



Annual Report 2025

Afghanistankomiteen
Norwegian Afghanistan Committee



کمیته ناروی برای افغانستان
د افغانستان لپاره د ناروی کمیټه

The Norwegian Afghanistan Committee

Founded in 1980, the Norwegian Afghanistan Committee (NAC) is a member-based solidarity organisation with activities in Norway and Afghanistan and an elected Board and Secretariat based in Norway. The purpose of the organisation is to work together with the Afghan people to contribute to the development of an independent, peaceful, and democratic Afghanistan; promote knowledge about Afghanistan in Norway; and promote friendship between the Norwegian and Afghan people.

Some of NAC's members have been actively engaged with the organisation since its inception, and new members continue to join. The Afghan diaspora in Norway, as well as Norwegians who have worked in Afghanistan or have otherwise taken an interest in the country and its people, join NAC to express friendship and solidarity with Afghanistan. The members, through the Annual Congress, constitute NAC's highest decision-making authority. Volunteers with a strong interest in Afghanistan, and with relevant expertise and experience, add value to operations and programmes. This provides NAC with capacities extending beyond the organisation's own human and financial resources and contributes to NAC's identity and profile, where solidarity and voluntarism are promoted at all levels.

NAC's head office is in Oslo. The programme activities in Afghanistan are led from Kabul, with regional offices in Badakhshan, Daikundi, and Ghazni, and project offices in Balkh, Bamiyan, Faryab, Kapisa, Khost, Nangarhar, Paktia, Takhar, and Wardak. As of 31st December 2025, the organisation had 185 employees on permanent contracts and 1 504 on project-based or temporary contracts in Afghanistan (of all employees, 38% are women).

Our Vision

NAC shall contribute to a peaceful Afghanistan, free from poverty, where rural communities are empowered and resilient, valuing equality and diversity.

Our Mission

NAC shall support the Afghan people in the development of a peaceful, just, and egalitarian society where universal human rights are respected. NAC shall be a nexus for knowledge of, interest in, and engagement with Afghanistan in Norway, promoting Afghan voices and perspectives in Norwegian public debate and advocating for informed and responsible policies towards Afghanistan.

Our Board

The Board of Directors are all volunteers, with strong understanding of and experience from Afghanistan and expertise within our fields of operation.

Chair of the board:	Farid Ghiami	Deputy chair:	Gry Synnevåg
Board members:	Kai Eide	Deputy members:	Nilofar Anwar
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FOREWORD

Investing in Self-Reliance

A series of destructive disruptions may be the best description of 2025. Following a January executive order by the U.S. president, the abrupt dismantling of USAID and freeze of US aid led to severe cuts in life saving assistance for millions of Afghans. This was compounded after the June NATO summit in The Hague, where many donors reduced humanitarian aid to increase defence spending. Thankfully, Norway maintained aid levels at 1% of GDP.

Then a powerful magnitude 6.0 earthquake struck eastern Afghanistan, with its epicentre located in the Nurgal District of Kunar Province with more than 2 000 deaths, 4 000 injuries, some 7 000 destroyed or damaged homes, and an estimated USD 183 million in direct physical damages to infrastructure.

This came on top of millions of forced returns of Afghan refugees from Iran and Pakistan and prolonged border closures between Afghanistan and Pakistan which created severe supply chain problems. Trade fell by up to 40% in 2025, and both sides faced significant losses.

In the middle of the geopolitical chaos and international anomie the Norwegian Afghanistan Committee used its expertise and adaptability to respond to the emerging development and humanitarian needs. We provided physiotherapy and psychosocial first aid to returnees from Pakistan and survivors of the earthquakes in eastern Afghanistan, established safe spaces for women, children, and adolescents and provided dignity kits for thousands of earthquake survivors in Kunar.

Partnerships with rural communities were strengthened throughout the year as a part of our localisation efforts. These joint efforts have led to improved food security, livelihood opportunities, and resilience to the impact of climate change and natural disasters. Demonstrating the positive impact of long-term investments in sustainable

development, NAC continued its early childhood development programmes to give children a good start in life and enable women to work outside their homes. We have also supported inclusion and diversity in education and education for sustainable development and we continued to provide comprehensive technical and vocational education and training for young women and men to support their social and economic self-reliance.

During these months of increased needs and dramatically reduced funding, NAC was forced to reduce staff by about 50% towards the end of year and provide more support for the Afghan people with much less funding.

Letting many of our dedicated colleagues go was painful for the organisation, but was much more so for the men and women who lost their income and work opportunities in a near non-existing labour market.

Thanks to the dedication, hard work, and competence of NAC female and male staff, we continue our efforts to support the Afghan people to move forward and hope for their greater self-reliance. Warm thanks to our donors who continue to place their trust in NAC and our ability to do the impossible.



Liv Kjøseth
Secretary General



Terje Magnussønn Watterdal
Country Director



Activity highlights

Technical and Vocational Education and Training (TVET) & Education



21 434

Children and youth benefited from NAC TVET and education initiatives

7 369 Girls 14 065 Boys



1 472

TVET and education personnel trained and supported

547 Female 925 Male



24 247

Shura and community members mobilised to support education and rights of persons with disabilities

9 874 Female 14 373 Male

Health & disability inclusion



141 031

Patients received healthcare services at NAC health facilities and rehabilitation centres

90 656 Female 50 375 Male



1 130

Professionals and healthcare workers upgraded or trained

518 Female 612 Male



1

Health infrastructure constructed

Natural resource management (NRM), disaster risk reduction (DRR) & food security



17 817

Households received food security or livelihood assistance

Representing 174 963 household members



21 053

Smallholder farmers trained and provided with agricultural support

3 767 Female 17 286 Male



480

Community-based livelihood, NRM and DRR committees / associations established and strengthened



42

Agro-based infrastructure projects built or rehabilitated

12 682

Natural disaster-affected population supported with shelter, dignity kits, and psychosocial support

11 025 Female 1 657 Male

4 247

Temporary jobs created through NAC programmes

420 Female 3 827 Male

Cross-cutting themes



Dialogue skills

7 511

Community members trained in dialogue skills

2 687 Female 4 824 Male



Environmental protection

376 852

Saplings produced through NAC NRM and environmental protection initiatives



Psychosocial support

6 395

People supported with psychosocial training and assistance

5 855 Female 540 Male

Where we work



NAC's reach has grown significantly over the past decade

In 2013, NAC implemented activities in ten provinces. Over the next 12 years, NAC's reach and project portfolio has steadily grown along with the diversity of our donor pool (see next page). In 2025, NAC's activities benefited residents of 23 provinces, matching the largest reach in NAC's history.

