This IAM logo was made in March 2010 by Warrick Gilbert.

The Tile is a small part taken from a mosque in Mazar.

"iam" is in the font Stone Sans ITC TT, it has been modified:
- the "i" had its dot removed and serifs added.
- the kerning was adjusted to make the letters closer,
- then the 3 letters were stretched upwards and sheared like italics.

"INTERNATIONAL ASSISTANCE MISSION" font is Trajan Pro,
the Dari version is in X Ferdosi.

The tagline font is Stone Sans Sem ITC TT Semita,
it usually has a 0.2 stroke added to give it a faux boldness, but this has been REMOVED
the Dari version is in X Termeh.

Colours:
- Dark blue IAM is in R 2  G 54  B 93  #02365D
- Turquoise is R46 G132 B157 #2E849D

Serving Afghans - Building Capacity, since 1966
IAM is an international Christian organisation, serving the people of Afghanistan through capacity building in the areas of Health and Economic Development.
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What we have noticed, and what various figures strongly support, is that since the end of 2011 the level of violence in Afghanistan has declined for the first time in about 6 years. Up to that point, every year saw a 20% to 40% increase in the number of security incidents. Sadly, early indications are that in 2013 the level of violence has again increased.

One thing that the withdrawal of foreign troops from Afghanistan does is focus the minds of Afghans on the fact that they will have to settle their disputes among themselves. From my interaction with Afghans I understand that the vast majority of Afghans have had more than enough of war. All they want is peace. Peace to raise their children in the way they see fit, peace that allows them to invest in their homes and businesses. Peace that will allow the God-given potential of Afghans and their country to reach its full capacity. Our prayer is that the people in power will align themselves with God and His good intentions for Afghanistan and its people.

Having tried to answer the main question in many people’s mind, let me now return to 2012. In 2011 IAM was with having a full contingent of leadership team members. In 2012 that blessing came to an end as we were seriously understaffed at the leadership level. Because of that, IAM projects did not receive the kind of support that we would like to give them. I am however happy to report that there is light at the end of the tunnel with several new directors and other key people scheduled to start work in 2013. In 2012 IAM has continued to make headway fulfilling its tagline “Serving Afghans – Building Capacity”. We have seen our Afghan staff accept more responsibility and thrive. The IAM Management School, which we started in 2011, has continued to contribute to this increased capacity by giving IAM staff the skills needed to lead projects. Other NGOs have asked us if they can send their project managers to this course. We are planning to open the course up to others once we have completed all 6 modules by mid 2013.

This working together with others is characteristic for the work of NGOs like IAM. Where possible we assist others and others assist us. Let me mention a few examples of the latter. MEDAIR, an NGO specialised in emergency relief and recovery, has kindly donated several good vehicles and building materials to IAM. The Afghanistan NGO Security Office (ANSO) continues to give us country-wide and location specific advice. Their highly professional work allows NGOs like IAM to focus on their core business. Until the end of 2012 MorningStar Development partnered with us so we could run the Kabul Institute of Leadership Development (ILD) under a franchise agreement. This partnership has benefited about 75 leaders.

In 2012 a long term dream came through when the Deputy Ministry of Public Health officially inaugurated the new NOOR Eye-care Training Centre (NETC) on Darulaman Road in Kabul. Having our own, purpose built hospital allows NOOR to again have its main work in Kabul in one compound. Completing the building was something we
had not budgeted for. We are thankful that many individual donors stepped in as well as some organisations. In October we took a step in faith by putting in a central heating system worth US $ 50,000 for which we did not have the funding yet. We trust we will get the funding for that in 2013.

The fact that we could invest in the central heating, even before we had the necessary grants, is a sign that IAM’s finances and its systems are much improved. These systems allowed us to analyse that putting in this heating system would save money in the long run and minimize damage to the NETC building. Generous gifts from a number of individuals who allowed us to designate the money to where it was most needed, gave us a buffer that enabled us to do the necessary. We really appreciate the trust of these individuals and agencies, who trust us enough to give donations without any strings attached.

Finally, 2012 was the year in which the Ministry of Public Heath asked IAM to more broadly share its expertise in mental health care. IAM has done experimental and innovative work with mentally challenged and traumatised Afghan women, men, girls and boys for the last 15 years. It is a tribute to the Afghan staff and expatriate volunteers that this work now has national level recognition.

IAM’s work in mental health is a good example of how IAM functions. With Afghans we identify a real need for which there is no known solution. Expats and Afghans then work, often for years, trying out ways and means to deal with these real needs. Then, after a decade or more, these local-international teams find solutions and fine tune them by putting them into practice. Finally IAM’s work in an area like this is recognised by other major actors such as the government. We then help those actors to disseminate and multiply the lessons learned across the country.

It is a rewarding and also humbling privilege to be involved alongside Afghans as they seek to develop their God-given potential. Thank you all for being part of that process and for supporting IAM with your money, your staff and your prayers. There is no doubt in my mind that God has already blessed Afghanistan and is willing and able to so in the future.

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 woman in leadership.

Fostering transformation: IAM facilitates personal, professional, and organisational learning and growth that builds people’s capacity and fosters 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.
Banque Pictet et Cie Geneva
• Physical Therapy Institute

CBM
• National Organisation for Ophthalmic Rehabilitation

Charis International for UEH
• National Organisation for Ophthalmic Rehabilitation

Clear Path International
• Physical Therapy Institute

ELK
• Mental Health Training Centre - Herat

FLM
• Community Development Project - Kushk

GBGM / UMCOR
• Institute for Leadership Development

Global Team
• Renewable Energy Sources in Afghanistan Project

InterAct
• Adult Learning and Education Facilitation
• Community Development Project - Lal

Lakarmission
• Kandahar NOOR Eye Hospital

Light for the World
• National Organisation for Ophthalmic Rehabilitation

MACCA
• Physical Therapy Institute
• Community Mental Health Project

Mairie du Grand-Saconnex
• Physical Therapy Institute

Mairie de Lancy
• Physical Therapy Institute

Mairie de Bernex
• Physical Therapy Institute

Mairie de Veyrier
• Physical Therapy Institute

MCC
• Kandahar NOOR Eye Hospital
• Peacebuilding Programme

MKF
• Community Development Project - Lal
• General Fund
We would like to thank our member agencies, the following donors, and the numerous individuals who through their generous grants, make IAM projects possible.

