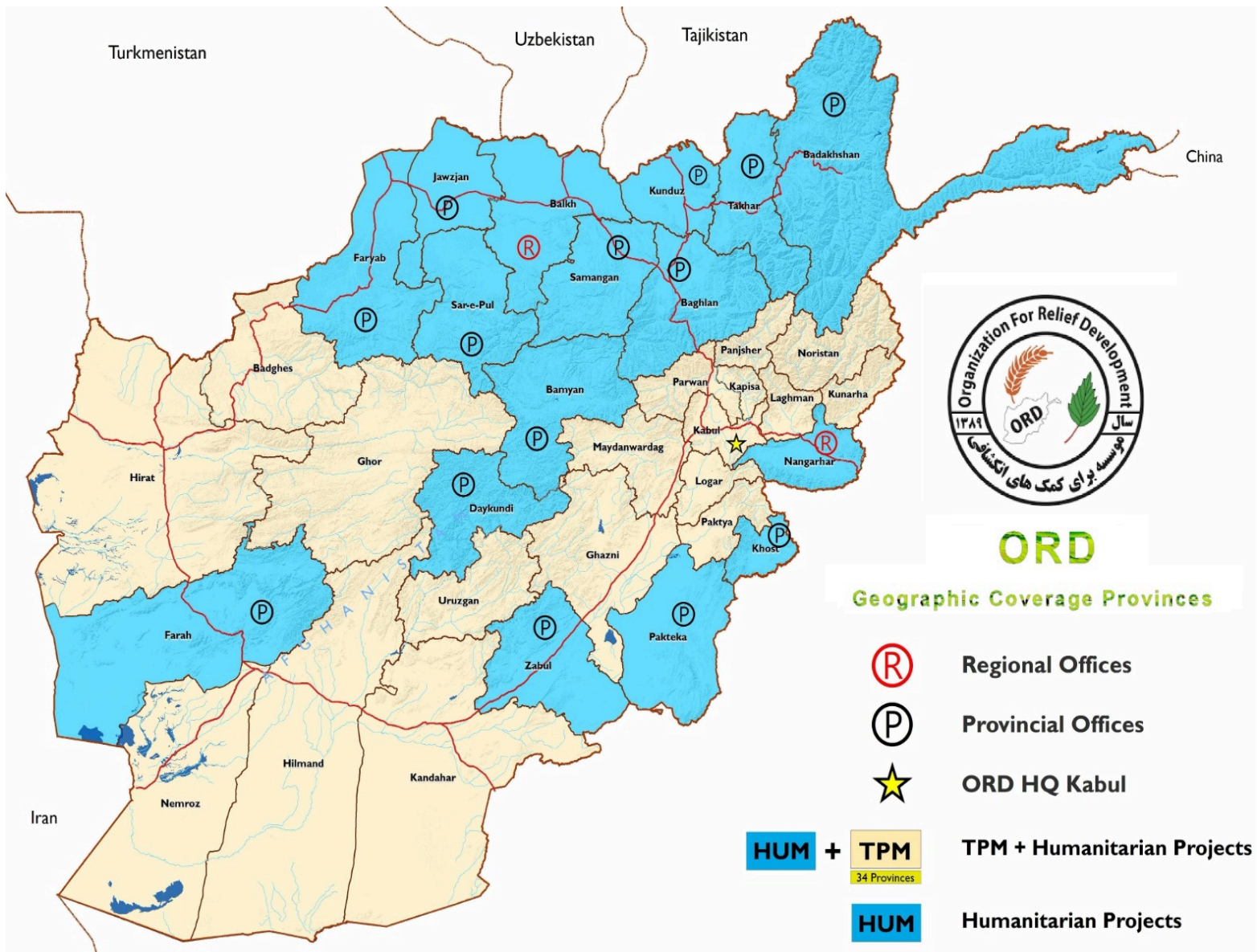


# ORD ANNUAL REPORT 2023

A YEAR WITHIN THE MOUNTAINS OF HONOR







During 2023  
ORD reached to 334 districts  
in 34 provinces of the country and assisted  
2 million vulnerable households,  
in immediate need for survival and protection.

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## A MESSAGE FROM THE DIRECTOR GENERAL:

It is a great pleasure to bring you forward the end results of ORD and its close partners' one-year diligent efforts in support of vulnerable Afghan people and the communities living with crises and emergencies and those at risk. We are proud to announce that ORD was able to give a direct hand of support and assistance to almost 14 million (56% female) persons in need of life-saving assistance and other essential humanitarian needs for survival and protection.