NAC projects and programmes work directly towards achieving the following Sustainable Development Goals:

<https://www.un.org/sustainabledevelopment> - "The content of this publication has not been approved by the United Nations and does not reflect the views of the United Nations or its officials or Member States")



SDG 01: No Poverty



SDG 02: Zero Hunger



SDG 03: Good Health and Well-Being



SDG 04: Quality Education



SDG 05: Gender Equality



SDG 06: Clean Water and Sanitation



SDG 08: Decent Work and Economic Growth



SDG 10: Reduced Inequalities



SDG 11: Sustainable Cities and Communities



SDG 12: Responsible Consumption and Production



SDG 13: Climate Action



SDG 15: Life on Land



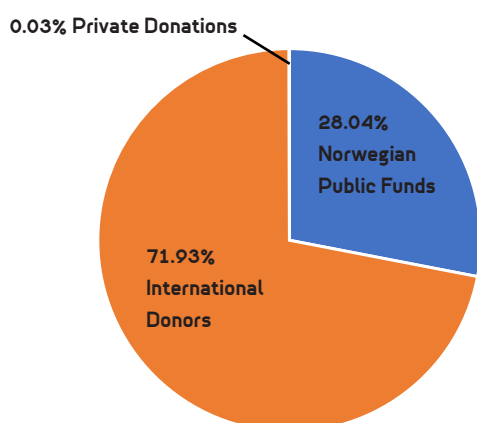
SDG 16: Peace, Justice and Strong Institutions

Funding and donors

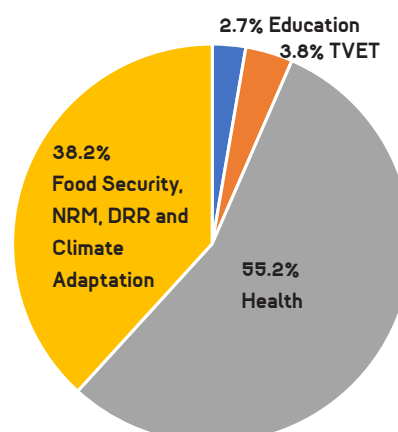
In 2025, with the generosity of our donors listed below, NAC supported people living in 23 provinces, matching our largest reach ever. NAC’s humanitarian and development funds complement each other and all our funds are managed to create synergies.

NAC continues to emphasise the importance of donor diversification. In 2026 and beyond, this strategy will remain critical to ensuring that we can continue to provide basic but necessary services for the Afghan people. A breakdown of our funding and donors is provided below.

Where did the money come from?



Where did the money go?
(by sector)



Funding for development and humanitarian programmes	Income (USD)
Solidarity Committee	6 769 075
Norad (Norwegian Agency for Development Cooperation)	5 466 581
AHF (Afghanistan Humanitarian Fund)	2 173 612
EU (European Union)	2 117 329
UN-FAO (Food and Agriculture Organization)	1 563 766
NAC Strategic Investments	475 978
GIZ	435 908
UNESCO	316 927
UN Women	243 103
Norwegian Commission on Afghanistan	41 650
UNICEF (United Nations Children’s Fund)	37 395
ACBAR (Agency Coordinating Body for Afghan Relief and Development)	4 219
Solidarity for Afghan Deaf Communities	1 636
Total	19 647 177

Numbers do not add up due to rounding

Measuring results

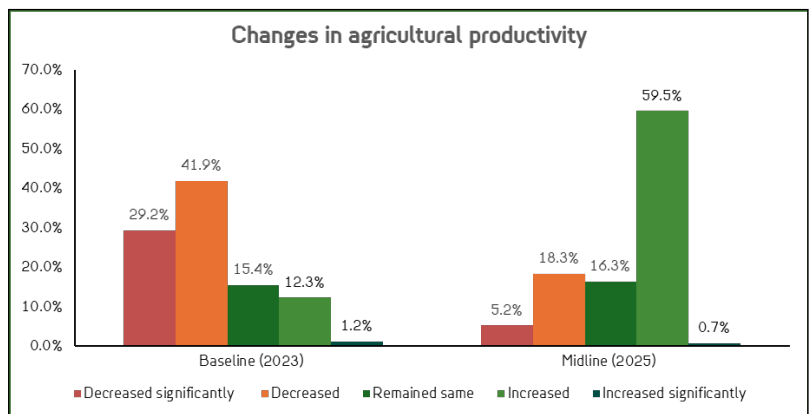
Throughout 2025, NAC conducted multiple studies, assessments, and programme reviews. For full reports, please visit our website at: <https://afghanistankomiteen.no/en/our-work/studies-and-reports/>

Midline Review of ERA 2 Programme

In late 2025, NAC conducted a midline review of its main programme, ERA 2, with a focus on the livelihoods, food security, and DRR components. The review assessed progress against key programme indicators established during the 2023 baseline study. A total of 701 households participated in the assessment. The following section presents the key findings of the midline review.

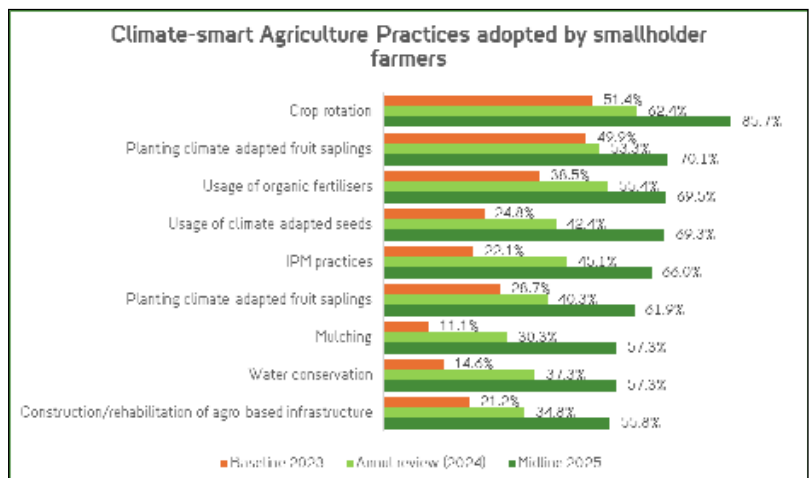
Agricultural productivity has increased

The findings show that the proportion of supported farming households reporting a decline in productivity due to climate change decreased from 71.1% at baseline (2023) to 23.5% at midline (2025). At the same time, the percentage of households reporting an increase in productivity increased from 13.5% at the baseline to 60.2% in the midline. Although the situation has improved comparatively, many households still experience reduced agricultural productivity due to multiple factors including climate change impacts.



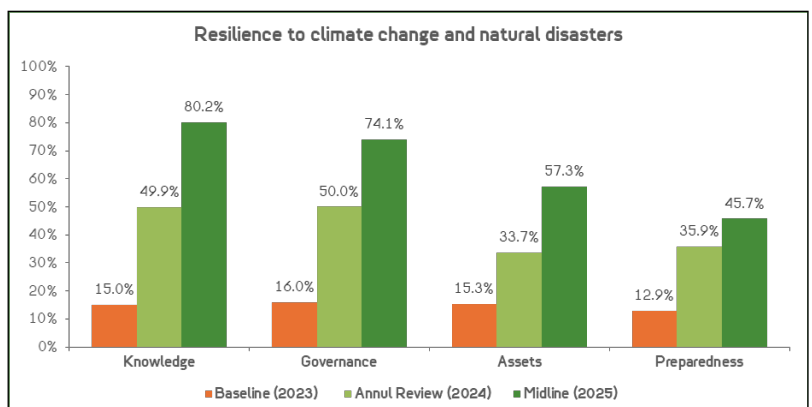
More communities are practicing climate smart agriculture (CSA)

The results show good progress in the adoption of climate-smart agriculture methods from baseline to midline. The overall adoption rate increased from 29.1% in 2023 to 44.6% in 2024, and reaching 67.2% in 2025, indicating that more supported farmers are practicing CSA. These practices include crop rotation, planting drought-tolerant fruit and non-fruit trees, usage of organic fertilisers and climate adapted seeds, integrated pest management (IPM), water conservation, mulching, and construction and/or rehabilitation of agro-based infrastructure. Changes in several key practices are highlighted in the table on the right.



