member of the ACDO family contributed to our shared mission of promoting sustainable development and resilience.

Equally, we honor the communities themselves, whose engagement, leadership, and active participation made programs meaningful and sustainable. The contributions of School Management Shuras, community councils, local leaders, women, and youth groups were instrumental in guiding implementation, providing feedback, and sustaining results beyond project timelines. Their collaboration embodies the spirit of partnership and local ownership that lies at the heart of ACDO's work.



for sustainable future



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