IAM is an international charitable non-profit Christian organisation, serving the people of Afghanistan, through capacity building in the sectors of Health and Economic Development.
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Respected Partners and Friends of IAM,

The year 2011 was a rather ‘normal’ year. After 2010, with the tragic death of eleven of our IAM colleagues, that was a welcome change. However, even in 2011 the loss of our colleagues continued to affect us and our work. A film crew made a video of the life of Karen Woo, one of the Nuristan Eye Camp team members. We also had a much higher attendance at our annual Board meeting. We welcomed this show of support by those who make our work possible by sending team members and funds. We continued to stay in touch with the family members of those killed. Libby Little and Seija Terry, widows of Tom Little and Dan Terry, visited us on the first anniversary of the murders in August.

In 2011 IAM was blessed with a full contingent of leadership team members. This means that IAM projects, staff and volunteers received the kind of support we like to give. We do however realize that we have been unusually blessed in this way, and would be surprised if this situation were to continue.

Security-wise 2011 was a somewhat abnormal year, in a positive sense. For the last eight years security has gradually, but consistently, deteriorated. As a result, we can no longer travel by road between regions; travel is now done by air, making it expensive and uncertain. However, from August 2011 onwards, the security situation seems to have made a turn for the better. The first sign of improvement was an increase in the number of patients coming from Helmand in the south to the Kandahar NOOR Eye Hospital. Other signs were the decrease in the number of Armed Opposition Group initiated attacks and the improved security on the road from Maimana to Mazar-i-Sharif. The two big questions are why there seem to be a stabilisation and an even slight improvement in the security situation, and will this improvement continue. Winter is usually a time of less intense fighting. By summer 2012 we may know the answer to these questions.

The tag line for IAM is “Serving Afghans – Building Capacity”. These two components, serving and capacity building, have been at the heart of IAM since its start in 1966. Over the last few years we have made a more concerted attempt to build the capacity of our Afghan staff by handing over more responsibilities. In 2011 we realized we had moved quite fast in doing that, but had not done enough to equip our Afghan staff. This led to the establishment of the IAM Management School which will provide staff the necessary skills for leading projects.

Decades of capacity building have made NOOR eye care the IAM programme with the largest number of Afghan staff and fewest expatriates. The programme has handed over components to the government and the private sector. What remains is a heavy emphasis on the training of eye care professionals. A major bottleneck was that NOOR did not have the proper facilities for training. In October 2011 the Afghan government gave IAM/NOOR access to a new, almost complete eye hospital building in Kabul. This is an enormous boost. It will not only allow NOOR to expand its top-notch training, but also to consolidate the work that is currently done at different locations around Kabul.

Yours Sincerely,

Dirk R Frans
Executive Director IAM

Dr Dirk R Frans, Executive Director

The year 2011 saw the beginning of improving the governance structure of IAM. The Board set up a working group to prepare a proposal for the May 2012 Board meetings. The hope is that the new arrangements will enable the governance of IAM to better respond to the rapidly changing situation on the ground, as well as to global shifts that impact the work of IAM.

Finally, as 2014 approaches, we are often asked about the future, and whether IAM will be able to continue to work in Afghanistan once the foreign troops have withdrawn. As an NGO, IAM is not party to any of the conflicts that have plagued Afghanistan over the last half a century. We are here at the invitation of the powers that be and the local communities that we work alongside. In our work with Afghans we are often surprised at the high level of commitment and capability. We hear of women and men who are simply fed up with war and desperately want peace. We pray with them, for all those in power and for those in opposition, armed or otherwise, that they would sit down, negotiate and unite. We pray that all parties to the conflict will do what is necessary to release the God-given potential of the Afghan people and nation.

Yours Sincerely,

Dirk R Frans
Executive Director IAM
IAM Core Values

- **Dependence on God:** We recognize that only with God’s guidance and help can we do anything worthwhile.

- **Love for All:** We believe every human being has the same God-given value, and therefore deserves our love and care and we will therefore not discriminate but treat everyone with respect, paying special attention to those most marginalized.

- **Teamwork:** We will utilize a participatory approach, involving all concerned, particularly the intended beneficiaries, and will encourage everyone to contribute according to their strengths.

- **Accountability:** We will do what we say and what is right, be transparent about what we do and that will be subject to internal and external evaluation.

- **Learning:** We encourage continuous learning, raising questions and seeking answers that throw new light on the complex issues that affect the lives of Afghans.