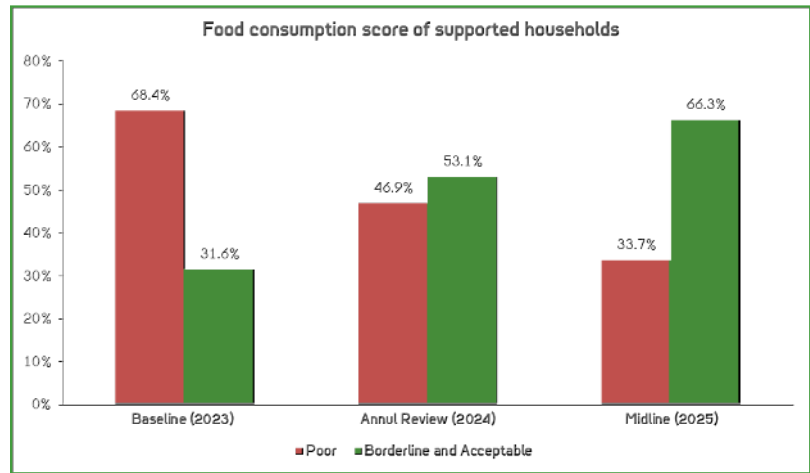
Resilience to climate change and natural disasters has improved

Our study results show clear progress since the baseline, when only 14.6% of surveyed communities demonstrated resilience against climate change and natural disasters, based on the average of the four related factors shown in the table to the right. This proportion increased to 42.4% in November 2024 and reached 64.3% in November 2025, reflecting the impact of our programme interventions.



More households have acceptable food consumption scores (FCSs) in 2025

Our primary measure of household food security, the FCS, showed significant improvement among supported households over the last three years. The percentage of households with poor FCSs decreased from 68.4% in 2023 to 46.9% in 2024 and then dropped to 33.7% in 2025. The proportion of households assessed to have acceptable or borderline FCSs increased from 31.6% in 2023 to 53.1% in 2024 to 66.3% in 2025.

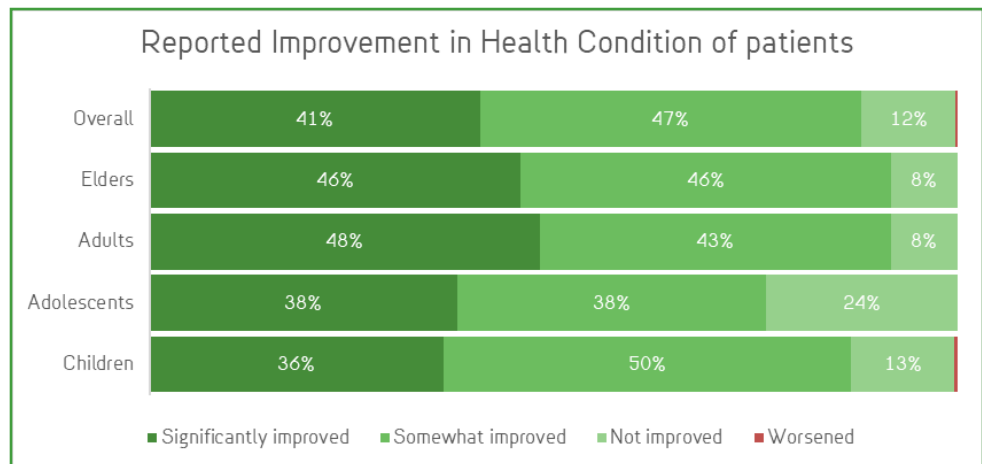


Endline Review of the Disability Inclusion (DI) Programme

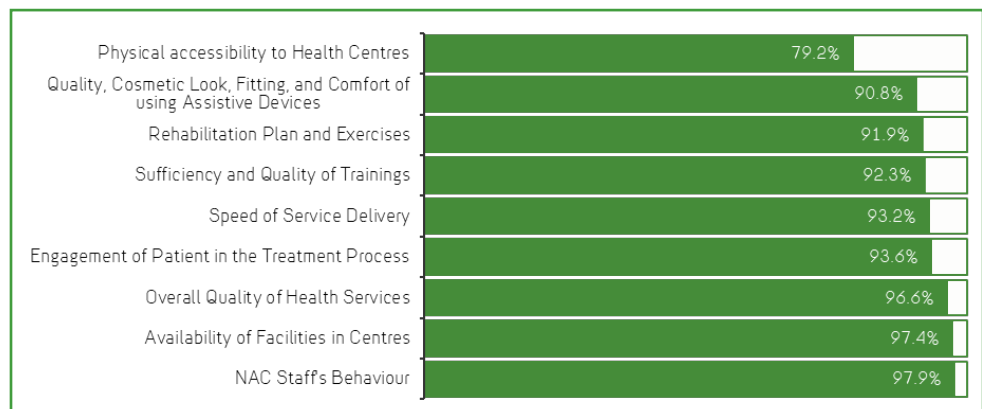
The DI Programme Endline Review was conducted to identify changes achieved as a result of the implemented interventions across the programme areas of: 1) physical rehabilitation; 2) special education; 3) employment support; and 4) CSO capacity and institutional development (for more information on the DI Programme see the Health section of this report). Overall, 516 participants of the programme from all 18 targeted provinces were interviewed to measure progress against the programme objective and outcome indicators. The following are some of the key findings from the assessment.

Physical Rehabilitation Improvements

Overall, 88% of the patients who received treatment through the programme reported positive changes in their health status after the treatment. Among these, 41% experienced a significant improvement and 47% reported some improvement in their health status. Only 12% reported no improvement and 0% reported a worsened condition.



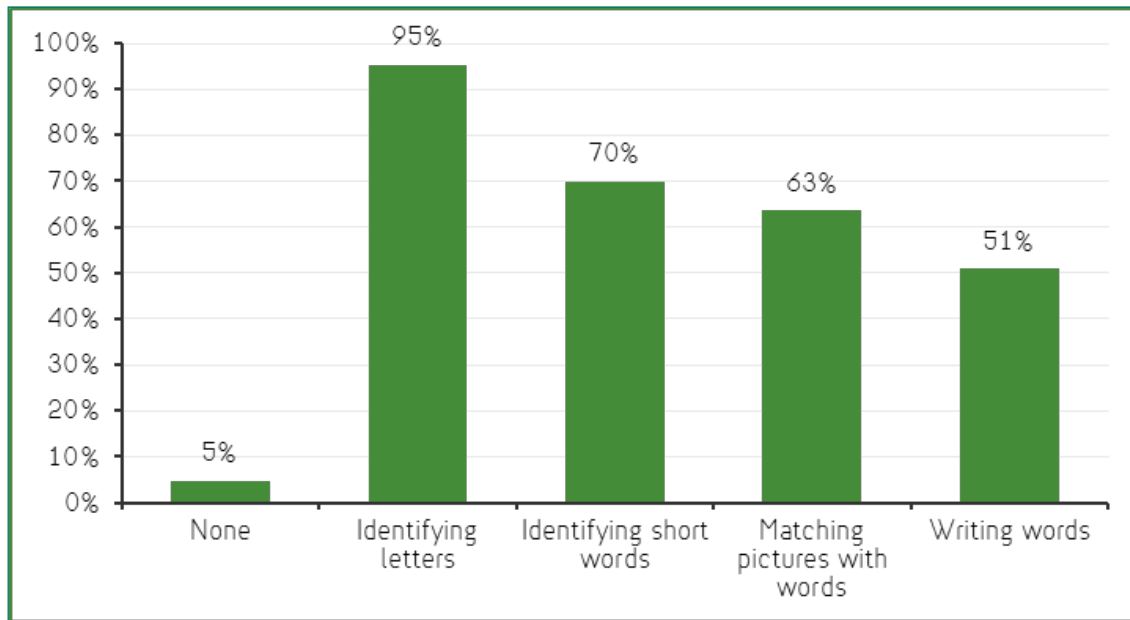
In addition, the data show an excellent average satisfaction rate of 92.5% among the participants about the services they received. The following graph shows the satisfaction rates of specific services.



