

Annual Report 2025

Building on Success: *Resilience, Recovery, and Hope in Action*





FGA's efforts contribute directly to key Sustainable Development Goals, particularly Zero Hunger (SDG 2), while also advancing Climate Action (SDG 13), Gender Equality (SDG 5), and Clean Water and Sanitation (SDG 6).



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ORGANIZATION SUMMARY

NAME:

Future Generations Afghanistan

LEGAL IDENTITY:

Independent non-governmental and non-profit organization, Registered With Afghanistan Ministry of Economy, Date 25 Oct. 2005.

VISION:

For A just and lasting change in which the poor and vulnerable persons or communities have access to opportunities.

MISSION:

Future Generations Afghanistan strengthens the process of self-sufficiency and equitable community change to empower the poor and most vulnerable communities to shape their futures where human dignity, equal rights, and equal opportunities are enjoyed by all.

GEOGRAPHICAL SCOPE

- **Central Region:** Kabul, Logar, Wardak, Panjshir
- **Central Highland:** Bamiyan
- **Eastern Region:** Nangarhar, Laghman, Kunar, Nuristan
- **Southern Region:** Nimruz, Helmand Kandahar, Zabul, Paktika
- **Western Region:** Herat, Badghis,

MEMBERSHIP:

- Agency Coordinating Body for Afghan Relief
- OCHA Humanitarian Clusters
- Climate Action Network South Asia
- Council for Inclusive Capitalism
- Future Generations Global Network
- Future Generations University

PROGRAM SCOPE

- Food Security
- Economic Resilience
- Climate Change Adaptation

School Feeding Project — Providing nutritious biscuits to schoolchildren to encourage both education and improved nutrition.

Message From The Board

Colleagues:

Please read this Annual Report 2025 in the context of the information you are likely receiving about Afghanistan. Much of what we hear focuses on war and famine. Through FGA's work, however, you will see a different reality:



- Life-growing successes for Afghan communities—more than one thousand communities now living with renewed hope.
- During the famine, food was distributed across more than half of Afghanistan's provinces.
- Infrastructure—especially canals and irrigation systems—is being rebuilt after years of conflict.
- Learning circles for leaders, men, and families are helping communities discover what they can do using the resources they already have.
- All of this is built on FGA's quarter-century of trust and relationships with Afghan communities.

Emphasized by me here for this annual report is the extraordinary impact. This 2025 report letter gives verified details to which I affirm. As Chairman of FGA Board of Directors, I am in regular contact. Our board meets regularly to update programs, check on impact evidence, and ensure financial integrity.

As a professor in Future Generations University, I also conduct on-going training for the FGA Senior Staff. During 2024-2025, I served on the PhD review examination committee for Country Director, as he completed a doctoral dissertation at the Netherlands' prestigious Erasmus University in Rotterdam. His research assembly of data in that thesis parallels the data in a disciplined manner that the whole FGA applies. Let me congratulate the FGA's attention to integrity in their community work and reporting.

My personal visits to Afghanistan began in 1961 when we traveled by road from Herat to Kabul. I have returned many times in the 65 intervening years. Against this backdrop, knowing the country, I am now paying attention to how people continue to deliver hope amid declining international support. International media focus on tragedies. The people work for hope. Here is a simple example of people-dedication as the nation cheered (I shouted joyously) when their football team took the Asian Youth Games title in Bahrain—this was a world stage win to the larger meaning of future generations, Afghanistan—demonstrated performance by their youth.

Look at the real successes shown in this report. Note the evidence presented. Afghanistan comes together, growing hope amid a nationwide famine. Hope grows not by giving but by enabling—that is what FGA does through its cash-for-work programming for women. Rebuilding by people's energies life-growing infrastructure such as irrigation canals disrupted by war, skills training people in vulnerable communities. Nation-reaching, community-reviving—this is Future Generations Afghanistan.

To this dedicated FGA team, sincere thanks from their Board of Directors. To you, individuals and agencies, who support FGA's work amid great challenges ... thanks to you! Read this report and join in affirmation for what you made to happen amid extreme world challenges.