In 2023 ORD took a build step to switch its operation to the most remotely located communities in hard-to-reach areas of the country (in 34 provinces and 334 districts), delivering doorstep assistance services in FSAC, ESNFI, WASH and Agriculture and Livelihood sectors. Our 505-member operations team, including our community volunteers, was able to bring food, transitional shelter, drinking water, emergency hygiene, essential non-food items, and cash for basic daily living needs to more than 2 million needy households of vulnerable people, refugees, returnees, IDPs, affected farmers, widows, PwD, and others affected by crises, climate and political turbulences, collapse of labor market and a sudden shrinkage of international aid in the country. In 2023, ORD successfully completed a three-year mission of quality control of UNICEF countrywide WASH services. Jointly with UNICEF, ORD was able to ensure the delivery of quality WASH services, including clean drinking water and hygiene facilities, to millions of people in all 34 provinces of Afghanistan through quality control of 1068 UNICEF-funded WASH projects.

At ORD, we firmly believe in self-esteem, self-confidence, and self-help community empowerment conception, and we thus significantly invest in people's abilities. In order to improve local livelihood, local food security and nutrition and support indigenous agri-production, we jointly with FAO, supplied 14062 metric tons of improved seeds and fertilizer to thousands of Afghan farmers in remote villages in 9 provinces. This intervention ensured the promotion of seasonal crops, saving local animal husbandry and livestock from the effects of cold waves and drought. Farmers, in addition, received saplings of different fruit trees, seasonal crop packages, home gardening packages, improved seeds, animal feed, fertilizer, DAP, and urea. Farmers also were trained in animal husbandry, breeding, horticulture, water security, and, modern irrigation, the dripping system.

In long-term partnership with NCA and NCA/UNDP, we supported innovative private sector and community-led rural micro-enterprises through technical and financial inputs and linkages to new markets. Almost 7071 households were assisted through social cohesion, climate-smart techniques, livelihood resilience, farm protection, income generation, and the development of disaster resilience infrastructures. ORD significantly contributed the local livelihood by promoting ecosystem adaptation and resilience in small-scale community-driven economic initiatives, in direct partnership with NCA and in coordination with UNDP ABADEI program. It was a context-sensitive and needs-based targeting approach that aimed to preserve human, social, cultural, and institutional capital amidst a multidimensional crisis and prevailing Afghan context. ORD focuses on enhancing women's access to essential services and opportunities of community-based economic activities, skill development, micro and small enterprises initiatives, and clean energy.

Partnership with affected people and their engagement in the process is core ORD operational policy. In people we believe, and in their abilities, we trust, and we greatly honor their rights, dignity and belief. Safe, secure and dignified access to assistance, accountability to and partnership with affected people is our War-Cry in all emergency, humanitarian and development operations and interventions. This policy was adhered to during our 2023 operations throughout the country in all 334 operational districts.



The year 2023 was a challenging operational interval for ORD. Forced return of millions of Afghan refugees from Pakistan and Iran, prolonged drought, limited available humanitarian funds, tough operation bureaucracy, serious banking restrictions and funds transfer, all hindered our access and abilities to reach competently and timely to affected people. We are grateful to the generous financial support of United Nations, the FAO, WFP, UNICEF, OCHA/AHF, UNDP, our long-term partner NCA and the PATRIP Foundation Germany and we wholeheartedly acknowledge the able and well-coordinated partnership of other sister national and international NGOs who supported us during 2022 to reach to people in urgent need. We are greatly thankful to community elders and affected communities who paralleled us during this one year-long humanitarian struggle.

Let me wish to have a safe, healthy and successful 2024, with full peace and prosperity in Afghanistan and rest of the world. You all deserve to live in a world with full peace, global solidarity, human dignity, lasting prosperity and lips full of laugh. \*\*\*\*

Khalid Salimee



We are committed to the dignity, honor, and integrity of the people, we work with.

## WHO WE ARE:

Organization for Relief Development is an Afghan non-governmental, non-political, and not-for-profit organization dedicated to the sustainable development of the Afghan communities across 34 provinces of Afghanistan—the development that links the normative concept of sustainability into the lives of Afghan communities. ORD strives to bring off the triumph of SD-Goal-1: End poverty & economic empowerment in all its forms everywhere; SD-Goal-2: End hunger, achieve food security and improved nutrition, and promote sustainable agriculture; SD-Goal 6: Clean water and sanitation; SD-Goal 10: Reduced inequality, and SD-Goal 16: Protection, peace, justice and strong institutions for the Afghans especially displaced communities, refugees, women, youth and other vulnerable segments of the society. Besides, in close harmony and partnership with the United Nations and other multinational organizations, ORD endeavors to provide decent living conditions for the survival and protection of communities exposed to extreme risk during hunger, emergencies, crises and conflicts. Today, we are one of Afghanistan's largest indigenous relief and life-saving operations, working around the country and saving millions of lives.