- **Quality Work:** While aiming at excellence we will seek to use resources effectively and deliver sustainable, long term results through capacity building and transformation.

IAM Approach

IAM, through its projects and offices, will achieve its mission by:

- **STAFF REFLECTING IAM CORE VALUES:** IAM staff and volunteers demonstrate reverence for God, love for others and good character in their lives, work and relationships.

- **FACILITATING SUSTAINABLE DEVELOPMENT:** IAM projects are innovative, benefit Afghan people and contribute to national development goals and are designed so that project benefits continue after IAM withdraws.

- **STRATEGICALLY SERVING AFGHANS:** IAM projects are strategically focused either on people in rural and urban areas who are under-served or focused on men and women in leadership.

- **FOSTERING TRANSFORMATION:** IAM facilitates personal, professional, and organisational learning and growth that builds people’s capacity and fosters the holistic transformation of individuals as well as society.

- **STRENGTHENING COMMUNITIES:** IAM promotes mutual understanding, respect and reconciliation within and between diverse communities and peoples and reduces their vulnerabilities.
We thank our Member Agencies, the numerous individuals as well as the following donors, who through their generous grants, make IAM projects possible:

National Organization for Ophthalmic Rehabilitation (NOOR)
- CBM
- Charis International
- Islamic Relief
- Lakarmissionen
- Light for the World
- Mennonite Central Committee
- Other private donors
- Prisma Alliance
- With the support of the République and Canton de Genève

Primary Mental Health Project (PMHP)
- Action Hope
- ELK
- Mission Covenant Church of Norway
- Tearfund UK
- UN Mine Action Coordination Center of Afghanistan

Orthopaedic Workshop and Physiotherapy Centre (OWPC) Community Based Rehabilitation (CBR)
- Cedar Fund
- Finnish Lutheran Mission
- Mission Covenant Church of Norway
- United Christian Church
- United Methodist Committee on Relief

Physical Therapy Institute (PTI)
- Clear Path International
- Handicap International
- UN Mine Action Coordination Center of Afghanistan

Adult Learning and Education Facilitation (ALEF)
- Interact
- Mennonite Central Committee

Light for the World

Mennonite Central Committee

Other private donors

Prisma Alliance

With the support of

the République and Canton de Genève

Renewable Energy Sources in Afghanistan Project (RESAP)
- Daey Ouwens Fund
- Global Team/BMZ
- Operation Agri
- Tear Australia
- USAID

Business Development Services (BDS)
- Tear Australia

Community Development Project (CDP) Kushk
- Finnish Lutheran Mission

Community Development Project (CDP) Maimana
- Tear Australia
- Tearfund Switzerland
- Tearfund UK

Community Development Project (CDP) Lal
- Heart to Heart
- Interact
- La Mairie de Plan-les-Ouates
- Missionskyrkan i Finland
- Partnerships Worldwide
- Tearfund Switzerland
- Tearfund UK

Local Economies Development Project (LEDP)
- Tear Australia

Silk Road English Centre (SREC)
- TEAM

Community Development Project (CDP) Badakhshan
- Tear Australia

Community Development Project (CDP) Kushk
- Finnish Lutheran Mission

Business Development Services (BDS)
- Tear Australia
The National Organisation for Ophthalmic Rehabilitation (NOOR) Eye Care Programme began in 1966 with the goal of providing high quality, affordable eye care for Afghanistan. Over the past 45 years NOOR has partnered with the Government of Afghanistan by supporting eye care facilities and training eye care professionals.

Training local eye care professionals is the key to sustainable eye health services for the country. NOOR is the leading organisation in eye care training in Afghanistan. NOOR runs a residency programme for ophthalmologists, an ophthalmic technician training programme, and trains nurses and community health workers.

Cost recovery is central to NOOR’s plan for sustainable eye care. The majority of NOOR’s operational funding comes from service fees at NOOR facilities. However, providing eye care for those in need remains a priority and no person is turned away because of an inability to pay. Every effort is made to provide equal access, and at some NOOR facilities more than 60% of the beneficiaries are female.

In 2011 NOOR facilities and projects treated 124,145 beneficiaries, including 6,585 sight-saving surgeries. 26,079 pairs of eyeglasses and 385,014 bottles of eye medicines were manufactured. In addition, NOOR-supported facilities treated 139,562 patients and performed 7,170 surgeries.