Satisfaction rates of rehabilitation patients

Special Education

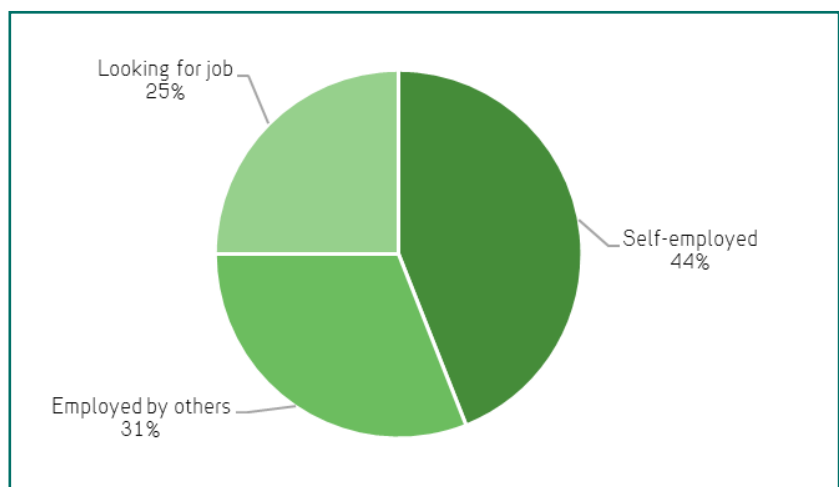
As part of this endline, we conducted a learning proficiency test with students in the education preparatory classes held for children with disabilities. Although at the preparatory level (grades 2 and 3), the assessment results showed impressive learning outcomes. Nearly all the students (95%) were able to identify letters, with only 5% remaining at the “none” level (referring to students who are unable to identify letters accurately). Additionally, 70% could identify short words, 63% demonstrated the ability to match pictures or tactile materials with words, and 51% were able to write simple texts. This is particularly significant in a context where more than 90% of 10-year-old Afghan children in mainstream schools (children without disabilities) are unable to read a simple text (UNICEF and UNESCO, 2025).



Preparatory Class Students' Learning Proficiencies

Employment Support (Job Creation and Employability Outcome)

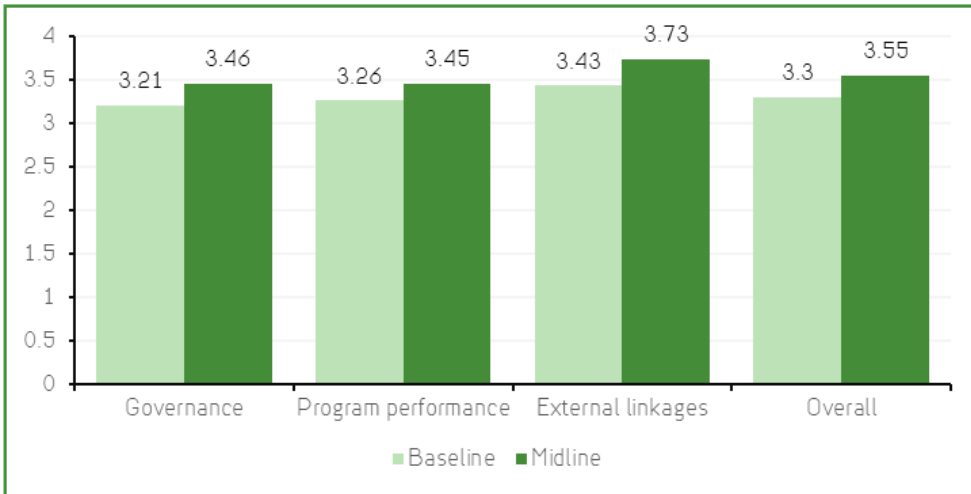
Graduates from our vocational training courses were asked whether they had started a small business or found a job after completing their training. The results show that 75% of graduates are economically active: 44% are self-employed and have started their own small businesses in areas such as tailoring, embroidery, Charma Dozi (traditional dress making), baby set making, and mobile repair, while 31% are employed by others in fields including carpentry, bag making, and mobile repair.



Employment status of TVET students after graduation

CSO institutional development and capacity building

Through the DI Programme, NAC supported multiple associations that support persons with disabilities. As part of the endline a maturity assessment was conducted to measure change in the capacity of the supported organisations, focusing on the following key organisational elements: 1) internal systems and governance; 2) programme performance, impact, and effectiveness; and 3) external linkages and partnerships. Comparing the index data from baseline and endline showed measurable improvements, with overall scores across the supported areas increasing from 3.30 to 3.55, representing a 7.6% improvement.

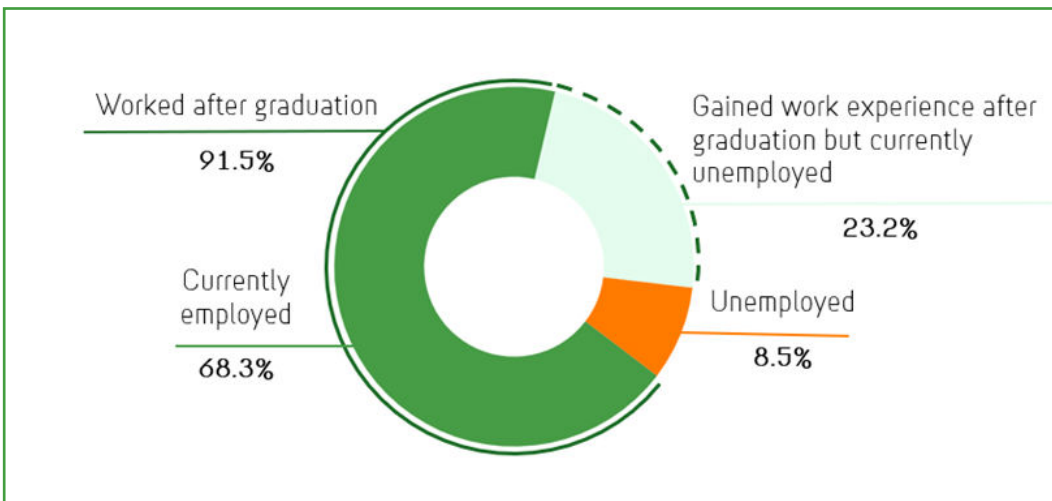


CSO institutional capacity assessment results - score out of 4

Post-graduation assessment - Health Education Programme

NAC has long provided health education programmes for youth, with a particular emphasis on girls and women. To assess the employability outcomes of these courses, we conducted a survey with graduates from the 2021–2023 batches, asking whether they had secured a job after graduation.