ORD has faith in the principles of local values, rights, and local development and guarantees its persistent presence at the grassroots level to find out people's problems/needs and bring them forward to address them through mutual partnerships with the communities, donors, and authorities. Throughout its history, ORD has reached a hefty number of people (23.4 million beneficiaries-direct) who benefited from the programs, including children, men, women, youth, religious scholars, teachers, students, minorities, Persons with Disabilities, Internally Displaced Persons, refugee, forced-returnees and others in need of immediate protection and survival.

After the August 2021 crisis, the civic space has been critically shrunk for the local NGOs/CSOs in Afghanistan, including ORD, its staff, operations, and programs. ORD has seen plentiful challenges, including high threats to the staff, offices/properties and female personnel, but the persistent connections and communication with the local vulnerable communities have given the power and recognition to ORD to raise their voice and find out timely solutions to sustain its presence and meet the humanitarian needs of the communities especially access to food, health, infrastructure, water and sanitation etc. In reference to the distinctive contextual operations challenges, ORD strategized alternative plans to reach to the vulnerable people, appraise their essential needs, build collaborations and respond to address and enhance local coping mechanisms for their survival, resilience and sustainability. There is no doubt that 2021, 2022 and 2023 were challenging and hectic years for the entire Afghan country humanitarian group, but working and living with the target communities helped ORD to manage a skillful transition to full-scale humanitarian operations (over 8 million USD annual operations) at the country level. \*\*\*





**Khalid Salimee, Director General:** He holds BSc in civil engineering, and has 20 years' work experience in relief and development operations in emergencies and crises. He worked for AKDN, CHA, IRC and served as country director of DRA. He managed over 60 million USD relief and development programs during the past ten years as country director of ORD and member of ORD's senior management team.

**Abdul Bari Hamidi, Deputy Director:**

A highly skilled Civil Engineer with a wealth of experience in project management, program development, and humanitarian services, he holds a B.Sc. in Civil Engineering from Kabul University. He worked as a regional manager with DHSA and also managed ORD country operations as executive director ORD.



**Mojib Rahman Hanif, Program Manager:** A highly experienced professional in engineering, project management, and humanitarian leadership. Mojib has completed his higher education in Civil Engineering at Kabul Polytechnic University. He worked for over 15 years in emergency response and development programs with AKF, UN-Habitat, GIZ, and KfW, and he managed the ORD program for five years till now.

**Mohammad Iqbal Shahzada, Finance Manager:**

Holds a Bachelor's degree from Sharq Institute of Higher Education and has over eight years of work experience in finance with COAR and ORD. He managed over 12 million USD in annual budgets in emergencies, crises, and complex humanitarian operational contexts.



Ahmad Shoaib Safi, Head of MEAL: A civil engineer with extensive expertise in Monitoring, Evaluation, Accountability, and Learning (MEAL). Ahmad Shoaib completed his higher education in Civil Engineering. He has worked with several national and international organizations, including UA and AVWA, as well as various national companies in MEAL-related positions. He has seven years of experience in MEAL.

Nilab Khwajazada: is a dedicated professional with over five years of experience in information technology and education. With experience in roles such as Database Officer and IT Trainer, she brings a wealth of knowledge to her current role as a Senior Gender and Protection Officer. Nilab's commitment to technology education and community engagement, coupled with her strong communication skills and problem-solving abilities, makes her a valuable asset in promoting gender equality and protection initiatives.



Ahmad Shah Mosavi, Chief Engineer: with a wealth of experience in surveying and designing hydraulic structures, WASH projects, and monitoring and evaluation of various projects. He holds a BSc in Hydraulic and Hydraulic Structure from the Faculty of Environmental and Water Resources Engineering at Kabul Polytechnic University. He has 8 years of experience in development, infrastructure and humanitarian projects.

## Vision

A just democratic society with equal access to power and resources, where people live in equality, dignity, and prosperity.

## Mission

Empower communities by adapting the principles and strategies of localization, sustainable development, economic self-reliance, and social integrity.

## Values

Our heartfelt work is underpinned by the following set of core values that help to inform and inspire us to reach our goals of building independent and sustainable communities:  
Mutual Respect, Equity & Justice, Care for All, Honesty & Transparency, Self-respect, and Solidarity with the Poor are our core values.