**Ophthalmic Training Center**

Ophthalmic Training Centre (OTC) opened at its new location in Koti Sangi, Kabul in March 2011. This eye hospital is designed as a training centre for eye care for the entire country and is the base for our ophthalmology residency programme, which trains doctors for under-served areas. In 2011, 12,044 patients were seen and 506 surgeries were performed. 296,421 bottles of eye medicines were produced and 14,531 eyeglasses manufactured.

Four resident doctors from under-served areas received training at OTC in the past year. Ophthalmic nurses and technicians are also trained at OTC. Training was also given to Ministry of Public Health (MoPH) ophthalmologists on three separate occasions in 2011.

An ophthalmology rotation for family practice residents at Afshar Hospital was implemented. Nine Afshar doctors received training on the diagnosis and treatment of common eye problems.

**Provincial Ophthalmic Care**

The goal of Provincial Ophthalmic Care is to provide high quality, affordable eye care in areas where it is otherwise unavailable.

A satellite surgical clinic of OTC, runs in the Daste Bachi, Kabul, where most people are ethnically Hazara. 16,722 patients were seen, 59% of them female, and 329 surgeries performed. Difficult cases from government eye hospitals and the private sector were referred to OTC.

8,739 patients were seen at the day clinics run in Qarabagh, Arzan Qimat, Shakadara, Istalif, Char-Asiab, and Deh Sabz. A weekly clinic was run in Chankar. 5,093 patients were seen and 18 surgeries performed. 342 schoolchildren were screened for eye problems. A local NGO was trained in screening techniques. Logistical support was given to a community eye hospital in Ghazni.

**Ophthalmic Technician Training Project**

20 students graduated from our Ophthalmic Technician Training Project (OTTP) in Kabul. 70% of graduates came from under-served areas. All were employed in eye care by the government, NGOs, or private sector. 17 new students were selected and began the two year training program.

**NOOR Central Office**

The central office in Kabul provides administrative oversight for the entire NOOR Programme. It also provides the logistical chain for almost all the eye care work in Afghanistan, importing equipment, medical supplies and raw materials as well as manufacturing eyeglasses and eye medicines.

The MoPH Eye Hospitals in Herat and Kabul were founded by IAM and handed back to the MoPH in 2008 after more than thirty years of IAM NOOR support. Technical and logistical support were given to these facilities in 2011.

**Kandahar NOOR Eye Hospital**

The Kandahar NOOR Eye Hospital is a 20 bed eye hospital in Kandahar Province. In spite of security issues and instability, this facility has continued to provide uninterrupted service. In the past year there have been increasing numbers of patients from rural districts of Kandahar and neighbouring provinces. In 2011, 15,589 patients were treated, 755 surgeries performed and 2,454 pairs of glasses distributed.

**Mazar Ophthalmic Centre**

The Mazar Ophthalmic Centre (MOC) is a 45 bed hospital in Mazar-i-Sharif and is a centre for eye care for all of northern Afghanistan. In 2011 MOC dramatically increased its service provision. In the past year MOC saw 61,464 patients and performed 4,977 surgeries. 88,593 bottles of eye medicine and 9,094 pairs of eyeglasses were manufactured.

MOC aims to train eye care workers for northern Afghanistan. In 2011 one ophthalmologist was in training at MOC. Advanced training was given to eye nurses and an anaesthesiologist.

A surgical clinic in Maimana, established by MOC, is being run on an experimental basis.
Faizabad, Badakhshan Province

Faizabad is surrounded by mountains and entrenched by the Koocha River, which traces the path of Faizabad’s only paved road. The rest of Badakhshan Province is even more rural and remote. Here, people live simple but rugged lives. For the people of Faizabad, the largest city in Badakhshan Province, the values of hospitality, family and religion run deep.

Adult Learning and Education Facilitation

For information on the Adult Learning and Education Facilitation project and its work in Badakhshan Province and other regions see page 14.

Badakhshan Literacy Project

The Badakhshan Literacy Project (BLP) is focused on supporting grassroots literacy efforts among the minority people groups of Badakhshan. In 2011 the project began work with Ishakshimi, an endangered language spoken in northeastern Badakhshan, near the border of Tajikistan. Project activities included awareness raising and linguistic research. A highlight of the year was the formation of the Ishkashimi Language Committee, which decided on a preliminary alphabet for the language. This is an important first step as the people of Ishkashim begin to produce literature in their native language.

Community Development Project

The Community Development Project (CDP) in Badakhshan started at end of July 2011. After four months of theoretical and practical training, the project officially started work in a community of about 70 families.