The findings show that 68.3% of graduates are currently employed in the public or private sectors, while 91.5% reported gaining some form of work experience since graduation.



Employment outcomes of NAC health education graduates

Education





Above: Children learning through Project-Based Learning, Bamiyan, December 2025

Previous page: Weaving course, Bamiyan, December 2025

TVET and Education

NAC sees education as being fundamental to the development of individuals, families, communities, and Afghanistan as a whole. In 2025, we continued our focus on technical and vocational education and training (TVET) as a way of supporting young people in gaining the knowledge and skills they need for their lives and livelihoods. We have redoubled our work in this area of education because of TVET's relevance and flexibility and because TVET courses offer some of the few education pathways still available for women and adolescent girls in the country.

A crosscutting and integrated approach

NAC's TVET courses are student-centred and focus both on life- and livelihood skills. Our approach to TVET is project-based to enhance engagement, relevance and learning; involves dialogue and psychosocial support which are critical to participants' learning experience and overall wellbeing; promotes citizenship and volunteerism to help foster a culture of collaboration, mutual support and self-reliance; and incorporates climate change awareness and resilience in recognition of the tremendous impact of climate change on Afghanistan and the vital roles young Afghans have in the social and economic development of their families and home communities.

THINK Labs and JOB Labs

NAC's TVET initiatives are organised under our 'THINK Labs' and 'JOB Labs':

THINK Labs: These courses focus on a range of foundational knowledge and skill sets including literacy and numeracy in Dari, Pashto, and Sign language, English, IT, accounting, finance, HR, logistics, and procurement, all of which can be applied flexibly in employment across multiple jobs in a range of sectors. THINK Lab students also learn about entrepreneurship to support them in developing their own micro-and small businesses.

JOB Labs: These non-formal short courses are vocationally focused and offer a wide range of options including masonry, mobile phone repair, solar installation and maintenance, weaving and other traditional crafts, tailoring, home gardening, and food processing.

In 2025, NAC trained 1 832 young women and men (over 50% women) through our THINK Labs and JOB Labs in Badakhshan, Balkh, Bamiyan, Faryab, Ghazni, Kabul, and Nangarhar provinces.

Disability Inclusion

Supporting persons with disabilities to access education and employment is central to NAC's support for disability inclusion overall. Expanding the reach of our disability inclusive TVET courses, we trained 435 women and men with disabilities, for example, through our tailoring courses for women with hearing impairments.

NAC has developed and supported the development of a number of innovative disability-inclusion resources, including an Afghan Sign Language stress management video (and have started to develop an audio version of the same resource for persons with visual impairments) and tactile books for children using Braille for reading and writing, and we continue to support the further development of the Afghan Sign Language Dictionary.

Our work in disability inclusion also involves promoting dialogue on disability issues in and beyond Afghanistan. To mark the 2025 International Day of Persons with Disabilities, **NAC co-hosted the first National Dialogue on Special Education in Kabul** together with the Technical and Vocational Education and Training Authority (TVET-A). With over 500 attendees, the National Dialogue focused on coordination and cooperation in promoting the rights and needs of persons with disabilities in Afghanistan.

The impact of NAC's TVET courses

An evaluation of the graduates of NAC's TVET courses has shown that participants who graduated in 2025 had significant knowledge and skills gains and, even more crucially, many were able to gain employment (for example, 41% of graduates in Kabul), despite the extremely challenging economic and employment situation faced in Afghanistan today. Of those TVET graduates who gained employment soon after graduation, 81% reported that their training was highly relevant to their work, underscoring the programme's alignment with Afghanistan's labour market needs.

Educational research

Over the years NAC has strengthened the breadth and depth of our approach to educational research, and we are being increasingly recognised for the quality of our research practices. As a key example, on request of the Norwegian Commission on Afghanistan, NAC conducted a landmark research study on the status of schools in Faryab which had been funded by Norwegian Development Aid between 2006 and 2021. Unlike previous studies of schools in the province, which had mostly relied on evaluation from a distance, in 2025 NAC's research team visited, assessed and profiled 133 schools across Faryab. A key finding of the study is that Norwegian investment in education in Faryab remains viable and has been more sustainable, long term, than many had imagined, with most schools built or supported by Norway still operating as schools and providing much needed education to Faryab's children. This finding is a needed bright spot at a time when the education system in Afghanistan is weakening overall in providing access to quality schooling.

Early childhood development

NAC continues vital work in early childhood development through establishing and running kindergartens and playgroups. Kindergartens are part of almost all health initiatives at NAC, providing early childhood development activities for children of staff, students and patients. These kindergartens also enable female health professionals with children to have the time and confidence to focus on their work providing quality health education and healthcare services.

NAC also supports playgroups - small childcare groups, often for children of women's self-help group (SHG) members. The playgroups are generally set up in rural areas - as opposed to the kindergartens which are usually in urban areas - and help the female participants of SHGs to focus on their education or entrepreneurial ventures, while at the same time enabling their children's early learning and physical, social and emotional development.



Above: NAC Country Director addresses National Dialogue on Special Education in Kabul, December 2025

Next page: Schoolgirls learning the alphabet, Ghazni, 2026





Providing health and rehabilitation services

In 2025, NAC continued its programmes related to the education of female healthcare workers and the provision of maternal, newborn, child, and adolescent healthcare in Badakhshan, Faryab, Ghazni, Kapisa, Khost, and Paktia; physical rehabilitation services in Badakhshan, Baghlan, Balkh, Bamiyan, Ghazni, Jawzjan, Kapisa, Khost, Kunar, Kunduz, Laghman, Maidan Wardak, Nangarhar, Paktia, Paktika, Samangan, and Takhar; emergency health and physical rehabilitation services for earthquake affected communities in Balkh, Kunar, and Nangarhar; physical rehabilitation services for returnees at the Torkham border in Nangarhar; surgical healthcare in Aryub Zazi District of Paktia; and primary healthcare in Kabul Municipality and TVET-A clinics. NAC also supported drug rehabilitation efforts for young men in Paktia and established kindergartens in provincial public hospitals in Kapisa and Paktia to support female employees at the hospitals.

Providing quality education of healthcare workers

After many years of providing quality education of healthcare workers from 15 provinces at the regional Institutes of Health Sciences (IHSs) in Badakhshan, Kapisa, Khost, Nangarhar, and Paktia, in December 2024 Afghan authorities banned health diploma programmes for females, resulting in all IHS programmes for female students being shut down. Therefore, in early 2025, NAC, in coordination with the health authorities at national and provincial levels, started planning for three-month apprenticeships for women who have graduated from midwifery, nursing, physiotherapy, pharmacy and laboratory technician programmes from private IHSs. The aim is to give the apprentices practical experience either in NAC 4Cs or in public provincial hospitals. The selected apprentices had studied theory but had no opportunity to put their education into practice. The first batch of apprentices started their practical studies in Faryab, Ghazni, Kapisa, Khost, Nangarhar, and Paktia in December. The delay was due to the long process of obtaining an MOU with the MOPH.

Following the ban on training female health professionals, NAC also started a course to train young men as pharmacy technicians in IHSs in Gardez (Paktia Province) and Mahmood-e-Raqi (Kapisa Province). A secondary benefit of this course is the maintenance of NAC assets such as buildings and equipment, so that they will still be available and ready to be used if women are again allowed to study. The pharmacy technology programme was chosen since it can be completed in only two years, versus the other subjects which take three years. Given the uncertain implementing environment, it is prudent to keep shorter timeframes when possible to ensure changes are kept to a minimum. The programme began in October – also due to the long process of agreeing on and signing an MOU – with 32 students at the Gardez IHS and 32 at the Mahmood-e-Raqi IHS.