Cordially,

DANIEL C. TAYLOR,

Chairman, Future Generations Afghanistan

Professor, Equity & Empowerment, Future Generations University

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Overview of FGA Achievement

Summary of 2025 Achievements and Baseline for 2026 Outcomes

Program Portfolio

In 2025, FGA implemented an integrated portfolio of humanitarian, resilience, and early recovery programs across multiple regions of Afghanistan, operating amid prolonged conflict, economic decline, climate shocks, and access constraints. Through close collaboration with FAO, WFP, UNDP, and AHF, and in coordination with sectoral authorities, FGA maintained operational continuity, accountability, and community engagement.

The year marked both the completion of major programs with measurable results and the establishment of a strong foundation for ongoing initiatives whose outcomes will fully mature in 2026. FGA managed a portfolio valued at approximately USD 12.5 million across 16 provinces in eastern, central, southwest, and southeast Afghanistan. Food security and agricultural recovery formed the core of the portfolio, complemented by Cash-for-Work, community infrastructure, environmental restoration, and emergency stabilization.

Emergency food and cash assistance stabilized vulnerable households during periods of acute stress, while investments in agricultural inputs, water systems, post-harvest technologies, and skills development strengthened productive capacity and resilience. Together, these integrated interventions ensured continuity between humanitarian response and recovery, supporting communities in sustaining livelihoods and better withstanding future shocks.

Planting of 3,000 pine trees in Sharan District, Paktika Province (March 20 2025)



Achievements in 2025

In 2025, FGA, with a budget of 8.5 million USD, reached over 150,000 direct beneficiary households across ten provinces through improved infrastructure, ecosystem services, and strengthened community systems. Completed programs delivered measurable results across five clearly defined and non-overlapping sectoral areas.

1. Humanitarian Assistance
2. Agricultural Production and Nutrition Support
3. Livelihood Diversification and Income Generation
4. Community Infrastructure, Climate Resilience, and Natural Resource Management
5. Post-Harvest Management and Value Addition



United Nations Development Programme
Area-Based Approach to
Emergency Initiatives

Province : Bamyan
District : Markaz Bamyan
Village : Mullah Chalam
Project Name : Irrigation Canal
Donor : United Nations Development Programme : UNDP
Implemented by : Future Generations Afghanistan

FGA

Irrigation canal constructed in Markaz Bamyan (April 10 2025)

1. Humanitarian Assistance

This sector provided only life-saving assistance to 18,779 households, aimed at stabilizing household consumption during acute shocks.

- 273.6 metric tons of in-kind food assistance were delivered to 2,079 vulnerable households.
- USD 1.7 million in cash-based transfers, including emergency multipurpose cash, were provided to over 16,700 households.
- Food consumption scores improved in targeted communities, reducing reliance on debt and negative coping strategies.

Overall, the interventions reduced reliance on negative coping strategies and improved short-term access to food.

Emergency Agriculture Package provided to farmers in Nurgal District, Kunar Province (June 10 2025)



2. Agricultural Production and Nutrition Support

This sector focused exclusively on primary agricultural production and household nutrition, excluding income diversification and infrastructure activities.

The intervention supported 71,500 farming households.

- 29,890 households received certified wheat seed for autumn/winter cycles.
- 7,338 households received summer crop packages.
- 14,668 women received home-gardening kits, improving household nutrition.
- Support extended to orchard, saffron, and Ferula (hinge) production.

The intervention improved food availability, enhanced nutritional intake, and strengthened resilience through diversified production systems.

A Local farmer in Nurgal District, Kunar Province harvesting wheat grown (20 Sep 2025)



Restoring Hope:

Wheat Seed Assistance Transforms a Farmer's Life in Nurgal District, Kunar

Through its agricultural support program, FGA provided agricultural inputs and extension services to 15,000 farmers across all 15 districts of Kunar Province. Mr. Sultan Mahmood, a farmer from Nurgal District, was among the beneficiaries.

Relying on four jeribs of irrigated land to support his family, Mr. Sultan Mahmood faced severe hardship after a prolonged drought significantly reduced his wheat yield. His situation worsened when his harvested crop was destroyed in a nighttime fire, leaving him without food reserves, income, or seeds for the next planting season.