CDP is discovering the community’s needs and their resources through various participatory survey tools. As 2011 came to a close, preparations for adult literacy courses and training for the village development committee were in motion. Both programs will launch in early 2012.

Renewable Energy Sources in Afghanistan Project

The Renewable Energy Sources in Afghanistan Project (RESAP) has become a very popular project in Badakhshan. There are many remote districts and valleys in this region which have no realistic chance of being connected to the grid in the near future. RESAP receives a flood of applications every year—the project is expecting its 300th application soon. Due to limited resources (personnel and funding) RESAP can only implement 10-15 power stations per year.

In 2011, RESAP helped install hydro-power plants in 16 villages, supplying a total of 1,793 families with electricity for lighting and small appliances. The RESAP staff has been working hard to reach remote villages—walking for several hours, crossing high passes with deep snow, surveying villages in temperatures well below zero degrees, and spending weeks in tiny villages. But all these efforts are rewarded by thankful and happy faces when the lights finally go on.

This is a story from the village of Khambel, in Badakhshan province. Families settled in the village about 150 years ago, because there was a lot of grass for their animals. The village has suffered of landslides and droughts. People had to cut down their trees to sell the wood, slaughter their animals and eat grass to stay alive. There was no development in the village until very recently. A road was built and education came to the village. But without electricity, the village was still in the dark. People waited for the moon to come out in order to eat their evening meal on the roof. Three years ago the first petrol lamp was bought by a family. It was so novel that it was passed around to every wedding and village council meeting. Then some families bought solar panels from Kabul. They liked them so much, that the village wanted to get solar power for every house. They heard that IAM has a programme to supply power to whole villages.

In 2010 RESAP surveyed the site, and in 2011 a micro-hydro power station was built. Every able man from the village participated in the work. In less than three months the plant was finished, and the village came from darkness to light. Electricity has brought numerous changes to the village. Not only do houses have lights; people now have access to the rest of the world through TV and mobile phones. Villagers can study, work, and get together in the evenings. Security is improved. The people of the village are happy and pray blessings on the staff of RESAP and IAM.
The city of Herat lies along the ancient Silk Road in western Afghanistan, bordering Iran and Turkmenistan. The influence of its neighbours can be seen in the culture, food, and language. Full of trade and commerce, this historic city is about 2,700 years old. The population is a mix of Tajiks, Pashtuns, Hazaras, Turkmens, Aimaqs and Uzbeks. The fertile river valleys of Herat Province produce a wide variety of crops. Herat is famous for growing over sixty different types of grapes.

**Herat, Herat Province**

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**Business Development Services**

For information on the Business Development Services project and its work in Herat Province and other regions see page 22.

**Community Development Project**

Community Development Project (CDP) in the Kush district of Herat Province helps communities improve their own well-being and manage their resources to fulfill their basic needs. In 2011, CDP Kush’s work reached seven villages, with a total of 5,500 residents. Each village has a Village Development Council (VDC) for men and women to represent their community. In these seven villages, CDP Kush focused on health, hygiene and sanitation, economic development, agriculture and nutrition, social development and infrastructure.

In two villages, development responsibilities were handed over to VDCs. In the five other villages development work continued with village members contributing to and participating in community development activities.

**CDP Kush in numbers:**

- training was provided for 21 women and 20 men in Village Development Councils
- 98 men and 120 women participated in different training courses (veterinary, agricultural, cooking and handicrafts)
- 182 women and 197 men took part in literacy training
- 2 libraries were set up in villages where literacy courses were finished last year
- 426 people participated in Basic Health and Social Education (BHSE)
- 67 women and 22 men participated in the Birth Life Saving Skills (BLiSS) course
- the construction of 70 smokeless kitchens was finished
- 70 bathrooms were built, 100 bathrooms and 100 latrines are under construction
- 132 people participated in saving groups for small loans
- 72 young men in three villages participated in football teams
- 214 cubic meters of flood protective wall was built in two villages
- a centre for training and village meetings was built, and two other training centres are under construction

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**Primary Mental Health Project**

Primary Mental Health Project (PMHP) focuses on three areas: training medical professionals and community health workers in mental health issues; providing primary mental health care; and raising awareness on mental health issues. PMHP achieves this through community mental health training, medical mental health training, the Mental Health Clinic-Resource Centre, and supporting psychiatric specialization.

