ORGANIZATION OF
HUMAN RESOURCE DEVELOPMENT
(OHRD)
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TO OUR STAKEHOLDERS

This year was challenging and full of strategic changes for the Organization of Human Resource Development (OHRD).

Recognizing the extended role and participation of private sector in the field of education, OHRD’s board decided to close out the Armaghan higher Education Institute, while continuing capacity development and education activities for marginalized portions of the society.

OHRD considering its strategic goals, focused on the implementation of projects targeted women for empowerment, also education and capacity development for improvement of Human Rights, Good Governance and Democracy in targeted areas.

OHRD in this year effectively worked on its initiative for improving the quality of health through its Health Technical Support Unit based in Hirat province.

OHRD continued its quality efforts on capacity development of human resources and organizations improvement by its capacity building unit.

OHRD with its strategic partners CHA, SMO and WBRAO was able to initiate working on Environmental protection by providing resources in local languages. They translate and printed the book “A Community Guide to Environmental Health” one of globally valued resources published by “Hesperian Health Guides” in English language.

In this year OHRD focused on the improvement of its cost-efficiency by decreasing its expenses to the lowest possible level, while enhancing its effectiveness towards achieving its mission.

The 2012 was also very challenging with the OHRD. Decreased level of funding and changes in managerial team were the main.

OHRD management is very committed and enthusiastic towards realization of its vision: “A reliable, innovative and effective organization in delivery of services for social welfare”

Truthfully

Dr. Hamidullah Saljuqi
Director, OHRD
About OHRD

OHRD is a non-profit, non-governmental, non-partisan and non-political organization. The OHRD started its activities in 1995 as a Capacity Building Department of Coordination of Humanitarian Assistance (CHA) and registered in July 2008 with NGOs Department of Ministry of Economy of Islamic Republic of Afghanistan (Registration #1229) as a separate NGO.

The overall goal of establishment and operation of this organization is to contribute in Afghan community development through assisting rehabilitation of socio-economical infrastructures and sustainable development of cultural, social and economical situation of the community.

Understanding that development and advancement of a society further requires a strong and knowledgeable civil society, competent public system with good governance and a strong and balanced educational system; the OHRD as a national organization has been actively participated and contributed to provide standard educational opportunities for the people especially women and youths as well as for the organizations in order to dedicate professional, educated and experts to the society to take part in growth and development of the country which is still suffering of war.

Considering the existing problems in the Afghanistan context, OHRD effectively contribute in efforts for Peace building and conflict resolution, Human Rights and justice, Women empowerment and elimination of violence, good governance and fostering of democracy in Afghanistan.

believe that through providing extensive educational services for the people, especially unemployed and non-professional young people we can ensure existence of professional, skilled and expert leaders in next generation to take part in growth and development of a stable and democratic society.

Vision:

A reliable, innovative and effective organization in delivery of services for social welfare

Mission:

Empowerment of beneficiaries (individuals and organizations) in the coverage
The main areas of expertise:

Followings are the main areas of OHRD’s activities and expertise:

- Improving capacities of in-service human resources and after-school youths in order to improve effectiveness and efficiency and ultimately to enable communities and improve their livelihoods.

- Advancement of peace building, human rights, good governance and social justice through awareness raising, improving knowledge and practices of communities, civil society organizations and especially youths.

- To improve the institutional effectiveness of client organizations and to up-grade their capacities match their needs and requirements; the OHRD offers collection of managerial/leadership educational services and present systems and advanced technology for them.

- To reduce and prevent negative effects of disasters, the OHRD will work to improve capacities of client organizations and communities at grass root level by capacity building activities and working with communities for decreasing their vulnerabilities and for Disaster Risk Reduction and response.

- Improving availability and quality of health services through:
  - Implementing of Health projects for increasing availability, accessibility and quality of health services.
  - Conducting trainings for health professionals (managerial and technical staff) to improve the quality of health services; Developing training curriculums/materials and designing training courses.
  - Translation of health related resources and developing health education and training resources/materials and teaching aids.
  - Assessment, Monitoring and Evaluation services for health related programs.