Under the program, he received certified wheat seeds, essential fertilizers, and training on improved agricultural practices. Equipped with quality inputs and enhanced technical knowledge, he prepared his land for autumn cultivation using improved farming methods. The intervention strengthened his capacity to restore production, enhance household food security, and build resilience against future shocks



Growing Resilience: Orchard Development Strengthens Livelihoods in Logar

Ezatullah, a hardworking farmer from Alaf Khan village in Baraki Barak district, Logar province, has long dreamed of cultivating a fruit orchard. Supporting a family of ten on his six jeribs of land, he faced challenges in turning this vision into reality due to limited resources and opportunities.

That dream began to take shape when the FGA team visited his village. During a community meeting, Ezatullah expressed his strong interest in orchard development, highlighting his motivation and suitable land.

Following a thorough assessment, his land was deemed appropriate, and he was officially selected as a project beneficiary.

With saplings in hand, Ezatullah carefully planted them according to the guidelines. Since then, he has diligently followed all recommendations, while the FGA team continues to provide regular monitoring and technical support. Though it is only the first year and harvests are yet to come, Ezatullah remains committed and hopeful.

“ This orchard has given me renewed hope. I believe our village has the perfect environment for fruit cultivation, and I am determined to expand and maintain it for the years ahead. ”



3. Livelihood Diversification and Income Generation

FGA expanded non-farm and off-farm livelihood opportunities, especially for women and vulnerable households.

FGA distributed 12,338 livestock packages, 6,500 poultry kits, 3,300 dairy kits, 2,620 nursery kits, 1,200 mushroom-production kits, and 600 beekeeping kits, reaching women and other vulnerable households.

In addition, 186 producer groups were formed to strengthen collective market access.

The intervention increased the incomes of 25,558 households, reduced economic vulnerability, and enhanced access to diversified livelihood sources.

Empowering women through beekeeping in Bargi
Matal District, Nuristan Province (May 12 2025)



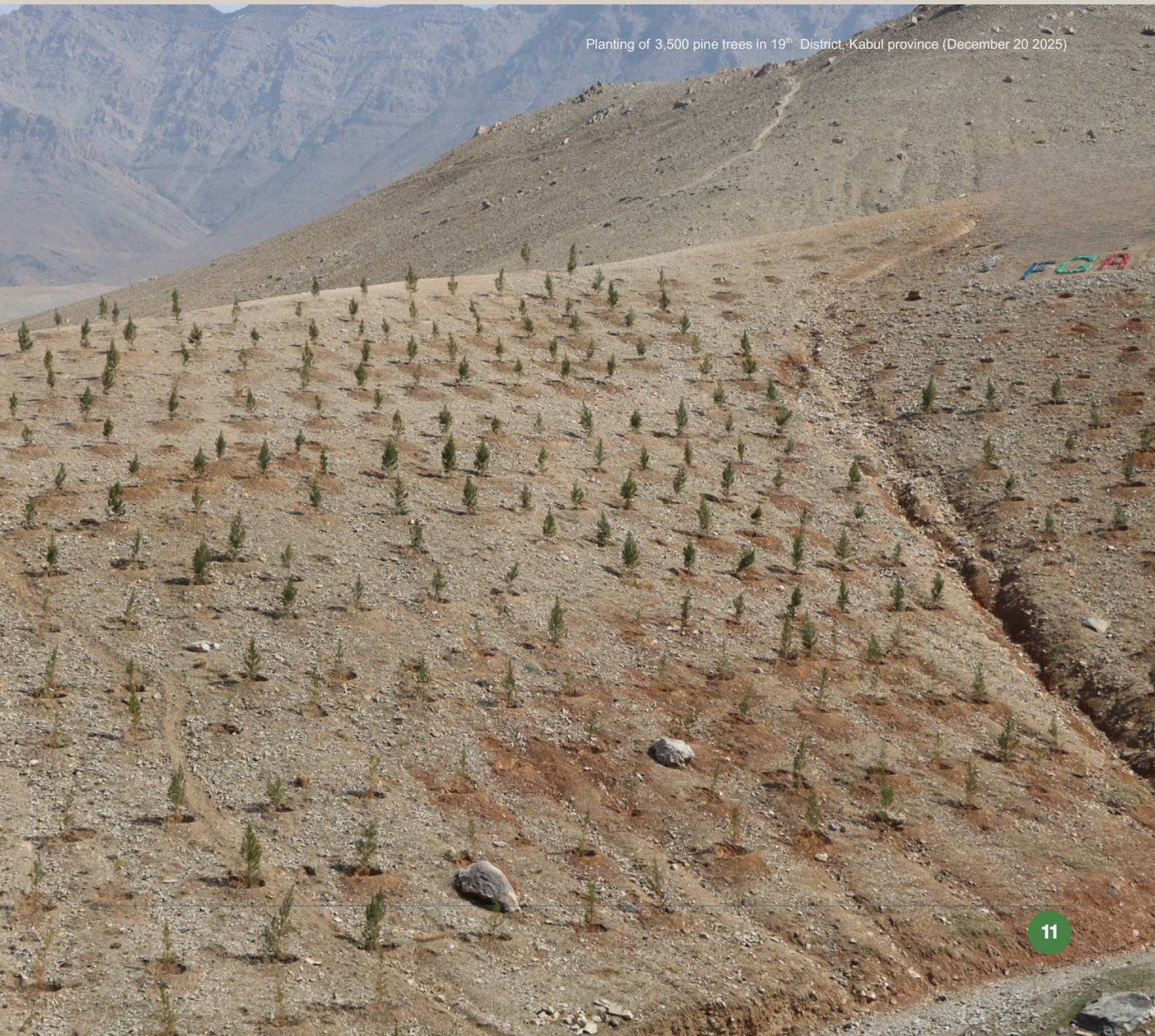
4. Community Infrastructure, Climate Resilience, and Natural Resource Management