Community mental health training takes place through courses provided by PMHP for Community Health Supervisors, teachers and religious leaders. PMHP also promotes mental health through advocacy events and publishes a mental health magazine for the local communities.

In October 2011 World Mental Health day was celebrated in Herat by the Herat public health directorate with support from the PMHP. PMHP’s medical mental health training focuses on building the capacity of nurses, midwives and doctors working in the primary health care sector, so that they can give patients with mental illnesses professional care.

PMHP’s Mental Health Clinic-Resource Centre (CRC) provides experience in clinical work for the medical staff in training at PMHP. It benefits the mentally ill and their families by offering treatment, health education, counselling and support groups. CRC is the only mental health out-patient clinic in the western region of Afghanistan.

**PMHP in numbers:**

- 2,993 patients were registered and 10,439 consultation sessions were conducted at the CRC
- 57 patients were discharged
- 944 patients were given counselling
- 10,108 patients and their family members benefited from 501 mental health education sessions
- 31 patients with their families attended the support groups
- 8 doctors participated in the residency training
- 30 medical students and 20 doctor stagers completed their practical period
- 45 midwifery students completed their practical site at the mental health clinic
- 33 nursing students completed their 3-month practical site at the clinic
- 12,000 brochures and 100 flip-charts on different mental health topics were printed
- 2 trainings were conducted for 41 school teachers in Badghis province
- 250 people participated in the celebration of World Mental Health Day in Herat
Adult Learning and Education Facilitation

In 2011 Adult Learning and Education Facilitation (ALEF) sought to begin the process of consolidating its activities. There are ALEF learning centres in three locations: Kabul, Kandahar, and Faizabad. Staff at each centre have made an effort to increase the quality and scope of learning at their centre.

The first area of consolidation is in the Community-Based Learning (CBL) programs in Kabul and Faizabad, where ALEF teachers travel to local communities to deliver classes. Through CBL, women who would otherwise have been denied access to learning, have been able to participate in literacy, basic business skills, and birth life-saving skills courses.

At the three ALEF learning centres, facilities have been upgraded to support courses. The Kandahar learning centre now has new computers and a data projector providing opportunities for in-depth instruction. The Faizabad centre moved to a new location, making it possible to offer a greater number of courses. The Kabul centre welcomed the merging of ALEF with the English as Foreign Language project (EFL), providing classroom space and a library for English students.

Community Development Project

In 2011 the Community Development Project (CDP) in Lal continued to work in the isolated Safed Cheshma valley, expanding the number of beneficiaries involved in the programme to 900 people across 13 villages. CDP Lal also extended coverage of maternal and child health education by offering Birth and Life Saving Skills (BiLSS) courses to communities in Safed Cheshma and Lal valley, benefiting a further 500-600 people.

The project employs a field team of three men and four women from the local area, supported by volunteer expatriate advisers and a local administrator. Through their engagement with people in the small villages around the Safed Cheshma valley, they have improved people’s lives significantly.

Over the long winter, CDP Lal also served the local communities by bringing patients to the local health clinic on a snowmobile when there were medical emergencies. Often this is the only way of transporting people from their isolated villages.

CDP Lal in numbers:

- 800 women, children and men have access to clean water and hygienic latrines that were built
- 42 women from 13 villages and their husbands participated in training lowering maternal mortality and pregnancy-related problems
- 19 volunteer literacy teachers were trained, raising literacy levels across the whole community
- 60 % of the locals are growing and eating new vegetables and learning techniques for better growing
- 13 village councils now have active women members, increasing women’s influence in community decision-making

Local Economies Development Project

The Local Economies Development Project (LEDP) began in 2011 as a pilot project with the aim of increasing the livelihood of the local population in the Lal-wa-Sarjangal district. A market survey was conducted in the area to determine how LEDP can most effectively move forward as a project. The survey included over 50 interviews with local industries, and women and men from local households to determine perceived product and labour needs in the local market. Based on the results of this survey, planning for vocational and business training in 2012 has begun.
Business Development Services

I used to be very depressed. I would stay in the house all day. One day two ladies came knocking at my gate. They said they were teachers at the BDS course, where they teach literacy and business skills. They invited me to come to the course. I told them that I can not learn because I am not a clever girl. My friends and relatives told me that I am lazy and that I can’t learn anything. The teachers told me that it’s not true, I can learn if I want. I came to the course and I learned Dari, math and business.

After this course I can go to school and join 4th grade. I learned a lot from the business lessons, and it has been very helpful. I can do embroidery, and I got an idea to start a small business to make money for myself. Thank you God for this course!