Swiss Public Sector Organizations
• Physical Therapy Institute

Tear Australia
• Mental Health Training Centre - Herat
• Community Mental Health Project
• TechCircles
• Renewable Energy Sources in Afghanistan Project
• Community Development Project
• Business Development Services
• Local Economies Development Project

Tearfund UK
• Community Mental Health Project
• Community Development Project - Lal

UCC
• Community-Based Rehabilitation

USAID
• Renewable Energy Sources in Afghanistan Project
IAM’s National Organisation for Ophthalmic Rehabilitation (NOOR) Eye Care Programme began in 1966 and is now the major provider of eye care services in Afghanistan.

The goal of NOOR is to ensure affordable and sustainable eye care throughout Afghanistan. This is done through training and service provision.

NOOR Eye-care Training Centre
The NOOR Eye-care Training Centre (NETC) moved to a purpose-built location in the Darulaman section of Kabul in June 2012. NETC is NOOR’s main training centre for eye care in Afghanistan and is headquarters to NOOR’s outreach projects. 13,811 patients were seen, 646 surgeries were performed and 14,511 glasses were distributed. Difficult cases from government eye hospitals and the private sector were referred to NETC for surgery.

3 resident doctors received residency training at NETC in the past year, following an established curriculum with regular exams. All of the doctors accepted into the course are from under-served areas of the country. 7 family practice residents from other organizations completed a three week certificate course in ophthalmic care. Training in anaesthesiology and optical work was given to NOOR staff.

At the Ophthalmic Technician Training Project (OTTP) 13 students continued their training. This project trains ophthalmic technicians (OTs) to work in mid-level eye care. The Ministry of Public Health (MoPH) conducted an exam for all health workers trained by NGO and private health facilities. All the 2011 and other graduates of the NOOR OTTP passed this exam and were licensed by the MoPH. Three NOOR ophthalmologists were also tested and licensed as trainers by the MoPH.

Outreach
A satellite surgical clinic of NETC, run in the Dashte Barchi section of Kabul saw 20,416 patients and performed 215 surgeries. 57% of the patients at this clinic were female. The clinic is running at full capacity and Hazara people (a minority ethnic group) are making journeys of 2-3 days just to come to this clinic. Day clinics were run on a weekly basis in under-served regions of Kabul and Parwan provinces. 9,954 patients were seen at these locations. A weekly clinic was run in Charikar. 5,554 patients were seen and 21 surgeries performed. 1,041 schoolchildren were screened for eye problems and referred to NOOR facilities for treatment as necessary.

Mazar Ophthalmic Centre
The Mazar Ophthalmic Centre (MOC) is based in Mazar-i-Sharif and is a centre for eye care in Balkh province and the surrounding area. MOC had an extremely successful year in 2012, treating 75,267 patients and performing 5,639 surgeries. MOC has been effective in cost recovery and in 2012 was able to cover 100% of both operational and capital costs, meaning that the facility is no longer dependent on outside funding but is fully sustainable. This project is a model for sustainable eye care in Afghanistan.

Kandahar NOOR Eye Hospital
The Kandahar NOOR Eye Hospital (KNEH) is a centre for eye care for Kandahar province and the surrounding area. KNEH saw 17,431 patients and performed 743 surgeries in the past year.

Production
The Optical and Pharmaceutical Departments at MOC and NETC were able to keep the programme fully supplied with glasses and medicines as needed. A total of 366,936 bottles of eye medicines were produced and 21,370 pairs of glasses were manufactured.
Support
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 NOOR support. In 2012, technical and logistical support were given to MoPH eye hospitals in Kabul and Herat. MoPH signed a MOU with NOOR that allows these facilities to have access to the programme supply chain and engage in cost recovery activities under the name of NOOR in return for giving NOOR staff input into management practices, access to statistics, financial oversight, etc. This has resulted in these facilities covering 100% of operational and capital costs and has allowed them to provide affordable eye care. In October, the Minister of Public Health thanked NOOR for this support and requested NOOR’s continued involvement in the MoPH’s eye care work.

Impact
The availability of affordable eye care in Afghanistan has increased and a great deal of direct care has been provided. More eye care professionals are now available both in Kabul and in some of the under-served areas in more rural sections of the country. The number of ophthalmic technicians has increased. The MoPH hospitals have been equipped with modern equipment and have been strengthened technically and financially through the NOOR Program. NOOR is part of the MoPH’s National Committee for Eye Health and a participant in the worldwide Vision 20/20 Initiative.

An evaluation of NOOR’s cost recovery strategy and practice, Financial Sustainability of the IAM NOOR Eye Care Services in Afghanistan, was done by an independent consultant provided by Light for the World, a NOOR donor. The results of this evaluation were positive and confirmed NOOR’s use of cost recovery as a major indicator of the sustainability of eye care in Afghanistan.