FGA restored critical community assets and enhanced environmental management in drought- and flood-affected areas. More than 11,000 laborers were engaged through the Cash-for-Work program.

- 57 irrigation sites rehabilitated, plus 20+ water-resource structures constructed.
- Over 18,000 trees and saplings planted; 12 nurseries established.
- 600 farmers trained in pruning, grafting, and orchard management.
- 300 women trained in Integrated Water Resource Management (IWRM).

The intervention improved agricultural productivity, reduced water loss, strengthened climate adaptation, and enhanced community stewardship of natural resources.

Planting of 3,500 pine trees in 19th District, Kabul province (December 20 2025)



From Debt to Dignity — Muhib Ali's Journey:

Sarqul Topchi village, Markaz Bamyan

In Bamyan province, drought and water shortages have left many farmers unable to sustain their livelihoods. Without irrigation, crops fail, families go hungry, and breadwinners are forced into debt or migration. For many, survival means taking odd jobs or borrowing from shopkeepers, but this cycle only deepens poverty.

The Cash-for-Work project implemented by Future Generations Afghanistan aimed to break this cycle by constructing water resource infrastructures and providing short-term employment. The project not only restored water systems but also gave families immediate income to stabilize their lives.

The Struggle

Muhib Ali, a farmer from Sarqul Topchi, had always worked hard to provide for his family. But years of water shortages left his land barren. His wife was ill and needed medicine he couldn't afford. His son, unable to find work locally, migrated abroad in search of opportunity. Muhib was left devastated, with no income and no hope.

“I felt helpless. Every day was a battle, and I didn't know what to do. — Muhib Ali”

Livelihood Restored

When the Cash-for-Work canal construction project began in his village, Muhib was selected to join. Alongside other farmers, he worked to dig, clear, and construct the canal. The labor was demanding, but it gave him purpose and wages.

As water began flowing again, everything changed. His fields, once dry, started producing crops. Within months, his harvest increased by 40% — enough to feed his family and sell surplus at the market.

With his earnings, Muhib bought medicine for his wife, easing her suffering. His farm began to thrive again, and his dignity as a provider was restored.

Now, with water flowing and crops growing, Muhib dreams of his son returning home, knowing the land can sustain them. His story shows how one intervention can ripple across all aspects of life — health, income, family unity, and community resilience.



5. Post-Harvest Management and Value Addition

These interventions reduced post-harvest losses, improved storage quality, increased household income retention, and strengthened climate-compatible value chains.