My name is Poja and I am 35 years old. I got married when I was very young, now my oldest son is in high school. My husband’s family didn’t allow me to go to school. One time two of my friends came to my home and said they are going to literacy and business classes, and they put my name on the list too. I didn’t have any self-esteem, and I didn’t believe that I could learn. But when I went to the class and saw that all the other women were my age, I gained some confidence.

I was encouraged to join classes in photography and business training. After several months I registered my own photography business. I can read and write easily now. My life has changed. I go to wedding parties to film videos. I have two invitations to film every week. I learned to communicate with clients and to save some of my income.

Six months ago I had no income and now I can provide for my family. Thank you BDS for thinking about the women of Herat.

CDP Lal

People in Kaji Mazar told us that some guests had been visiting the village, and a woman went into labour – women in the village came round to help, and because of BLiSS, they knew what to do and helped deliver the baby safely and cleanly.

There was a 13-year old girl listening in at the BLiSS course in Kaji Mazar. Not long afterwards, she was at her aunt’s house when her aunt went into labour. There were no other women around to help, but using the knowledge from the BLiSS course the girl managed to deliver the child safely.

“I’ve never helped my wife in the house, even when she was pregnant. But now I’ve decided to carry the water up from the river for her.” - Man who attended BLiSS

“Until we came to the WASH lessons we weren’t interested in having our own latrines – but now we really want to build some. Now we know how important it is to keep the ground around our homes clean.”
Community Development Project

In 2011, the Community Development Project (CDP) in Faryab focused on improving the livelihoods of communities close to Maimana, the provincial capital, by providing clean water, improving sanitation, reducing maternal mortality, and teaching agricultural skills.

Providing clean drinking water became essential when a drought hit. CDP Faryab distributed biosand water filters in 15 communities, as well as another 300 filters in a severe disease outbreak area. Field staff found that more than 90% of the filters were in regular use. CDP Faryab’s WASH (Water, Sanitation, Hygiene) programme impacted 8,400 people in 2011.

Despite the drought, diverse agricultural livelihood activities and training took place. Demonstration orchards provided grounds for training communities in planting, grafting, and pruning, as well as pest and mildew prevention. The highest profile agriculture activity of 2011 was the construction of a large grape arbour at a girls high school. This was done in memory of Fay Martin, an IAM team member at CDP Faryab from 2009-2010. In all, 2,300 people benefited from CDP Faryab’s agricultural work in 2011.

Maternal mortality was reduced by two Birth Life Saving Skills (BLiSS) courses started in late 2011. These courses will continue in 2012, but already one life has been saved by putting the teaching into practice.

Orthopaedic Workshop and Physiotherapy Centre / Community Based Rehabilitation

The combined project of the Orthopaedic Workshop and Physiotherapy Centre (OWPC) and Community Based Rehabilitation (CBR) aims to reduce the negative impact of disability in the Faryab province. Based in Maimana, OWPC begun offering physiotherapy and providing orthopaedic assistance to people with disabilities in 2004. Regular monthly visits to the local prison were made to treat disabled prisoners. In 2007 CBR joined OWPC, serving people with disabilities in the rural areas of the Faryab province. Local fieldworkers were trained and disability committees identified people with disabilities, referring them to OWPC for treatment. 200 disabled people were identified in one district of the Faryab province.

In one village, a baby boy was born but was not breathing. Family members declared him dead and prepared to bury him, but a woman who had been at the BLiSS course began to clean the baby’s mouth, massage him on the back, and give him small breaths – techniques she had learned at BLiSS. Suddenly the baby coughed and began crying. Everyone was amazed!

Fahim, a young boy from a poor family was able to earn some money by herding his neighbour’s sheep. One day he accidentally stepped on a landmine and lost both lower legs. After his wounds healed, he was fitted with artificial legs. Thanks to the help of OWPC/CBR, he can walk again.

In 2011, CBR assisted 18 children with disabilities, enabling them to join a governmental school. Seven disabled people received vocational training in carpentry and tailoring. Micro-business loans were given to three people, and 12 people with disabilities received goat loans. Seven disabled children attended preschool two days a week.
Mazar-i-Sharif,
Balkh Province

Silk Road English Centre

The English as a Foreign Language (EFL) project began in 1998 with a vision of ensuring Afghans are proficient in English to participate in international-level communication, relationships, education, commerce, and holistic development. Eight years ago, the growing need inspired the expansion to Mazar-i-Sharif under the name the Silk Road English Center (SREC).