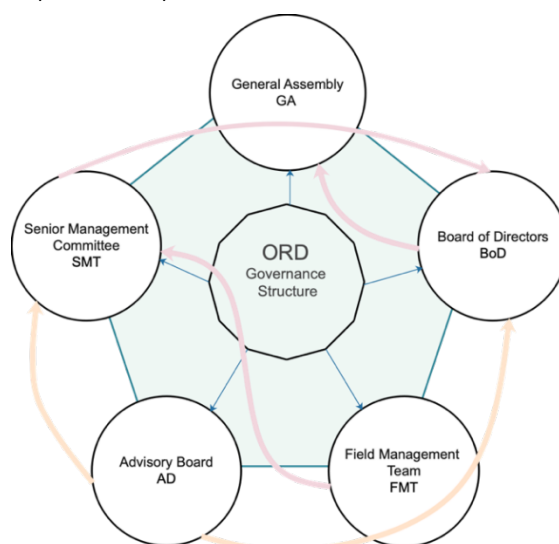
**Towards Sustainable Prosperity**



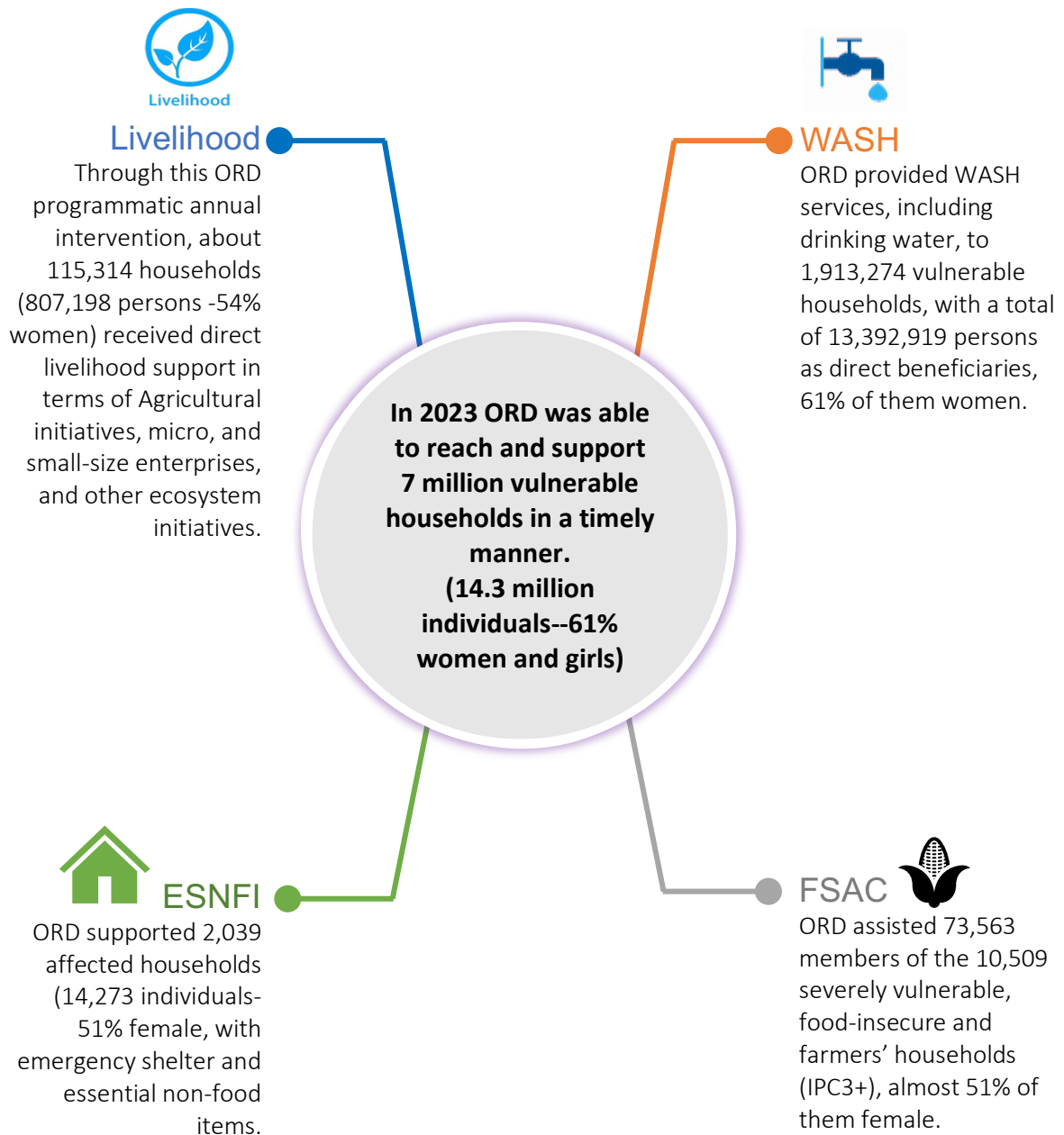
## THE ORD GOVERNANCE:

ORD has five pillars of organizational governance. It includes the i) General Assembly (GA), ii) Board of Directors (BoD), iii) Advisory Board (AB), iv) Senior Management Team (SMT) and v) Field Management Teams (FMT):

- i) **General Assembly (GA):** This is the most top-level governance body, holding meetings once every two years. This body appoints the BoD and can suspend, dissolve and reactivate the organization in line with ORD bylaws and country NGO laws.
- ii) **Board of Directors (BoD):** This body appoints and terminates the Director General of the organization, elects new members to the board, chairman of the board, appoints temporary and/or permanent audit, investigation, technical and partnership committees, based on need. This body provide strategic directions to the organization, can terminate partnerships, and signs contracts of above the level of director general. This body holds its scheduled meeting every six months and reports to GA.
- iii) **Advisory Board (AB):** AB is not a governance body, it rather provides a technical advisory role on strategic and technical issues, where committed professional experts provide expert level inputs for matters of strategic importance. This body meet based on requirements.
- iv) **Senior Management Team (SMT):** SMT is the most critical governance body within ORD hierarchy. SMT hold regular meeting on weekly basis and has responsibility to take major operational decision for the program and project execution. Generally director of the organization chairs this body and heads of sections such as finance, HR, procurement, program, security, administration can be members of this body. This body under director, reports to BoD. Director should refer major policy and operational decision to the review and decision of this body. SMT maintains major external relations directly or through the director general or relevant section heads.
- v) **Field Management Team (FMT):** This body is the decision maker on the day-to-day activities at field level and hold meetings once each week. ORD director and/or program director/manager can appoint members to this team for each region as appropriate and as required by the nature of operations at each province/region. ORD HQ should appoint the chairman of this body for each FMT. This body reports to the SMT at HQ on weekly basis or as necessary. This body also handles limited level of external relations at field level.



## ORD KEY RESULTS 2023





## ORD at the forefront of the CLIMATE ACTION



Investment in rural community infrastructures stands as ORD's core sustainable livelihood and resilience strategy.



## COUNTRY CONTEXT, THE HUMANITARIAN RESPONSE, 2023

During 2023, humanitarian actors in Afghanistan assisted 23.8 million individuals with food and livelihood support, 15.1 million with healthcare, 9.6 million with water, sanitation, and hygiene, 5.3 million children and pregnant/lactating women with nutrition assistance, 3.4 million with protection support, 2 million children with education, and 812,000 with emergency shelter and non-food items.

In total, the humanitarian response reached 29.4 million people in 2023, with 25.5 million directly benefiting. Funding for these initiatives relied on \$850 million carried over from 2022, supplemented by new funding in 2023 (amounting to \$1.30 billion by November – less than half of what was required). Due to limited resources, there were fewer rounds of food assistance and reduced rations. Consequently, 18 million individuals in IPC 3+ areas did not receive food aid, and 3.4 million people received half rations, including those in IPC 4 areas. \*\*\*





## 2023, A MISSION SUCCESSFULLY COMPLETED:

During the year 2023, ORD alongside regular development commitment attached to ORD's long-term contribution to the targeted SDGs, ORD firmly and steadfastly stood to support millions of vulnerable Afghans living under shocks, emergencies, crises, and complexities and those in need of immediate protection and survival assistance. In indirect partnership with the United Nations and the Afghan aid community, ORD stood at the forefront of country relief operations and significantly contributed to the humanitarian objectives and targets of the Country Humanitarian Response Plan 2023, Afghanistan Crisis Response 2023, and Refugee Response Plan 2023.

ORD's 505 humanitarian frontliners (365 field staff, and 140 community volunteers) stood bravely alongside the vulnerable communities during all stages of crises, emergencies, and complexities to bring relief and hope to millions of affected people, mostly in remote and rural areas, in hard-to-reach geographical locations. Throughout our relief operations during 2023, ORD was able to timely reach and support 7 million vulnerable households (14.3 million individuals--61% women and girls). In the year under review, ORD extended its humanitarian, livelihood, and development services to 330 districts in 34 provinces of the country with an operational magnitude of 7.5 million USD. \*\*\*





# 1<sup>ST</sup> . INTERVENTION

## ES-NFI: Emergency Shelter and Non-Food Items

2023 scope of intervention: USD 1,516,609 ---3 projects

This ORD intervention aimed at addressing the immediate shelter and non-food item needs of affected populations in Afghanistan while promoting resilience, dignity, and self-reliance among forced returnees from Pakistan and Iran, displaced families, crises, and climate-affected and vulnerable communities. As an active member of the UN ESNFI cluster, ORD, in partnership with the ESNFI country action team and Afghanistan Humanitarian Funds, was able to support 2,039 households (14,273 individuals- 51% female) in Farah, Sar-e-Pul, and Samangan, by providing emergency and transitional shelter, non-food items such as winterization, blankets, heating items, and cooking utensils.