NOOR
NOOR saw 143,597 patients and performed 7,304 surgeries. A further 145,759 patients were seen and 5,066 surgeries performed by NOOR-supported Ministry of Public Health eye hospitals.
Badakhshan, located in the north-east of the country, is one of the most remote and needy provinces of Afghanistan. It is consistently the lowest on indicators for general poverty and access to services, has a high infant mortality rate, and the highest maternal mortality rate in the country. The main reason for these issues are the combination of mountainous terrain, snowfall, and high rivers which leave many districts cut off from Faizabad (the provincial capital) for more than half of the year. This prevents access to markets and health services and restricts access to the areas by government and non-government organisations that would seek to bring assistance. The low literacy rate, lack of knowledge about benefits of clean water and hygiene and sanitation are other large contributing factors to the poor health of communities. In spite of the fact that Badakhshan is very mountainous with little arable land, the majority of its inhabitants depend on subsistence farming, mostly of wheat. Besides the few that still cultivate poppies, there is not much agricultural surplus that could be sold for profit, so the diet of many remote communities remains poor, and little cash is available. A substantial amount of this cash is spent on fossil fuels for lighting and small appliances.

Adult Learning and Education Facilitation

Please see page 15.

Badakhshan Literacy Project

The two-fold purpose of the Badakhshan Literacy Project (BLP) is to encourage mother-tongue literacy and to conduct linguistic analysis, in the Ishkashimi and Wakhi languages. 2012 has been a productive year, with several field trips to the Wakhan corridor of Afghanistan. During these trips, hundreds of oral texts were collected from Wakhi speakers. The texts are quite diverse, ranging from fairy tales to descriptions of day to day life in the Wakhan corridor. The trips also provided opportunities for consulting with an ongoing literacy program there. Work in Ishkashim has not been possible because of security issues, but there is ongoing analysis of texts collected there in 2011.

The texts are transcribed and analysed by speakers of the language. These transcribed texts represent substantial improvements in the number of texts available to readers in these languages, which both enhances the prestige of the language, and provides encouragement for those who want to read books in their own language, and produce books of their own. The linguistic analysis provides valuable information to the linguistic community concerning these less-studied languages. The texts are being translated into Dari and English, making them accessible to researchers both in Afghanistan and abroad.
Community Development Project - Badakhshan

IAM’s Community Development Project in Badakhshan (CDP-BDK) is the newest Community Development Project of IAM. It started in July 2011 with six staff and one community located about an hours’ drive from Faizabad. CDP-BDK seeks to work closely with selected local communities to build people’s capacity to meet their basic needs, increase resilience, and improve the quality of their lives.

Project activities target the sectors of health, water, sanitation and hygiene, livelihoods, education, small-scale public works and seek to build community-led advocacy. The approach is long term, participatory and community driven. In 2012, six additional staff were hired, allowing the work to expand into two more communities.

Projects are designed carefully in order to ensure maximum community participation and ownership. For example, participants in courses have no financial or in-kind incentive, wells are hand-dug, and outhouses are made of materials found locally. It is IAM’s hope that the three-year commitment in these communities will result in sustainable improvement in health, livelihood and increased capacity to identify and solve problems in the future.

CDP-BDK

15 men and 26 women in literacy courses
44 men and 44 women trained in basic hygiene
2 wells dug and revised providing safe water for 378 people
580 people benefited from work begun on a well which will supply safe drinking water
15 outhouses completed
13 men and 13 women of the Shora and Well Committees started ‘Shora Course’
80 men and 80 women trained in safe water
45 men and 45 women began hygiene training

Renewable Energy Sources in Afghanistan Project - Badakhshan

The Renewable Energy Sources in Afghanistan Project (RESAP) - Badakhshan has the goal of providing electricity for lighting and small appliances in the many remote districts and valleys of Badakhshan province. Since the provincial government is still struggling to supply the main district centres with electric power, RESAP is often the only option for small villages to receive electricity in the near future. Together with the village community, RESAP implements small hydro-power plants that are specifically designed to be easily operable and maintainable by the community itself.

The year 2012 was a slow year for RESAP due to a very late spring which delayed the start of the building season by several months. Because of this, only two projects were completed this year, while five others were still under construction in December. Since the winter has been mild, it is expected that the remaining projects will be finished in early 2013. Also in 2012, more remote districts have opened up to RESAP’s work. One project was implemented in the Wakhan corridor, and five were started in a district in the north of the province on the border of Tajikistan. To reach these remote areas, RESAP staff needs to either travel on foot for several days, or get a Tajik visa to cross the border and benefit from the roads in Tajikistan. Even with a Tajik visa, travelling time is still at least three days.
Herat is located in the western part of the country next to Iran. Herat City, the capital of Herat Province, was once an oasis on the ancient Silk Road. Today, it still shines as a cultural centre—a seat of poetry, learning, and architecture. The streets are lined with tall pine trees and decorated with parks. Shopkeepers sell Herati silk, blue glass, carpets and gold.

Business Development Services
Please see page 23.

Community Development Project - Kushk

The Community Development Project (CDP) in the Kushk district of Herat province assisted communities in improving their own well-being and management of resources in order to meet basic needs. In the Village Development Councils (VDCs) of men and women, the most vulnerable members of communities such as the poor, handicapped, elderly and widows, are also represented.

At the end of 2012, IAM community development work in Herat province finished. Development activities in five villages were concluded and development responsibilities were handed over to the VDCs.

During the years 2008 – 2012, CDP-Kushk worked in seven communities, with approximately 5,500 people.

CDP - Kushk

Training of 10 female and 10 male village development council members finished in one village.

Literacy training for 26 men completed.

Libraries were established in three villages.

Birth Life Saving Skills (BLiSS) training was carried out in three villages for a total of 65 men.

130 women participated in cookery and nutrition training in two villages.

Self Help Groups (loans for productive purposes) finished in two villages for 50 women.