“Onward and upward” has been the theme for 2011, as the SREC project has continued to grow. The number of students participating in Advanced level courses has notably increased, and more TOEFL classes have been taught than in years past. At the start of 2011, a medical English class for medical students began in cooperation with another NGO.

SREC graduates go on to challenging and exciting new things. One female student is now in charge of the distribution of aid money for an NGO. Another student won the International Jessup Moot Court Competition in Afghanistan. He proudly thanked his SREC teacher, saying that her teaching enabled him to win.

As students desire to continue learning beyond the classroom, SREC was thrilled to open a library and audio/visual lab for student use. In addition, SREC has employed an Afghan administrative assistant. At his initiative, the lab and library have expanded greatly this year. Over 200 new volumes have been donated to the library.

Renewable Energy Sources in Afghanistan Project

Faryab province saw improved security in 2011 which also benefited the work of the Renewable Energy Sources in Afghanistan Project (RESAP). Field work and movement in the province was unrestricted. The Faryab office manager joined IAM in late spring and works part time for RESAP. This Afghan is a smart man who deals well with communities and local government authorities.

The training of one local workshop in Maimana is slowly progressing. Our two national engineers from the project area in Faryab gained a lot of additional experience by installing and supervising this year’s micro-hydro projects. 8 micro-hydro plants have been implemented as community participation projects and are providing electricity for a total of 1,660 families.

Conflict between two communities has been a special challenge, and it put the construction of another three micro-hydro projects at risk. With a lot of effort, patience, and help from the local authorities these conflicts were solved. In one case, a respected elder helped mediate between the conflicting communities. It was very encouraging for our staff to see that it is possible to solve these kinds of conflicts.

Last year we implemented two micro-hydro plants in a big village. In the lower part of the village the work progressed well and the plant is operating without problems, but we had a hard time in the upper part of the village. Security was a challenge because of strong Taliban influence. Three extended families were in conflict which each other, and they sabotaged the project, destroying the dynamo. The plant was not working for some months. Those living in the upper part of the village still saw the lights in the lower section.

When one of our local installers passed through the village, the people asked us to help fix the dynamo. We said that they need to solve their internal conflict first. For weeks we didn’t hear anything; finally one villager came into town. We agreed that if the community would bring us a letter of agreement between the conflicting families and collect a certain amount of money, we would help buy a new dynamo. Two days later the village leader came and brought the letter and the money to the office. Now the plant is operating again, and not only do the villagers have light, but they have also solved their conflict.

This thriving city in northern Afghanistan daily welcomes hundreds of people from the surrounding areas making use of the facilities available in Mazar. The diverse population consists of Tajiks, Hazaras, Uzbeks and Pashtuns. The variety of ethnicities represented is an encouraging example of Afghans who live and work peaceably side-by-side.
Kabul, Kabul Province

Adult Learning and Education Facilitation
For information on the Adult Learning and Education Facilitation project and its work in Kabul Province and other regions see page 14.

Business Development Services
The Business Development Services (BDS) project began working with women from low-income families in Kabul in 2008. Many families still believe that education or literacy is not meant for girls. BDS teaches women basic business skills along with literacy and numeracy skills.

BDS teaches in five different districts in Kabul.
Classes are offered every morning for two hours. The first hour is dedicated to business skills, and the second hour to reading and writing. In addition, BDS offers books and workshops to other organisations working with poor, house-bound women.

In August 2010 BDS started a second office in Herat, modelled after the work in Kabul. There are currently two teachers at BDS Herat.

The BDS course lasts for nine months, after which students have the knowledge and confidence to find markets for their products. They are also able to read, write, and use numbers at the equivalent of grade 3 in school.

The project has seen immense behavioural changes in women as they begin to feel as part of the society. Many have increased their income significantly by applying their new business skills. Also, many women have entered schools to continue their education.

English as a Foreign Language
In 2011 the English as a Foreign Language (EFL) project in Kabul tested and taught more students than ever. EFL held placement tests three times in 2011, and approximately 500 prospective students were tested. The cost for the classes was about $1/class hour. There were a few students for whom this was too expensive and who were then given financial help.

EFL continued to hire a graduate of the Silk Road English Center in Mazar to teach a small class for those who did not qualify for the Pre-Intermediate course. He also taught a medical English course to five students. EFL was able to have the volunteer services of two expatriates to teach Pre-Intermediate, Intermediate, and Upper-Intermediate classes. Also, EFL began some women’s only classes which were very popular and will be offered again in 2012.