- 1,120 mini cereal silos, 1,000 solar dryers, and 30 micro solar dryers distributed
- 15 raisin-processing houses constructed.
- 90 zero-energy storage facilities established.

Overall, these inputs translated humanitarian assistance into durable recovery and resilience outcomes, strengthening food availability, income stability, climate adaptation capacity, and community self-reliance across conflict- and climate-affected regions of Afghanistan.

Zero-energy storage house constructed in Baraki Barak District, Logar Province (March 20 2025)



Budget Portfolio (2025)

Income (USD)

Expenditure (USD)

SOURCE	INCOME	EXPENSE
WFP	3,124,647	2,856,563
FAO	2,537,409	1,425,866
UNDP	1,440,500	1,375,924
AHF	637,366	726,246
FGA	83,125	83,125
Total	7,823,047	6,467,724

Financial Accountability and Organizational Assessments

In 2025, FGA successfully completed 14 external audits, spot checks, and institutional assessments conducted by international auditing firms, donor agencies, and government authorities. These reviews included the organization's annual financial audit for the fiscal year ending 31 December 2024, conducted by Anwar Javed & Co., which confirmed that FGA's financial statements present a true and fair view of the organization's financial position. Several donor-funded projects were also audited by internationally recognized firms, including UHY Shafiq Umar Daraz & Co., Lochan & Co., BDO–UK, and PKF F.R.A.N.T.S. Chartered Accountants, with a focus on financial management, procurement, payroll systems, and project documentation.

Overall, the findings from these audits and assessments indicate that FGA maintains strong financial management systems and transparent operational procedures. While some reviews identified minor administrative or documentation improvements, corrective actions were promptly undertaken to strengthen internal controls. Organizational assessments conducted by the Ministry of Economy, the IOM, and donor partners such as FAO, WFP, and the AHF further confirmed FGA's institutional capacity and accountability. Most assessments categorized FGA as a low- or medium-risk implementing partner, reflecting the organization's commitment to transparency, compliance, and responsible stewardship of donor resources.

Baseline for 2026

Alongside eight completed projects, FGA initiated several programs in 2025 with a combined portfolio of approximately USD 3.5 million, which will continue into 2026. These interventions were implemented across central, southern, and southeastern Afghanistan, focusing on resilience building, climate adaptation, and agricultural recovery. By the end of 2025, more than 32,000 households were supported through ongoing programs, based on vulnerability, dependence on agriculture, and exposure to climate and economic shocks.

Under the Afghanistan Climate Change & Environment Strategic Support initiative in Kabul and Wardak, seven hydro-meteorological monitoring systems were established, alongside staff training, catchment rehabilitation, and afforestation activities. These interventions will strengthen climate data systems, environmental management capacity, and ecological governance, providing a solid foundation for continued climate resilience efforts.

In Ghazni and Paktika, integrated livelihood and infrastructure interventions included developing community infrastructure, greenhouses, and poultry farms, alongside Technical and Vocational Education and Training programs and Cash-for-Work activities. These efforts will contribute to short-term income generation while building essential physical and human capital, with longer-term impacts to be assessed in 2026.

In Helmand and Zabul, the Afghanistan Emergency Food Security Project supported agricultural recovery by distributing certified wheat seeds across approximately 38,000 jeribs and by establishing Farmer Field Schools and Common Interest Groups. While early stabilization effects were observed, 2025 serves as a baseline for assessing agricultural productivity, yields, and household resilience in subsequent seasons.

Overall, these interventions establish a clear and coherent baseline for 2026, reflecting progress in household stabilization, livelihood diversification, improved access to productive assets, and strengthened community capacity.

Installation of an early warning system in Behsud District, Wardak Province (30 December 2025)



Staffing

As of 31 December 2025, FGA maintained a total workforce of 470 staff members, comprising 435 men and 35 women.

Throughout the year, the organization experienced significant staffing transitions. A total of 160 new employees were recruited, including 137 men and 23 women, reflecting FGA's continued efforts to strengthen its operational capacity.