Basic veterinary training for 21 men was carried out.
Community Mental Health Project
The Community Mental Health Project (CMHP) started as a new project in the western region of Afghanistan in January 2012. The goal of CMHP is that all households in the west of Afghanistan are aware of mental health issues and know how to act when a community member has a mental health problem or disorder. CMHP also aims to introduce effective ways of promoting good mental health to the school system, governmental and civil society entities. CMHP conducts trainings for non-medical community members. Those who are trained can then detect possible mental health problems in the community and refer individuals to medical professionals.

CMHP published four issues (20,000 copies) of Healthy Community magazine in 2012. Healthy Community is a publication in Dari that focuses on issues such as general mental health, epilepsy, counselling and family conflict. The magazine is distributed among teachers, students, mullahs and governmental employees. CMHP received 4,917 feedback forms from magazine readers. A five month-long program was broadcast on one of the most watched television stations in Herat province.

The man from Sarpang village
There was a man with mental illness in Sarpang village in Taiwara District. He had hallucinations and didn’t know what he was saying. His family thought spirits were controlling him and brought the man to a faith healer. The faith healer treated the man, but there was no change in his behaviour. I saw this patient and advised his family to seek treatment by taking him to a doctor. They took him to several other faith healers over the next four months but the man did not get well. Then the family took him to a doctor who was able to prescribe some medicine. Now, the man feels much better and his family has seen a positive change in his behaviour.

CMHP trained
65 teachers
60 community leaders
25 police
82 Social Affairs, Martyrs and Disabled Directorates staff
618 Advocacy and awareness participants

Mental Health Training Centre
The Mental Health Training Centre – Herat (MHTC-H) focuses on providing Afghans access to effective and affordable mental health care. This centre serves as a training agent and a learning centre for mental health care in the western region of Afghanistan.

In 2012, MHTC-H’s medical mental health training focused on the capacity building of doctors, community health supervisors, nurses/midwives and psychologists. MHTC-H also supports a psychiatry residency training program. Five doctors graduated from the training program in 2012 and two more doctors are on course to graduate in 2013.

MHTC-H
40 doctors received mental health training in 2012 in the western provinces of Afghanistan.
41 medical students (24 male and 17 female) completed their 3 months practical training at the MHTC-H.
129 nurses and midwives received mental health training.
28 midwifery students completed their practical training.
27 current year midwifery students will complete their practical training in 2013.
39 current year nursing students in Herat completed their 3 months practical training.
3233 (1172 Male and 2061 Female) new patients seen.
3334 (1117 Male and 2217 Female) previous patients were followed.
1058 (434male and 624 female) patients were given counselling sessions.
10081 patients and their family members (3603 male and 6480 female) benefited from 608 mental health education sessions in the clinic waiting rooms.
305 (196 male and 108 female) mental disabled patients and their families were given counselling sessions.
Adult Learning and Education Facilitation

In 2012, 710 students attended courses offered through the ALEF’s three learning centres in Kabul, Kandahar, and Faizabad. Classes ranged from adult literacy to English and computer classes. Participants ranged in age from 17 to 70.

In the second half of the year, ALEF facilitated the launching of IAM’s Peacebuilding programme. ALEF staff also conducted a week-long teacher training for the Turquoise Mountain Institute in Kabul, and supported the IAM TechCircles project with staff training in conducting learning circles.

An external evaluation of the project was carried out in October. The evaluation report stated that “...[t]he project has been transformed from a set of abstract ideas into a reality that has benefited several hundred Afghans. In terms of progress towards the Development Goal, that made in the women’s work is the most visible. Women are becoming aware of their potential, have greater confidence, and are seeking education in order to develop and contribute to their families and society.”

Representatives from the donor community paid a visit to the ALEF project in November. They were able to gain a greater appreciation for the project and provide support and guidance for the project’s future.

Kandahar NOOR Eye Hospital

Please see page 9.
The uneven dirt road winding through the dusty village of Lal Bazaar belies its location on the major thoroughfare from Kabul to Herat. Travellers through this region enjoy pastoral scenes continually unfolding against breathtaking mountain backdrops: children herding sheep and goats; oxen and donkeys straining to pull plows along steep hillsides; colourfully dressed women cutting hay with sickles; men threshing and winnowing wheat on threshing floors.

Local Economies Development Project - Lal

In 2012, the Local Economies Development Project (LEDP) ran activities in the areas of vocational and small business training. Ten students received training in welding, basic electricity, motorcycle repairs and auto-mechanics and graduated in December from the 8-month course. LEDP also introduced new business ideas to the local market by providing practical training and the needed capital items for a family-run bakery. So far the bakery has been successful and has been turning a profit. Six women were trained in a one-month course in spinning wool with foot-treadle spinning wheels.

Story from a bakery owner in Lal

I used to have a flourishing shop. In 2003 I got an infection in my right knee, which was operated on. After the operation I was not able to walk normally again. My life was ruined, and all my money was spent because of my illness. And with my disabled leg I am not able to do hard physical work. I ended up needing to borrow everything. At the end nobody wanted to give me loans because of my big debts. But God had mercy on me. With the help of LEDP I learned to bake cookies and I opened a bakery. Now my life is better, and I got my confidence back. The local shopkeepers trust me and I am able to buy bulk supplies on loan if needed. From the income of baking cookies I can make a living again.
Maimana

Faryab Province

Situated in the north west of Afghanistan next to Turkmenistan, Faryab is a majority Uzbek province which relies heavily on farming for its income. During 2012 the construction of the ring road towards Herat continued. Once complete this will further improve links with the rest of the country. Despite deteriorating security and four months without team members living in the province, we are thankful that IAM’s projects were able to function well during the year.
Community-Based Rehabilitation

The Community-Based Rehabilitation (CBR) Project, including the Orthopedic Workshop and Physiotherapy Center (OWPC), continued to serve people with disabilities in Faryab province for its eighth year. The CBR outreach into rural communities complements the services provided by the Orthopedic Workshop. Direct support to two of the Disability Committees was completed—they will now function independently to identify, refer and support people with disabilities in their area. This allows the project to expand to new areas in the province. It is planned that two new districts will be added to the outreach work in 2013.