Institute for Leadership Development
The Institute for Leadership Development (ILD) began in Herat six years ago. Inspired by the results seen there, ILD was launched in Kabul in 2010. The goal of ILD is to develop a mutually supportive network of leaders who can trust and relate to other leaders. To accomplish this, ILD offers a one-year leadership programme in English, training Afghan leaders for work in government, non-governmental organisations, education and business.

17 students graduated from the ILD in December 2011. 12 lecturers from five different countries taught on topics like Leadership Principles, Developing the Leader Within, and Emotional Intelligence and Leadership. At graduation, the Deputy Minister of the Ministry of Higher Education presented the students their diplomas. 27 students have registered for ILD in Kabul for 2012.

Physical Therapy Institute
The Physical Therapy Institute (PTI) began in Kabul in 1983. Today, PTI aims to develop and improve the physical rehabilitation services of Afghanistan by training quality physiotherapists and physiotherapy teachers, providing materials and advocating for physiotherapy. Using national staff led by an Afghan, PTI trains physiotherapists, empowering them to serve in Afghanistan.

PTI provides physiotherapy treatment to patients at an outpatient clinic. 1,768 patients received treatment in 2011, 1,080 of which were female.

In 2011, PTI had 58 students in the three-year training programme. PTI also taught continuing education courses in Kabul and Herat, on the topics of sport medicine, lymphatic derange and manual therapy. A total of 50 physiotherapists attended these courses.
Renewable Energy Sources in Afghanistan Project

The Renewable Energy Sources in Afghanistan Project (RESAP) in Kabul continued its work successfully for another year, managed by four Afghan employees. A number of micro-hydro projects were implemented in the mountainous areas of the Kabul, Kapisa and Parwan provinces. RESAP Kabul also gave logistical support to RESAP Faryab. In 2011 RESAP Kabul finished the final upgrading of two existing wind power projects. 20 solar water heaters were completed in the RESAP Kabul workshop during the winter, when fieldwork is difficult. Many needy and interested villages are waiting for their project installation.

RESAP Kabul in numbers:
- 9 micro-hydro plants were installed as community participation projects, providing a total of 895 families with electricity
- Final upgrading work of 2 wind power projects
- Production and sale of 20 solar water heaters

IAM Headquarters

The IAM Headquarters (HQ) is located in Kabul, Afghanistan. HQ supports work in the provinces and provides the necessary administrative, legal and contractual support. Amongst others, this support is supplied through the Finance and the Personnel Department, Administration, Logistics and the Information and Communication Technology Department. Three Support Directors (Health, Development and NOOR) assist the projects with subject matter specific advice.

In September 2011, Karima joined IAM as the new National Administrator and has quickly become an integral part of the staff. She has the important role of liaising between IAM and the government of Afghanistan and is constantly working to forge positive relationships with Afghan governmental ministries. She also assists regional office managers by solving issues in a legal and official manor. Karima was first drawn to IAM’s good reputation and solid background; and now, at HQ, Karima especially appreciates the teamwork, honesty and respect displayed by both Afghan staff and expatriate team members. It is clear that she has a passion to help the disenfranchised, especially women and children who are victims of human trafficking and experience domestic violence. Karima believes that through the education of all, Afghanistan will continue to improve as a nation.
Individual Service Assignments

IAM seconds professionals to strategic roles in government institutions and sometimes to the private and non-governmental organisation sector. All Individual Service Assignments (ISAs) develop the capabilities of Afghans in their respective fields.

In 2011, IAM had professionals in ISAs in the following positions:

- A physician working on a project to develop hospital standards
- A surgeon involved in training at the Wazir Akbar Khan and Afshar Hospitals as well as in several provincial hospitals
- A midwife helping to set up mobile clinics for maternal and neonatal health care through the Afshar Hospital and Hope Family Medicine Programme
- Two nurses involved in the training of nurses in the Mazar-i-Sharif Provincial Hospital
- A social worker involved in training the staff of the Social Work Departments of the ICRC Orthopaedic Centres
- A physiotherapist involved in training at the Physiotherapy Institute of Kabul
Programme Expenses by Sector and Region:
(Expenses in US $ During 2011)

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<th>TYPE:</th>
<th>D - Development</th>
<th>H - Health</th>
<th>N - NOOR</th>
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