Support for physical rehabilitation

In August 2024, NAC took over a comprehensive disability inclusion programme from the Solidarity Committee for Afghanistan which covered 14 additional provinces with a more comprehensive approach towards disability. The physical rehabilitation services were provided at institutions (e.g., Regional Rehabilitation Centres) and in communities through community-based rehabilitation (CBR) programmes. NAC operated five regional rehabilitation centres in Balkh, Ghazni, Maidan Wardak, Nangarhar, and Takhar provinces that provided services such as physiotherapy, assistive devices, and training. In 2025, 46 379 people (43% female) received services through these centres.

Through NAC's network of rehabilitation centres in 14 provinces, and as part of NAC's efforts to support disability inclusion, CBR workers expanded the reach of NAC's efforts by working in 60 districts to support persons with disabilities. These CBR workers helped to reach those who could not make it to one of the regional rehabilitation centres to have access to information, physiotherapy services, prosthetic and orthotic services, psychosocial support, assistive devices, special education, and vocational training, enabling individuals to lead more independent and productive lives. Moreover, physiotherapy centres in Kapisa and Paktia funded by Norad were integrated in 4Cs and the one in Khost was integrated in the provincial rehabilitation centre. Through these centres many persons living with disabilities and disabling health conditions, including women and children, received quality physical rehabilitation services. The comprehensive disability inclusion programme ended on 31st December 2025 and in 2026 the programme will have only two components – physical rehabilitation services and the provision of prosthetics, orthotics and assistive devices to persons with disabilities. The special education, social integration and vocational training components closed on 31st December 2025. Only four regional rehabilitation centers in Ghazni, Kabul, Nangarhar and Takhar will remain open; the centres in Balkh and Maidan Wardak will close due to significant reductions in funding for the disability sector.



Above: Patients at Jalalabad Rehabilitation Centre, November 2025

Previous page: PSS support for women affected by Kunar earthquake, October 2025

Provision of public healthcare

An experienced team of healthcare professionals has been providing vital emergency healthcare services (including surgeries) in the remote district of Aryub Zazi in Paktia since 2019. Patients from other districts (and other provinces) come to this facility to receive quality healthcare.

In 2025, one health facility was established within the TVET-A institute in Kabul to provide primary healthcare to staff and students at the institute who are mostly coming from other provinces. More than 3 000 students and staff received primary healthcare services at this facility in 2025. Two health facilities established in 2024 together with the Kabul Municipality provided primary healthcare services to more than 7 000 street cleaners and garbage collectors in 2025, who are exposed to unsanitary and unhealthy conditions when performing their duties.

In 2025, NAC completed the construction of a training building within a drug rehabilitation centre in Paktia for drug addicted youth to learn skills that would help them provide for their families after completing the programme. Those under treatment were paid to work in the construction process, allowing them to support their families and learn relevant masonry skills.

Continuum of Care Centres (3Cs)

3Cs are maternal and newborn health centres established in hard-to-reach areas of Kapisa, Khost, and Paktia provinces that previously lacked access to qualified health personnel. They are run by women and offer low-threshold services for maternal, newborn, and child health, including deliveries. 3Cs are staffed with qualified midwives, with NAC's health team providing support and quality-controlled medicine. Services at 3Cs are free of charge. In 2025, more than 22 900 women and children received quality health services through NAC 3Cs.

Comprehensive Continuum of Care Centres (4Cs)

The 4C is a one-stop health facility for the provision of comprehensive maternal, newborn, and child healthcare. Each 4C employs between 20 and 30 women in addition to male guards and provides a wide range of advanced healthcare services for women, newborns, and children. 4Cs offer trainings for women and adolescent girls and childcare facilities for children of patients, visitors, and trainees. The innovative 4C is the first comprehensive women-only health facility in Afghanistan. In 2023, the first 4C opened in Paktia and in 2024, 4Cs were established in Faryab, Ghazni, and Kapisa provinces. In 2025, the fifth 4C was established in Badakhshan with funding from Norad. In 2025, more than 57 000 women and children received quality health services through NAC 4Cs.

Food Security, NRM, and DRR



Supporting food security in the midst of climate change

NAC takes a holistic approach to address food insecurity in our partner communities, connecting activities in areas such as education, TVET, health, agriculture, and climate change. The focus is on improving the overall food system in Afghanistan, which involves supporting livelihoods, NRM, and DRR, among other areas, to create an environment where integrated rural development can prosper. All our programmes are community-led and community-owned to ensure effectiveness and sustainability.

Improving food systems and livelihoods

In 2025, NAC supported 204 214 people in 21 053 farming households (household size averages 9.7 members) in rural farming communities to enhance their food systems and livelihoods by providing agricultural tools and seeds, conducting farmer training (e.g., in climate-smart agriculture and livestock management), establishing food processing centres and community-based seedbanks, and improving water infrastructure to improve yields and protect arable land.

Climate resilience and natural resource management

In rural, hard-to-reach partner communities, households are impacted by climate change while women and girls experience more barriers to adapting to the changing climate such as limited access to land and climate-resilient inputs and reduced participation in decision-making. To close this gender gap in agriculture and improve joint efforts in climate actions, NAC applies gender-responsive, climate-smart agriculture practices. NAC prioritises the needs of women and youth by increasing women's participation across value chains and on- and off-farm activities and promoting labour-efficient climate smart agricultural technologies (e.g., mulching, drip and basin irrigation, and no or zero tillage methods) that improve productivity without heavy labour.

In 2025, NAC supported 6 609 farmers and 402 community-based civil society organisations to enhance their resilience to climate change through crop diversification techniques, the production of organic fertilisers using locally available and low-cost materials, reducing dependency on chemical inputs to improve soil fertility and health, and promoting low-tech irrigation methods such as drip irrigation and rainwater harvesting to conserve water. The goal of these activities is to increase the ability of communities to effectively continue their farming practices and improve nutritional outcomes, while managing natural resources and adapting to the impacts of climate change and natural disasters.



*Above: Community-based nursery, Shuhada District (Badakhshan), August 2025
Previous page: Water reservoir construction, Wardoj District (Badakhshan), August 2025*

Community-Led Development (CLD)

CLD is a process where communities gain control over project design, decision making and resource allocation to better align development with their specific needs. It transfers power and resources to local groups, and is characterised by local committees, external facilitators and community contributions. It gives local communities the power to decide upon priorities and manage development projects themselves.

NAC uses CLD as its core approach, with community-based NRM committees as the main coordinated body for all NRM, agriculture and climate-related action; Community Disaster Management Committees (CDMCs) as the entry point for disaster risk reduction activities; and Self-Help Groups (SHGs) as a platform for women’s socio-economic empowerment (which include many agriculture-focused activities). To build sustainable, community-owned institutions, structures, and systems, CLD remains central to NAC’s Integrated Rural Development model and positions communities at the centre of decision-making, resource allocation, and project implementation.

Through ongoing engagement with community partners—including surveys and participatory assessments—NAC works to enhance the sustainability and effectiveness of community based institutions. Feedback indicates that communities value these institutions as relevant and impactful, while also identifying opportunities for further strengthening. In response, NAC is working with the community partners to clarify mandates, improve coordination across community structures, and expand awareness-raising efforts.