At the same time, 460 employees departed from the organization, consisting of 428 men and 32 women. Despite these fluctuations, FGA remained committed to ensuring inclusiveness and gender representation within its staffing structure.

FGA continues to prioritize balanced workforce development, recognizing that diversity and accountability are essential to advancing its humanitarian and resilience-focused mandate.

Capacity Building

In addition to workforce development, FGA continued to strengthen its senior staff's capacity through professional training. In 2025, several senior staff members participated in the SEED-SCALE training program conducted by Future Generations University. The training enhanced leadership skills in community-based development and helped staff integrate practical approaches to planning, implementation, and monitoring of resilience and livelihood programs.

SEED-SCALE, meaning Self-Evaluation for Effective Decision-making (SEED) and System for Communities to Adapt, Learn, and Expand (SCALE), is the operational strategy of Future Generations and a development methodology that promotes sustainable, community-driven progress. It is guided by four core principles: building on success, strengthening three-way partnerships among communities, government, and other stakeholders, making evidence-based decisions, and promoting measurable behavior change.

By applying these principles, FGA strengthens its ability to support locally owned solutions and expand successful initiatives that improve livelihoods and resilience across Afghan communities.

FGA will soon produce a separate report explaining how the SEED-SCALE principles were applied across its projects in 2025, highlighting practical examples of community-driven development and resilience outcomes.

Message From The FGA Team

In 2025, Future Generations Afghanistan (FGA) continued to serve communities in some of the country's most complex and challenging environments. Amid ongoing conflict, economic uncertainty, and climate-related shocks, our work remained grounded in one clear objective: empowering vulnerable communities to build resilience and shape their own futures.

Throughout the year, FGA implemented an integrated portfolio of humanitarian, resilience, and early recovery programs across multiple regions of Afghanistan. These efforts reached more than 150,000 households and were delivered through a combination of emergency assistance, agricultural support, livelihood development, and community infrastructure investments. By linking immediate humanitarian response with long-term recovery interventions, FGA ensured that short-term relief translated into sustainable outcomes for the communities we serve.

Our programs supported farmers and women's livelihoods, restored irrigation systems and water resources, and strengthened climate adaptation through environmental restoration and natural resource management. At the same time, cash assistance and food support helped stabilize vulnerable households during periods of acute need. Together, these interventions contributed to improved food security, increased household income, and enhanced resilience to future shocks. These achievements were made possible through strong collaboration with our partners, including international organizations and local stakeholders, as well as the trust and active engagement of communities.

As we look ahead, FGA remains committed to strengthening its role as a learning-and-impact-driven organization. We will continue to invest in community-based approaches, promote inclusive participation, and apply evidence-based solutions that connect humanitarian action with long-term development. Our focus will remain on building local capacity, fostering partnerships, and ensuring that our interventions lead to lasting and meaningful change.

We extend our sincere gratitude to our donors, partners, and the communities we serve for their continued trust and collaboration. Together, we are not only responding to immediate needs but also creating pathways toward dignity, resilience, and sustainable development in Afghanistan.

Country Director and Staff of Future Generations Afghanistan

Welcoming Dr. Hilja Rebecca Ruegg to the FGA Board

Future Generations Afghanistan (FGA) is pleased to warmly welcome Dr. Hilja Rebecca Ruegg, MD, as a new member of its Board of Directors in 2025.