In January, a disabled female benchworker was hired for the workshop, and four disabled male fieldworkers were recruited from their own communities, increasing the percentage of people with disabilities serving in the project to 48%. The newly hired female CBR fieldworker gave a significant boost to the work among disabled women in the villages, especially in the area of vocational rehabilitation for disabled women. Seventeen disabled women participated in vocational training this year. Disabled women also received literacy training. On June 2, the local Deputy Project Manager (DPM) became the Project Manager (PM), and the Administrator assumed the role of DPM. They both took a five-week-long advanced English course and attended two modules of the IAM Management School (IMS) in Kabul on Leadership Style and Management to better equip them for their new roles. They have functioned well in their new responsibilities in the absence of expatriate staff.

At age 4, Aziz enjoyed the life of a typical Afghan boy.

His father owned a shop in the city and was able to provide for the needs of Aziz and his three siblings. All this changed when the stove in his neighbour’s upstairs apartment caught fire. The neighbour threw the stove out the window, and it landed right where Aziz was playing, leaving him with severe burns. Numerous surgeries were required by doctors in Iran, as well as in Afghanistan. A few years later his father died, and his older brother left for Iran to find work to help support the family. Since his brother now has his own family to care for, Aziz’s mother supports the family with income from their cow. Aziz, now in grade 11, hopes to become a lawyer. The most recent surgeries on his leg were facilitated by the CBR project, which also provided follow-up care through its Orthopaedic Workshop. 19-year-old Aziz is now captain of the Maimana Wheelchair Basketball Team (MWBT) that took first place in the first Afghan National Wheelchair Basketball team held in Kabul on 14th - 16th June 2012 while competing against seven other teams from cities much larger than Maimana. Aziz was presented with the Most Valuable Player award, and is hopeful he may be able to join the Paralympics team of Afghanistan. Despite his disability he is moving ahead toward a hopeful future. (Name changed to protect privacy).

CBR

- 710 clients (137 male; 573 female) received physiotherapy
- 2003 clients (1709 male; 294 female) received assistive devices
- 641 clients (450 male; 191 female) received specially made orthopaedic appliances
- 13 villages have Disability Committees (DC), identifying and referring people with disabilities as needed
In 2012, the Community Development Project (CDP) in Faryab reached new communities with new projects, demonstrating it can continue to function according to its purposes despite the complex environment. Of the regions that IAM has Community Development Projects in, Faryab is the most unstable and the least secure. Yet Faryab has been a strategic region for IAM because, as a province, it is under-served, and it is frequently struck with natural disasters. In this complex operating environment, CDP Faryab has learned and adapted as it moves in and out of target communities with projects in water, sanitation and hygiene (WASH), livelihoods, maternal mortality reduction, and disaster response.

Faryab province was hit hard by the drought of 2011, and CDP Faryab responded with appropriate activities to help build resilience for vulnerable people and communities that have borne fruit in 2012. A small-scale chicken distribution reached the most vulnerable women-headed households, and training for vegetable tunnels and gardens reached members of all 6 communities. The flash floods that followed in the spring of 2012 underscored the need for disaster mitigation, which CDP responded to by participating in canal protection, dam building, and floodway construction projects. These constructions were all completed with the communities contributing labour and local materials. The floodway project now protects the sole drinking water source for 250 people, and the main irrigation source for 15 communities down the valley.

WASH continues to be one of the main focuses for CDP Faryab, based on the needs acknowledged by the communities. Over 350 women participated in the project’s WASH course in 2012, and each family received follow-up encouragement during monitoring visits. The project was excited to measure the output of the WASH work in the post 1-year evaluations. Across 13 communities, an average of 76% of people were still using their Biosand Filters effectively, 67% of people were maintaining their healthy latrines, and 72% had made hand-washing with soap their habit.

Evaluation results from Basic Life Saving Skills training (BLiSS) have also encouraged the expansion of CDP Faryab’s work in reducing infant and maternal mortality. Four 16-lesson courses were completed in 2012, training 83 women to safely attend or refer births. In post-course evaluations, an average of 70% improvement has been seen across all knowledge and practice indicators.

Towards the objective of improving rural livelihoods, CDP Faryab increased coverage with agriculture projects, started a tailoring course, and surveyed for more training options. In response to community interest and participation, CDP Faryab will continue to build up livelihood projects in 2013.

In total, over 12,500 women, men, girls and boys in Faryab were new beneficiaries of the activities of CDP Faryab in 2012.

Children learn, and promote, hand-washing with soap

After CDP Faryab’s WASH course concludes in each community, the ladies’ team visits the houses of course participants in order to evaluate and see what changes have happened because of the hygiene and health promotion.

During one house visit, the landlord’s wife told a story about the impact of the WASH training. She said that recently some of her close relatives from another village visited her home. One of the guests went to their latrine, but she did not wash her hands after using the latrine. Noticing this, the landlord’s 9-year-old son said to her, “Please wash your hands with soap.” He went on and informed her, “Soap kills bacteria; water alone cannot kill bacteria. If you haven’t washed your hands with soap, the bacteria that has polluted you will make you feel bad or get sick.”

The son had learned from his mother the benefits of washing his hands with soap before eating food and after using the latrine. His mother had participated in CDP Faryab’s WASH course just weeks prior.
Renewable Energy Sources in Afghanistan Project - Faryab

In 2012, nine micro-hydro plants were implemented, providing electricity for a total of 1,240 families, approximately 7,500 people.