Disaster Risk Reduction (DRR)

Afghanistan continues to be affected by natural disasters, including earthquakes in fall 2025 that killed more than 2 000 people, mostly in Kunar Province. NAC's comprehensive DRR programmes include training on disaster risk management (e.g., hazard mapping, risk assessments, and preparedness planning) and provide necessary tools and equipment for disaster response, such as first aid kits, communication devices, and search and rescue equipment. Additionally, NAC supports establishment and operations of DRR groups at community, district, provincial, and national levels (see below) to ensure effective disaster management, response, and resource allocation. In addition to these programmes, NAC also assists communities to construct protective and productive infrastructure to mitigate the impact of natural hazards and protect arable land.

Technical institutional support

NAC's rural development programmes effectively work together with existing local institutions to improve their capacities and resilience against natural disasters and climate change, improving agricultural production and ensuring ownership and sustainability. These institutions include:

- Community Disaster Management Committees (CDMCs): These village-level committees are trained and equipped to lead disaster preparedness and response efforts at the community level.
- District Disaster Management Committees (DDMCs): These district-level bodies oversee disaster management activities and ensure resources are allocated effectively.
- Provincial Disaster Management Committees (PDMCs): These provincial-level committees are responsible for developing and implementing disaster management policies and coordinating responses to disasters.

In 2025, NAC supported 139 Disaster Management Committees (DMCs) with training on hazard mapping, protection measures to reduce the impact of disasters (e.g., protective infrastructure and early warning systems), and preparedness (including providing equipment and tools to ensure timely response and rescue efforts during disasters).

During the year NAC also supported 2 959 members (67% women) in 185 self-help groups (SHGs) and MSMEs with a combination of training and financial support to enable the members to establish and operate micro-businesses. These efforts are generally implemented in collaboration with local civil society and community partners and focus on food production and processing. NAC has also established 69 farmer associations to support farmers and SHG members by linking them with local and provincial markets to enhance their access to inputs and market opportunities.

In 2025, NAC established and supported 87 NRM committees to ensure the proper use of local water, forest, and pasture resources, as well as to protect and maintain productive and protective infrastructure at the community level.



Distribution of dignity kits for women affected by the August 2025 earthquake, Kunar

Participatory Action Research (PAR)

In 2025, NAC technical staff conducted six PAR projects together with 70 community members, 12 university researchers and six PAIL staff from Badakhshan, Daikundi, Faryab, Ghazni, Kapisa, and Paktia provinces. The research topics focused on the impacts of climate change on agriculture and practical mitigation and adaptation measures. The research results were presented by the community members and agricultural institutions to different key stakeholders at provincial and district levels.

The research findings showed that farmers were satisfied with the projects' new climate adaptation strategies and were able to practically observe clear results by comparing traditional farming practices with newly introduced low-technology approaches, such as mulching, organic fertilisers, locally made organic pesticides, zero tillage, and line cultivation. PAR helped community members move beyond psychological barriers, build confidence, and take ownership. It enabled farmers to analyse their own challenges, identify solutions, and develop action plans to address local problems.

Productive and protective infrastructure

NAC implemented 42 agro-based productive and protective (DRR) infrastructure projects in 2025 to increase water accessibility for rural communities and protect local community assets and livelihoods against natural disasters. These projects include:

- Productive structures: Irrigation canals and water reservoirs.
- Protective structures: Check dams and protection and gabion walls to prevent soil erosion, and protect communities and their shared resources.

The implementation of these projects created 2 602 short-term employment opportunities (cash-for-work) for the community members, providing immediate economic benefits along with providing on-the-job masonry training to ensure that they have the knowledge to build disaster-resistant houses and other structures. Furthermore, the construction of these projects increases livelihood opportunities and enhances community resilience against natural disasters and climate change, ensuring long-term sustainability.



Irrigation canal, Qarabagh District, Ghazni Province

Humanitarian Support to Income-Poor Households

In 2025, with support from the Afghanistan Humanitarian Fund (AHF), FAO, UNICEF, and UN Women, NAC provided 198 718 income-poor households with support to improve livelihoods and reduce food insecurity. Agricultural support packages, cash distributions, cash-for-food, livestock support, shelter repair and construction assistance, seed distributions, and winterisation support were provided to households in Badakhshan, Daikundi, Faryab, Ghazni, Kabul, Kapisa, Khost, Kunar, Paktia, Paktika, Panjshir, Parwan, and Takhar provinces.



Knowledge, advocacy and communication

PSS session during Bamiyan Project-Based Learning project, December 2025

ADVOCACY AND COMMUNICATION

Social media

Since March 2025, there was a strategic shift in our approach to social media with a focus on ethical storytelling and technical and aesthetic experimentation. This shift proved successful and our engagement and outreach grew. We overall gained 2 752 new followers on our social media channels: 465 on Facebook, 437 on Instagram, and 1 850 on LinkedIn. Our engagement on Facebook was 15 193, but it is difficult to discern whether there is a large difference from 2024, due to Meta changing their metrics in July 2025.

On our main social media platforms, we connected our posts with the celebration of UN days to create the possibility of greater resonance and connections with other international organisations. Our publications also featured human-centred stories with a particular focus on disability inclusion.

Communication

The team in Kabul strived to build stronger collaboration with colleagues from various programme departments leading to more effective results. The aim is to build communication support and outputs into the planning of programme activities to achieve more thorough documentation and accomplish our aim of communication and messages that are fully knowledge-based.

Positive outputs of these efforts include the video that we made on Self-Help Groups for UN Women in collaboration with the Humanitarian team, an educational film on Composting produced for UNESCO in collaboration with the Education and Research team and a film on our vocational training activities in collaboration with the relevant team that was presented at the GIZ workshop in Termez, Uzbekistan, in September 2025.

Advocacy in Afghanistan

During the year, we worked very closely with our institutional partners and concentrated our efforts on the idea that our communication work can have an important role as a public service contributing to spreading knowledge and information and reaching wider audiences.

In June, the Ministry of Agriculture, Irrigation and Livestock (MAIL) requested our support during an outbreak of Foot and Mouth Disease that started spreading a few days before Eid with great risks for both human and animal populations. As a response to the emergency, with very short notice, we prepared an audiovisual awareness campaign with video and audio messages that were broadcast on 12 different national radio and television stations 68 times a day for 20 days.

In November, we made a film on the impact of climate change in Afghanistan in collaboration with the National Environmental Protection Agency (NEPA) with the intention of presenting it at the UN Climate Change Conference held in Belém, Brazil. The trip of the Afghan delegation was eventually cancelled, but the film received great attention and positive feedback on social media.

In partnership with the Technical and Vocational Education and Training Authority (TVET-A), we co-hosted the first National Dialogue on Disability Inclusion in Kabul on 3 and 4 December. The conference brought together high-ranking representatives from 20 ministries and authorities, UN agencies, the International Committee of the Red Cross (ICRC), the Afghan Red Crescent Society, international organisations working in the field of disability inclusion, representatives from Afghan civil society, and members of organisations of persons with disabilities. The event was covered by national media with several news reports.