According to the 'Whole of Afghanistan Assessments (WoA) report, more than 70 percent of households reported living in a significantly or partially damaged or fully destroyed shelter. In 2023, according to UN estimates, about 9.6 million vulnerable people were in need of emergency shelter and daily non-food items. But, due to the absence of required funds, only one million received support. \*\*\*



## 2<sup>ND</sup>. INTERVENTION

### FSAC: Food Security

2023 scope of intervention: USD 888,533--- 2 projects

A high prevalence of life and livelihood-threatening food insecurity continues to be driven by the impact of a deep and enduring economic crisis, with a substantial decline in formal and informal labor markets and no recovery in per capita income. This is compounded by three years of below-average agricultural production due mainly to continuing drought across the country, as well as the effects of an extreme cold wave on the livestock sector. As per the IPC projection, about 17.2 million people in Afghanistan were food insecure IPC3 and above during 2023.

During 2023, ORD, in partnership with WFP, FAO and HA/AHF, provided nutrition-sensitive, unconditional emergency food and assorted crops, animal feed, fodder seed and deworming kits assistance to 73,563 (51% female) members of the 10,509 severely vulnerable, and food-insecure farmers households (IPC3+), including Pregnant and Lactating women and children 6-59 months, in targeted districts of Paktika, Ghazni, Kandahar, Zabul, Sar-e-Pul and Farah provinces to prevent further deterioration of their animals, crops, food security and nutritional status. Luckily, as results of this intervention a considerable decline in the total number of severely food insecure people (IPC-3 and above) was observed at the peak of the lean season (April 2023). \*\*\*\*\*





### 3<sup>RD</sup> . INTERVENTION

#### Livelihood and Agriculture:

2023 scope of intervention: USD 2,071,287 –8 projects

A drastic and dynamic model of livelihood and Income Generation in crises and emergencies (IPC3+) was delivered by ORD through the financial, in-kind and technical assistance of FAO, and UNDP/NCA in collaboration and coordination with local community setups and Shooras. About 115,314 households, including 807,198 people (54% women) received direct support through this ORD programmatic annual intervention.

Emergency livelihood assistance was provided to the most vulnerable farmers, herders, and landless people to sustain the local production of food, protect productive assets, and boost short-term income streams. This intervention provided support to agricultural and environmental rehabilitation and protection from natural hazards to enable increased agri-production and resilience.

We timely and effectively supported vulnerable men, women and youth including displaced, returnees and refugees through skills building and marketing including in bakery, carpentry, embroidery, electricity, plumbing, and computer skills and meaningfully improved livelihood and encouraged micro and small level self-employment and entrepreneurship activities at both urban and rural communities. Micro grant/cash assistance was delivered either in the form of unconditional cash transfers to vulnerable households headed by women/persons with disability / elderly or in the form of food/cash for work/assets to rehabilitate or construct livelihoods assets at individual and community level. \*\*\*\*\*







## 4<sup>TH</sup> . INTERVENTION

### WASH and Energy:

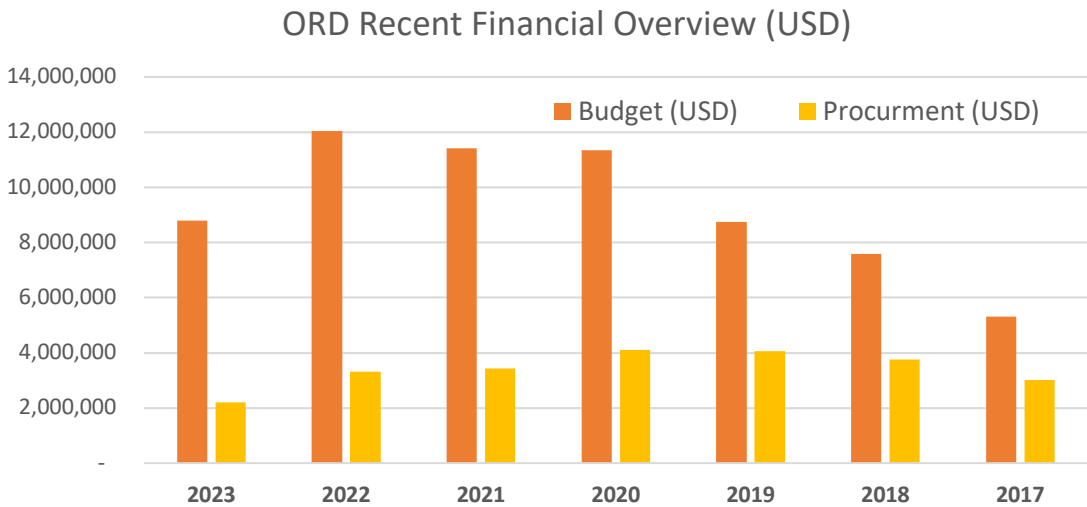
2023 scope of intervention: USD 3,068,863 ---2 projects