During 2012, the Renewable Energy Sources in Afghanistan Project (RESAP) in Faryab continued quite smoothly. When the usual spring floods passed, work was started in eight locations. Only one village hesitated because of the high portion of required contribution. The villagers there asked for some time to reflect on it. But all the other communities kept on working at a good pace and in July two local installers from the area implemented most of the turbines and penstocks with only a little help by an experienced technician from Charikar.

After having waited for a long time, the ninth project was finally moved to another site. It was already quite late to start construction work, but the men at this new location were motivated and the work progressed well. Despite deteriorating security in autumn it was possible to complete and start up all the projects in good time. Since beginning of August 2012 no IAM expatriates are located in Faryab, however, the national staff there did an excellent job on their own. The plan for 2013 is to install about the same number of micro hydro installations as were completed in 2012.

Impact of a micro hydro project

During a project evaluation done in April 2012, two Faryab communities were asked about the impact the micro hydro project had on their lives. These micro hydro projects have already been operating for several years. The people declared unanimously that their quality of life had increased. They all mentioned the following improvements:

• They could save the money that would be spent on gas or kerosene
• More light meant more time for socialising and learning
• News from the world through TV and radio
• Better communication access with their mobile phones
• No oil or gas lamp smoke inside meant better health
• Business possibilities with the use of a freezer, fridge, or computer
Mazar-i-Sharif
Balkh Province

Mazar-i-Sharif remains one of the more consistently peaceful regions in the country. Despite some concern for the future post 2014, the local population are hopeful that business & manufacturing opportunities will grow and the economic trend will veer towards sustainability. Because of Mazar’s position close to the northern borders and host to various ISAF bases, Mazar can now boast of the only railway line in Afghanistan. Will this be the key to unlocking those waiting opportunities? Or an example of much more well thought out, badly needed infrastructure being planned and provided? Whatever happens, the unique people of Mazar will draw on their deep reserves of resilience and face the future with bold determination.

Mazar Ophthalmic Centre
Please see page 9

Silk Road English Centre

The Silk Road English Center (SREC) was established in Mazar in 2003 with the goal of ensuring that Afghans are proficient enough in English to participate in international-level communication, relationships, education, commerce and holistic development. In the past year, as many as 700 students have attended the course and come from both the university and private professional sectors of Mazar.

As the country moves towards 2014 many people are asking the question, “Are we being as strategic as possible to equip the future generation to best serve their country?” For this reason, SREC chose to have its course evaluated to see how they might enhance efforts to do just that. The project was identified as having high quality teachers who use good teaching methodologies, and as a result, this centre is known as the best place in Mazar to study English.

SREC wants to continue to build on its strengths. Realizing that Afghanistan needs leaders who can think critically and apply logic to abstract problems, SREC is committed to developing that aspect of the programme in the coming year. SREC is also amazed when stories are read of students, depicting how their lives are impacting this country. One student works for an organization called, “Bring Peace to Afghanistan.” This organization consists of businesspeople who are trying to create jobs for people in this country. Their motto is “More Jobs Mean Less Violence.”
Quotes from students:

“I work in the government sector. This course had a big impact on me because my work got changed a lot. I was selected for higher things, like working with officials. I used to fear going to meetings with important people, but now I do it and I was chosen as the best language assistant. This made me happy.”

“I started at my place of employment as someone who didn’t need to use English at all. I was a photographer and a sound/video person for reporting the news. But, now I have been promoted to journalist. I wanted to move into journalism and I got this promotion as a direct result of my studies at the Silk Road English Center.”
Kabul, over 3,000 years old, is a historical city and many empires have long fought over the valley for its strategic location along the trade routes of South and Central Asia.

Nowadays, Kabul is also a modern city. It is the largest city in Afghanistan and home to over four million people and as the capital of the country, it is the centre of government, business and education. Kabul is the fifth fastest growing city in the world and the large population sometimes causes the city to feel crowded and creates heavy traffic.

Kabul is also one of the highest capital cities in the world as it is situated at an elevation of about 1800 m. Therefore, summers, which run from June to September, are moderate and dry. Winters can be harsh and snowy, lasting from December to March.

Adult Learning and Education Facilitation
Please see page 15.

Business Development Services
The Business Development Services (BDS) project began in 2008, working with low income women within traditional and restricted family environments in Kabul. Many of these families still hold the view that girls do not need education or even basic literacy. BDS adopted a two-fold strategy of teaching basic business awareness as well as literacy and numeracy skills. In Kabul, there are five teachers operating in five districts with two classes every morning in each location. In August 2010, BDS began to also serve women in Herat, a city in the west of Afghanistan.

The course lasts for nine months, after which the students have the knowledge and confidence to find markets for their handmade products. Upon completion of the course, students are able to read and write and use basic math. BDS has seen huge behavioural changes as women increase their confidence and began to feel more like a contributing member of society. For example, many BDS students have increased their income significantly since learning basic business skills. In addition, with the permission of their families, many have entered the state school system to continue their education.

Graduation day, Kabul, 2012

Student at BDS Kabul
"Since I came to this course I can help with my son's lessons and he is very happy that I can help him"
In November 2012, twenty-five students graduated from the Institute for Leadership Development (ILD) in Kabul. The year-long programme of night classes featured a variety of international teachers. Its mission was to develop the leadership potential of Afghan men and women already involved as leaders in their nation. Courses ranged from topics like trust and leadership, discovering your strengths, and leading with emotional intelligence. Participants were drawn from business, government and the NGO community. The programme was a partnership between IAM and Morning Star Development.