In collaboration with TVET-A, we also produced two films. One was the translation in Sign language of the stress management brochure that our Mental Health and Psychosocial Support Team prepared earlier in the year. This film was realised in collaboration with a Deaf Afghan YouTuber. The second film was an overview of challenges and opportunities for persons with disabilities in Afghanistan which received very positive feedback and was presented on different platforms: at the international online roundtable we organised with the Solidarity Committee (SC) in November, at the National Dialogue on Disability Inclusion as well as on social media.



Liv Kjølsest, NAC Secretary General (right) and Ine Eriksen Søreide (Chair of the Parliament Standing Committee on Foreign Affairs and Defence. Hand over of signatures on "Do not forget about Afghanistan"



QR code linked to the NAC YouTube page

ADVOCACY IN NORWAY

Contributing to a transparent and honest debate on development assistance in Norway

In summer 2025, NAC engaged participants from most youth branches of the political parties in Norway in a knowledge-based panel discussion and debate on development assistance. Keynote speakers from Norad and the Norwegian think-tank Cevita were invited and NAC's Secretary General presented NAC's perspectives.

Many participants were either sceptical of entering into a debate about aid or did not have the knowledge necessary to have a fruitful debate. As such, we worked to develop a compilation of the five most common arguments in the political debates about aid, presenting research and disseminating strengths and weaknesses of the arguments, and illustrating these with examples from our own work. In addition to becoming a physical booklet that we distributed to youth politicians, it has become a digital collection with twelve articles that is available on our website.

Activities on the streets

NAC is a member-based solidarity organisation. To recruit new members, we aim to be visible on the streets. On International Women's Day, the Secretariat, along with volunteers, set up a stand in both Oslo and Drammen and spent the day talking to passersby about Afghanistan and the rights of Afghan women.

We repeated this in August when we set up stands in Oslo and Molde to spread awareness about the situation for women in Afghanistan. We also travelled to summer camps for youth politicians and talked to them about Afghanistan and our compilation of arguments. Spending time talking directly to people greatly helps us spread information, awareness, and solidarity.

Media coverage and social media

In 2025, NAC hosted eight events in Norway – the largest being the aforementioned youth politician debate about aid. In addition to this, we co-hosted an event with the Norwegian Human Rights Fund and Norwegian PEN about the situation four years after the Taliban takeover, as well as a series of events in-person and online ranging from a book presentation to an informational seminar on disability and inclusion. A total of 259 people attended these events.

We had two op-eds published, one in *Altinget* with other aid organisations, and one in *Panorama* on whether Norfund is the solution for continued Norwegian support to Afghanistan. NAC officials were quoted in eight articles in various newspapers on topics ranging from Kabul's water crisis to our collection of aid-effectiveness arguments. Afghan media reported extensively on the work of NAC throughout 2025 on initiatives ranging from climate change to health and emergency response.

Remaking our webpage

To ensure information about NAC's history, values, principles and programmes is available to the public and donors, in 2025 our web site (www.afghanistankomiteen.no) was updated with new text and photos and easier access to all our knowledge products.



Spreading awareness about Afghanistan "on the streets"



Dialogue on Aid Meeting with university students, State Secretary Andreas Motzfeldt Kravik, NAC Country Director Terje Watterdal and Øyvind Eggen, Civita. Oslo, September 2025



'Four years of Taliban-rule' event in Oslo with Norwegian Human Rights Fund and Norwegian PEN, August 2025. (Left: Panel discussion; Right: Mustafa Himmati, NAC Head of Knowledge Management, Understanding poverty in rural Afghanistan)

DIGITALISATION

In 2025, NAC strengthened its digitalisation efforts, building on previous investments to enhance both efficiency and internal capacity. We continued targeted competency development for Knowledge Management and Monitoring and Evaluation staff in PowerBI and Power Automate, while also advancing our work on GDPR compliance. At the same time, IT staff received further training in Microsoft 365, enabling them to independently manage first and second line support that has previously been outsourced to an external company.

A comprehensive cost-mapping exercise highlighted the importance of maximising returns on prior digital investments, particularly considering reduced aid funding globally. Following a procurement process, we signed an agreement with a new vendor at the end of 2025, which will reduce ICT costs by more than half while bringing greater support functions in-house in 2026. This shift not only improves cost-efficiency but also strengthens our internal expertise and provides more meaningful roles for our IT colleagues.

In parallel, an internal review of the HR Department led to the development of an in-house HR system using SharePoint, Power Automate, and PowerBI, using internal capacity (with external quality assurance only). While not finalised in 2025, similar initiatives will also be extended to stock and procurement systems in 2026.

We also continued to invest in our in-house training platform, developing a course on ethical guidelines to be rolled out to all staff in 2026 as part of our general compliance. The platform also further enabled organisation-wide training in Microsoft 365, delivered in Dari, Pashto, and English – which was complemented by in-person training in all offices.

Overall, NAC continues to prioritise IT security, data protection, compliance, and donor requirements, while ensuring that long-term investments translate into stronger internal capacity and reduced reliance on external providers – and reduced costs.

Audits and complaints



NAC's Community Feedback Mechanism (CFM)

NAC's CFM allows partner communities and other stakeholders to share their feedback and complaints about how NAC implements programmes. This informs NAC decision-making and helps to better align future programming with local preferences.

In 2025, NAC's CFM received feedback from 667 individuals, of which 77% were minor issues (e.g., asking about the time of the assistance or requesting more assistance), 12% were positive feedback such as beneficiaries expressing their satisfaction about the interventions, 7% were general feedback or issues with programme activities, and 4% were serious issues such as aid diversion, interference in the beneficiary selection process, etc.

The number of reported cases was estimated to be approximately one out of every 4 000 beneficiaries. The registered cases were analysed weekly and all cases were categorised before deciding on further action. The action-taken reports were consistently shared with those who provided the feedback and with donors.

Internal Audit, Concerns and Complaints

External Audits and Compliance with Accounting and Auditing Standards

In addition to the internal control and oversight mechanisms maintained by NAC, our financial statements undergo an independent external audit each year, as well as separate audits for individual projects when required by donors.

NAC engages an independent external auditing firm on an annual or project basis to provide objective assurance that our financial statements are prepared and presented in accordance with the **International Standards on Auditing**. As part of this process, the external auditors:

- Assess whether NAC's financial reporting practices comply with applicable accounting frameworks and donor requirements.
- Evaluate the effectiveness of internal controls relevant to the preparation of the financial statements.
- Perform risk based audit procedures, including analytical reviews, substantive testing, and verification of supporting documentation.
- Communicate audit findings, recommendations, and any identified weaknesses to NAC senior management and Board of Directors.

The auditor's independent opinion provides additional confidence to NAC's donors, partners, and other key stakeholders, that our financial statements present a true and fair view of the organisation's financial position and performance.

None of the audit findings have had any negative impact on programme results or contributed to financial losses for NAC's donors.

Internal Audit

The objective of the internal audit function is to provide independent, objective assurance and advisory value to NAC's Country Director, Secretary General, and Board of Directors. The function shall operate in a systematic, disciplined manner to improve the effectiveness of risk management, control, and governance processes in NAC. The internal auditors contribute to NAC achieving the following internal control objectives:

Objectives:

1. Effective and efficient operation of the organisation.
2. Quality and reliable reporting.
3. Enhance the organisation's transparency and accountability.
4. Ensuring compliance with applicable laws, regulations, contracts and grant agreements.

The internal auditors are independent from the Finance and Grant Management teams and exercise objectivity towards management of all NAC's operations.



Afghanistankomiteen
Norwegian Afghanistan Committee



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