**History:** ORD has a mission-wide commitment to WASH and executed total of 73 WASH projects in its past history, mainly in North and North-east, and South-east and has the honor of Quality Assurance of UNICEF 1068 WASH projects in 34 provinces of Afghanistan for three consecutive years (2020-2023). ORD has the credit of being a long-term WASH partner of UNICEF, UNHCR and AHF. Almost 74% of ORD WASH projects fall under WASH in Emergency.

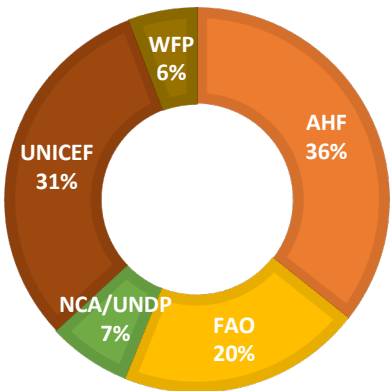
In the year under review/2023, ORD WASH department worked in all 34 provinces in WASH sector, serving 1,913,274 vulnerable households with total 13,392,919 persons as direct beneficiaries, 61% of them women. ORD upholds the globally recognized Sphere standards, integrating key principles of humanitarian response to guarantee the quality, relevance, and accountability of our WASH interventions, and is aligned with UNHCR Sanitations Standards and the WASH Cluster Contextualized Standards. \*\*\*

**PRUDENT FINANCIAL ENGINEERING:**

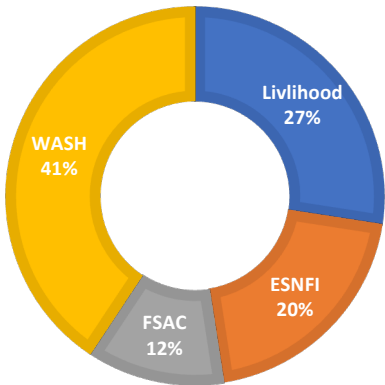
ORD was able, during the years, to develop field-tested and donor-accepted financial systems that were applicable and tuned to the hectic monetary situation of Afghanistan. A team of 12 professionals, including internal control and audits, runs projects’ financial operations and securely manages humanitarian funds in crises, unstable exchange rates, and in times of the total collapse of the banking systems in Afghanistan. Sound financial records of 15 years and 241 projects executed are maintained with complete reliability and security and linked to donors and authorities for accountability and transparency at any time. ORD this year effectively and economically managed over 8 million USD financial resources, with a UN approved procurement system in place. All our financial records are crosschecked for verification by internal control and independent third-party audits.