English as a Foreign Language

2012 saw many different activities in IAM’s Kabul English programme, ranging from regular long course classes held on a weekly basis to a variety of conversational short courses on such topics as European history and peacebuilding to name a few. A very interesting highlight this year was a three week long art course taught in English by a visitor from New Zealand. The ALEF centre is now adorned with many student murals around the walls.

In the long courses EFL Kabul also added an extra day per week to include conversation practice and these have been very beneficial while reinforcing lesson content. A new TOEFL and IELTS preparation course was introduced this year. It was well attended and there have been constant requests for more of classes such as these. Peacebuilding topics have also attracted a lot of interest. These courses have been six to eight weeks long and are very interactive. Students are looking forward to more of these kinds of classes. EFL Kabul also been very excited to see several students this year gain scholarships for international university studies.

The demand for English in Kabul is currently greater than what IAM can accommodate. EFL Kabul taught approximately 274 students this year from a wide range of backgrounds such as university students, teachers, doctors, businesspeople and engineers. There is a great need for more EFL teachers.

IAM Management School

The IAM Management School (IMS) was an exciting new development for IAM in 2012. It is a course designed to build the capacity of IAM’s project and office managers. There are six modules spread over 18 months covering a range of management issues. In between modules, participants are expected to work on a number of assessments relevant to their job. Each participant also has a mentor to guide them through their assessments and help them apply the material that has been delivered during the modules. So far around 25 IAM managers from all round the country have taken part. IMS has found the balance of theory and practical application particularly effective.

Institute for Leadership Development

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Courses ranged from topics like trust and leadership, discovering your strengths, and leading with emotional intelligence. Participants were drawn from business, government and the NGO community. The programme was a partnership between IAM and Morning Star Development.
Peacebuilding Programme
The IAM Peacebuilding Programme had a great initial year. The Peacebuilding Programme focuses on two areas: peacebuilding integration with existing IAM projects and peace education in a variety of contexts. Much of the work of the Peacebuilding Programme in 2012 consisted of giving shape and vision to the programme. In the second half of 2012, however, several activities signalled the start of the Peacebuilding Programme. In October, the Peacebuilding Programme led a peacebuilding module for the Institute for Leadership Development in Kabul. The Peacebuilding Programme also started a peacebuilding discussion class, consisting mainly of university students.

The second peacebuilding discussion class happened to fall a few days after much of the uproar began surrounding the anti-Islam video released online in September of 2012. Many protests, some of which became violent, happened all over the world, and a few non-violent protests took place in Afghanistan. The discussion class had a rich, and at times difficult, discussion, which covered many topics, including free speech and different responses to religious hate speech. This class displayed the huge benefit of cross-cultural and inter-religious dialogue. Usually it’s only the extremists that are in the news and it often seems like they speak for and represent an entire country or society, when in fact the reality is very different. In order to break down stereotypes and really know “the other,” these kinds of conversations and dialogues need to continue to happen.

Physical Therapy Institute
The Physical Therapy Institute (PTI) is the only physiotherapy training centre in Afghanistan that is recognized by the Afghanistan Ministry of Public Health. The institute was established in Kabul in 1983, by demand of the Ministry of Health and the support of IAM. In the beginning, this project was managed by expatriates, but now all the management and teaching are done by trained Afghans. In 2012, PTI provided treatment for 1,858 patients at its outpatient clinic.

In 2012, PTI had 54 students in its three-year training program. As PTI is the main source of physiotherapy in Afghanistan, it also provided continuing education classes in Kabul for post-graduates. Furthermore, PTI ran two teacher training modules, which were attended by 35 participants.

Finally, 2012 saw PTI push for advocacy and awareness in Afghanistan. Two PTI teachers travelled to other provinces talk to government officials. They met with the Ministry of Public Health directorate as well as the Ministry of Education Directorate, to discuss the importance of more students from outlying, under-served provinces attending PTI.
TechCircles

TechCircles is a new IAM project offering Information, Communication and Technology (ICT) training and services to the NGO community. The goal of this project is to increase the ICT capacity, effectiveness, and utilization within NGOs. TechCircles began in Kabul at the beginning of 2012, incorporating IAM’s existing IT staff and infrastructure and beginning to prioritize capacity building as an integral part of the work.

While work in 2012 has mostly been within IAM, TechCircles has begun to branch out into the wider NGO community. TechCircles completed projects at an Afghan government hospital with the assistance of NOOR and conducted training and offered services to a number of other NGOs during 2012.

At the end of the year, TechCircles in Mazar-i-Sharif opened with one staff member and an expectation of hiring in the new year. TechCircles is excited about the work in Mazar as this is the first ICT services and training started outside of Kabul that is specifically geared towards NGOs.

Renewable Energy Sources in Afghanistan Project - Kabul

The Renewable Energy Sources in Afghanistan Project (RESAP) in Kabul completed 11 micro hydro projects in 2012. These projects reached a total of 490 families. RESAP Kabul also produced twenty solar water heaters in 2012 for twenty families. Because of their success, there are plans to continue to make solar water heaters in 2013. RESAP Kabul is happy to see positive results and beneficial outputs from the completion of projects at the year’s end.

TechCircles

1 ICT online help-desk put in place
164 Support tickets resolved since start of online help-desk in 2012
8 Technology Learning Circles conducted
1 Intern graduated from internship program
2 IAM staff from regions received intensive training

In May TechCircles accepted its first intern. A young man who would like to eventually get a degree in Computer Science began working with TechCircles and getting valuable hands-on experience that is difficult to get in school or private courses. He trained for six months and was hired on as staff at the end of the year. This was a great benefit to his family, as his mother had been on kidney dialysis for many years and finally passed away. He now has valuable skills that can help him to contribute to his family income and allow him to hopefully reach his dream of attending and completing college.
IAM Headquarters

IAM Headquarters (HQ) is located in Kabul, Afghanistan. By being based in Afghanistan, IAM and its support staff are able to be more immersed in and understand the culture and people that IAM seeks to serve. As IAM keeps its headquarters in Afghanistan, IAM can better invest in local capacities and contribute to the local economy while partnering with the Afghan people.