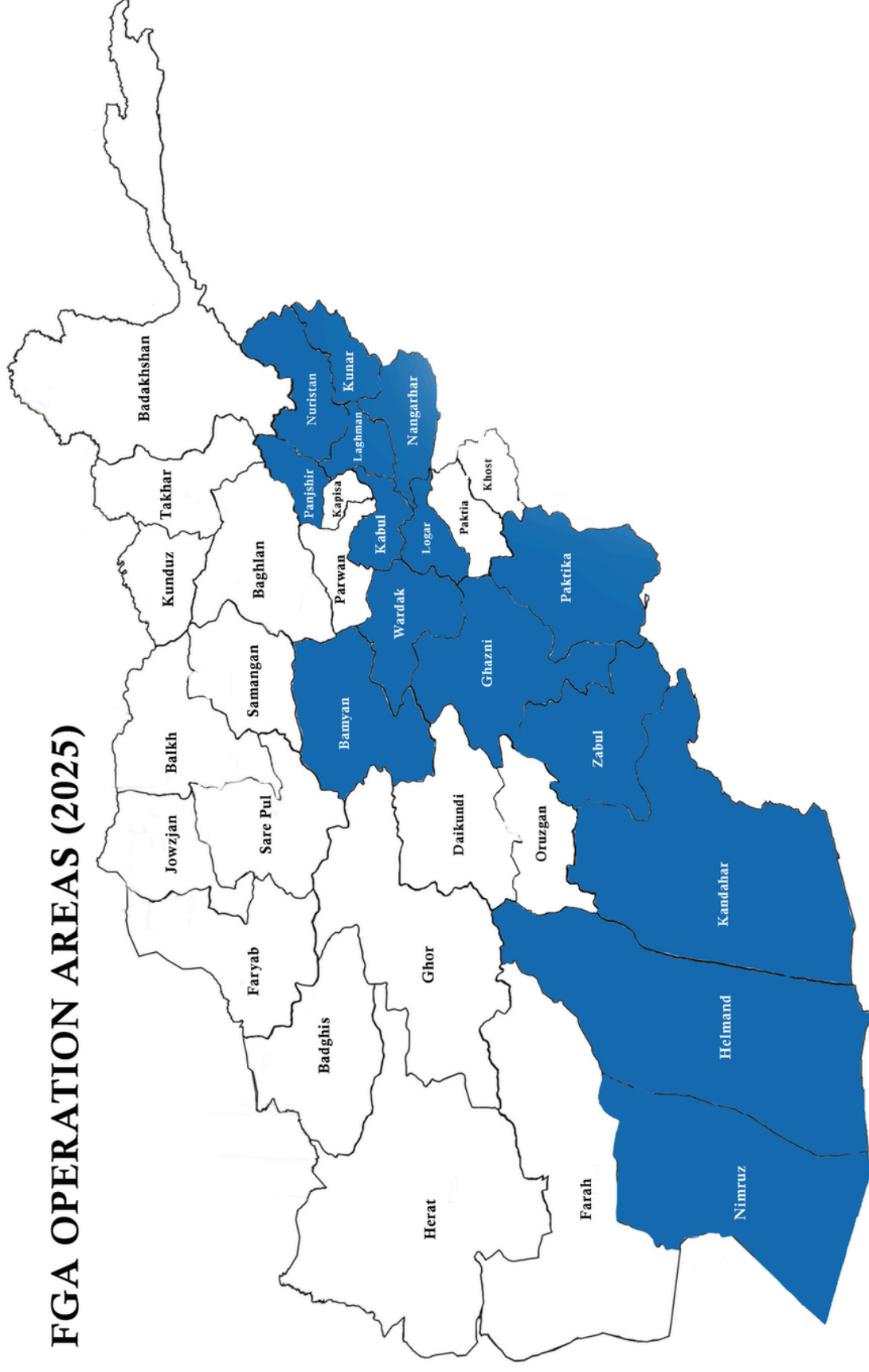
Dr. Ruegg is an Associate Professor of Clinical Psychiatry and Family Medicine at the University of Cincinnati College of Medicine and serves as Program Director of the Combined Family Medicine–Psychiatry Residency Program. She is dually board-certified in Psychiatry and Family Medicine and holds key leadership roles in collaborative care and medication-assisted treatment programs, with a strong focus on serving underserved and vulnerable populations.



With a distinguished career in integrating behavioral health into primary care, Dr. Ruegg brings deep expertise in mental health, addiction medicine, and community-based health systems. Early in her career, she served as an Afghanistan Program Coordinator and Field Site Coordinator with Future Generations in Kabul (2002–2004), supporting community-based women’s health and education initiatives. This experience provided her with a strong foundation in locally driven development and a lasting understanding of the regional context that continues to inform her work.

FGA is honored to welcome Dr. Ruegg to the Board. Her expertise and leadership will play an important role in strengthening the organization’s work on psychosocial well-being, integrated health services, and resilient community development across Afghanistan.

FGA OPERATION AREAS (2025)



Empowering

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