FUNDS BY DONOR



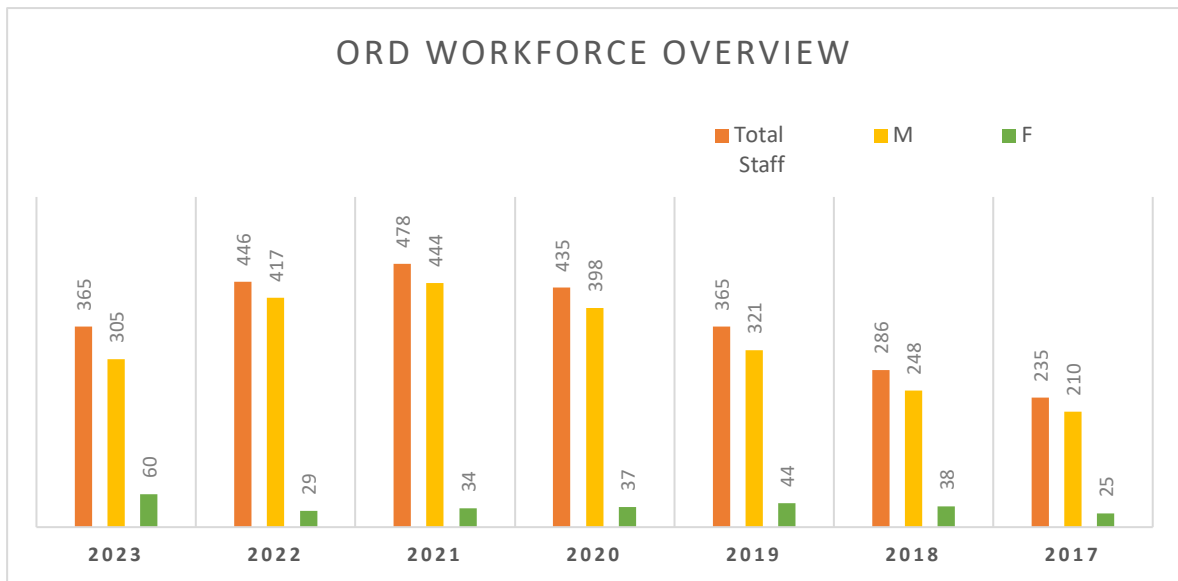
FUNDS BY SECTOR





## ORD WORKFORCE:

With a workforce comprising 365 individuals (305 males and 60 females), 140 volunteers, and 24 Network of Community Volunteers, ORD places significant emphasis on gender and protection from Sexual Exploitation and Abuse (PSEA) policies, code of conduct, whistleblowing policy and accountability. A dedicated management team of 42 professional personnel, along with 21 individuals in financial, admin, and supply roles, ensures the efficient execution of projects, adhering to policies and compliance with minimum requirements. We significantly invest in the capacity building of our workforce and believe in continued learning and innovation.





### HUMAN COMMITMENT, GENDER AND TRANSPERENCY:

The protection of people at risk and access to those neglected and deprived of basic human rights and basic humanitarian services stand as core programmatic values and principles at ORD. Despite restrictions on women's participation, ORD was able to reach a significant number of women and girls. Almost 56% of our direct beneficiaries in 2022 and 2023 were female. We served IDPs, returnees, refugees, and vulnerable host communities, with the inclusion of persons with disability and women at risk as an integral part of our humanitarian commitment. ORD maintains a three-layer accountability, transparency, and complaint mechanism in place (CH1, CH2, and CH3), which gives target beneficiaries, communities, employees, and subcontractors to raise their voices when they feel oppressed and/or violated and harmed. This mechanism is linked directly to the ORD board. All our projects are directly linked with the AWAZ complaint system in the field.





## ACCOUNTABILITY TO AND PARTNERSHIP WITH AFFECTED PEOPLE-APAP:

ORD's 2023 program and field operations were carried out in direct partnership and engagement of about 470 CDCs, local shooras, groups of community elders, women, youths, Organization of People with Disability (OPD) and local self-help groups. Target communities and Affected people in ORD humanitarian response are considered as equal partners of the operations and they own the process from the very first beginning until the final distribution and provision of the assistance package. They are part of our initial design and planning and we do involve them in beneficiaries' selection, assistance distribution and final assistance evaluation. In services delivery we fully adhere to ORD 3C community participation and ownership policy, where our humanitarian and development interventions are moving jointly with Communities for Communities and by Communities.





## NATIONAL LEVEL COORDINATION AND PARTNERSHIP:

ORD is an active member of the ACBAR, the main coordinating body for national and international NGOs in Afghanistan. We became OCHA AHF partner in 2019 and progressively execute the humanitarian projects in WASH, Protection, FSAC, ES-NFI, Education, women empowerment, Livelihood and Agriculture. For better service delivery, ORD is a member of 9 UN Cluster and Working Groups meetings both at sub-national and national levels. It includes regular membership of the WASH, FSAC, Protection, Education, Shelter and NFI clusters. Besides the regular participation in meetings, ORD collects its program progress and achievements and submits through monthly, quarterly and final reports to clusters, Report Hub, line departments and Ministry of Economy for planning, performance, learning and accountability.

ORD's Government and Partner Coordination Hub (GPCH) is a team of three program staff and 12 well-trained community volunteers in North, Center and Southern regions, which handles donors and government coordination and community mobilization and participation during emergency and humanitarian response. \*\*\*\*\*

## **ACKNOWLEDGEMENT:**

*We convey our heartfelt gratitude to all ORD frontliners, our field workers, field managers, and the partner communities, who openly and generously provided firsthand information for the preparation of this annual report.*

*We wholeheartedly commend the good work of all ORD project managers, who rendered lifesaving services to the people in urgent need of humanitarian support. This report reflects their tireless efforts during the 12 months of the operations and work with and for the affected communities and those at high risk.*

*Let us mark the outstanding work and support of ORD female staff who courageously contributed to the achievements of this year and stand alongside affected families in difficult times in a challenging humanitarian context. We present our collective appreciation to our donors, the UN Afghanistan, FAO, WFP, UNICEF, OCHA/AHF, UNDP, and our long-term supporter, NCA, and PATRIP Foundation Germany for their financial and moral support to save thousands of innocent lives in Afghanistan. We should congratulate that they boldly proved that the spirit of humanity and respect to human lives will never die.*

\*\*\*



2023, in partnership with affected people:  
They are owners and ORD facilitates.



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