HQ monitors developments in governmental policies and practices, and assists personnel and projects in responding to these changes. HQ also provides the administrative, legal and contractual support necessary for IAM’s work around the country to flourish. The support is supplied through the Finance and Personnel Department, Administration, Logistics and Security. Four support directors (Health, Development, NOOR and Regional) are able to assist projects with subject matter specific advice.

Language and Orientation Programme

The Language and Orientation Programme (LOP) has teachers in all of the regions where IAM has an expatriate team. Lessons are conducted by native speakers of Dari and Pashtu so as to enable those coming to work with IAM and also with other NGOs, universities, ministries and businesses to learn the local language and culture.

For those intending to work long-term in Afghanistan, there is an intensive introductory language course of five months. The course uses the Growing Participatory Approach. This method is a communicative approach to language learning where activities directly develop the ability to use the language in communication.

Other courses are designed to meet the various needs of students from those who are in Afghanistan for a short time to those who wish to give lectures in their specialist subject. It is really encouraging to see the students gradually learn the language and gain in cultural understanding so that they can better work in this country.

A new development in 2012 was the request to teach students attending a Summer Language Academy at the American University of Afghanistan. Also some new students are from Afghan families but have only now come to live in the country. One of them said “It is wonderful for me to finally be able to speak with my grandmother in her own language.”

Educational Programme for IAM Children

Imagine how you might feel if you were a young child and your parents took you to live with them in a country which was very different in language, culture and lifestyle from the one you were used to.

The Educational Programme for IAM Children (EPIC), exists to enable IAM and non-IAM families of development workers to come, live and work in Afghanistan by providing their children with an education similar to that of in their passport country. EPIC aims to give expatriate children a positive experience of living in Afghanistan while at the same time providing an education which will enable them to fit more easily back into their home countries. In 2012, EPIC provided schooling for children in Kabul, Lal, Faizabad and Mazar. Qualified teachers are a continuous need within IAM, to accommodate and support families serving in Afghanistan.

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Individual Service Assignments

IAM seconds professionals to strategic roles in governmental institutions and sometimes to the private and non-governmental organisation sector. These individuals provide valuable knowledge and skills in areas not directly addressed by IAM projects. All Individual Service Assignments (ISAs) develop the capabilities of Afghans in their respective fields.

In 2012, IAM had professionals in ISAs in the following positions:

Two nurses involved in the training of nurses in the Mazar-i-Sharif Provincial Hospital

A business and finance administrator working at Hope for Life, a microfinance enterprise located in Kabul.
Programme Expenses by Sector and Region 2012

Expenses in US$ During 2012

<table>
<thead>
<tr>
<th>NOOR Eye-care Programme</th>
<th>MONETARY INPUT</th>
<th>VOLUNTEER INPUT</th>
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<tbody>
<tr>
<td>OTC &amp; Core</td>
<td>N 736,000</td>
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<tr>
<td>MOC</td>
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<td>KNEH</td>
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<tr>
<td>POC</td>
<td>N 150,000</td>
<td>60,000</td>
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Faizabad, Badakhshan Province

| RESAP                            | D 150,000      | 130,000         |
| BLP                              | E 15,000       | 60,000          |
| ALEF                             | E 54,000       | 30,000          |
| CDP                              | D 102,000      | 60,000          |

Mazar-i-Sharif, Balkh Province

| EFL                              | E 9,000        | 180,000         |
| Medical Consultancy              | H -            | 145,000         |
| MHTC                             | H 5,000        | 45,000          |

Maimana, Faryab Province

| CDP                              | D 204,000      | 95,000          |
| RESAP                            | D 108,000      | 30,000          |
| OWPC                             | E 185,000      | 75,000          |

Lal-wa-Sarjangal, Ghor Province

| CDP                              | D 134,000      | 130,000         |
| LEDP                             | D 39,000       | 70,000          |

Herat, Herat Province

| CDP                              | D 144,000      | 60,000          |
| MHTC                             | H 307,000      | 35,000          |
| CMHP                             | H 88,000       | 20,000          |
| BDS                              | D 30,000       | -               |

Kabul, Kabul Province

| BDS                              | D 50,000       | 25,000          |
| RESAP                            | D 185,000      | 30,000          |
| ILD                              | E 23,000       | 32,000          |
| Tech Circles                     | E 29,000       | 105,000         |
| ALEF                             | E 127,000      | 235,000         |
| PTI                              | E 107,000      | 30,000          |

Kandahar, Kandahar Province

| ALEF                             | E 29,000       | 20,000          |

| Key                              | N NOOR         | H Healthcare    |
|                                  | E Education    | D Development   |
Sources of Income

- 31% Locally Generated Income
- 49% Member Agencies
- 9% Governments
- 11% Other donors

Grant Income by Country

- Australia 27%
- Germany 16%
- USA 14%
- Norway 11%
- Switzerland 8%
- Finland 8%
- Sweden 10%
- UK 4%
- Netherlands 2%

Administrative costs

Administrative costs charged to Projects: 12%

<table>
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<th>Source</th>
<th>Amount</th>
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<tr>
<td>Regional Offices</td>
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<tr>
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<tr>
<td><strong>Total</strong></td>
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A copy of the audited accounts of IAM is available on request.
Donations

Donations to assist the work of IAM can be made through the IAM website. Please visit www.iam-afghanistan.org/what-you-can-do