Core Values:

The OHRD is committed to observe the following core values in all matters of development and its internal structure:

1. Quality
2. Innovation
3. Well competition
4. Transparency
5. Accountability
6. Participation in running of affairs
7. Team work
8. Gender balance
OHRD’s Structure:

OHRD is operating in Afghanistan through its following three departments:

1) Capacity Building Unit (CBU)

2) Project Management Unit (PMU)

3) Health Technical Support Unit (HTSU)

The General Assembly of OHRD is the highest authority to set or dissolve policy. The Assembly has the authority to decide on OHRD progress, or to change or dissolve the organization. Members comprise a directorial board of cooperative organizations, community representatives and the OHRD director.
Executive Summary:

In 2012 more than 17 different training courses conducted by the capacity building unit of OHRD in which 879 trainees (both female and male) attended. These trainings were mainly concentrated on developing the leadership and managerial capacities of the beneficiaries as well as building their capabilities to work with communities, effective project design and implementation, peace building and conflict resolution and monitoring and evaluation.

A comprehensive organizational management review and training needs assessment conducted for OHRD’s sister organization CHA in this year.

There were 4 projects on health care services that health technical support unit of the organization singed MoUs with for providing training for health technical staff (BPHS, EPHS, HSS and community empowerment projects located in Farah, Balkh, Herat and Faryab provinces).

More than 57 training courses on health improvement conducted for totally 662 health staff (235 female & 427 male). The aim was to improve the quality of health services.

The Higher Education Department of OHRD provided training opportunities for individuals including the after-school youths to upgrade their capacities in response to job requirements and labor marked demands through its affiliated institute by name of Armaghan Higher Education Institute (AHEI). Totally 299 students were trained in Armaghan Higher Education Institute during year 2012.

OHRD has also been extensively involved in implementing projects aimed at community empowerment, particularly the women empowerment.

OHRD projects in 2012 were focused on the Improving women leadership, empowering women in era of practical journalism to improve their presence and have their voices, as well as project on improving Human rights, Good Governance and Democracy in Afghanistan.

Special thanks to our Donors:

1. US Embassy in Kabul
2. Finland Embassy in Kabul
3. Coordination of Humanitarian Assistance (CHA)
I. Project Management Unit:

OHRD as a national non-governmental organization has continued to contribute offering empowerment services for target beneficiaries in community development, poverty reduction and cultural, social and economic growth of Afghanistan.

Justice for all, Good governance, advocacy, human rights, elimination of violence against women / women empowerment, peace building and conflict resolution as well as education and awareness raising were continued to be the focused areas of OHRD’s activities in this year.

In 2012 OHRD has implemented and successfully completed the following projects in different provinces Afghanistan.

1. Improving Knowledge & Capacities on Human Rights, Democracy and Good Governance in Balkh, Jowzjan & Samangan provinces of Afghanistan
2. Women Empowerment by Practical Journalism Diploma program for Women

1.1. Improving Knowledge & Capacities on Human Rights, Democracy and Good Governance project in Balkh, Jowzjan & Samangan provinces of Afghanistan

Improving knowledge and skills of Human Rights, democracy and good governance project was a project, funded by the Finland Embassy in Kabul, implemented in 2012. The project implemented in three provinces including Balkh, Jowzjan and Samangan of Afghanistan. The project designed to Improve knowledge and skills of Governmental Staff, Civil Society, provincial councils and CDCs Representatives as well as School Teachers in the target provinces. The overall objective of this project was to improve knowledge and enhance demand-capacities for Human Rights, Democracy and Good Governance in three targeted provinces of Afghanistan.

By the implementation of this project a total 300, including 132 women from governmental, non-governmental, civil society organizations, CDCs and provincial councils’ members, and school teachers directly benefited.

Project Outputs/Results:

1) 100 schools’ teachers (male /female) trained and capacitated to embed their knowledge on Human Rights, Democracy and Good Governance in their teaching plans and programs for students in Balkh, Jowzjan and Samangan provinces.
2) Increased understandings of human rights, women’s rights, and democracy among the 100 staffs from governmental and civil society organizations. They
enabled to use their capacities in practice and advocate for a just society, in Balkh, Jowzjan and Samangan provinces.

3) Capacities and knowledge of 100 members of provincial councils and Community Development Committees (CDCs) members enhanced on human rights, women’s rights, and democracy in Balkh, Jowzjan and Samangan provinces and they knowingly participate in discussions, planning, practices and monitoring processes in their related areas.

**Project Outcome:**

1. Knowledge and skill levels of 300 beneficiaries (men and women) were enhanced on Human Rights, Good Governance/corruption and Democracy principles. They have learned about the human rights especially women’s and children rights and information about the Universal Declaration of Human Rights, information about Islamic Declaration of Human Rights, Information on violence against women and discrimination.

2. The beneficiaries enabled to share their knowledge and skills with their family members, friends, colleagues, schools and private institutes’ students, and with the wider community members in community discussions.

3. The targeted beneficiaries will demonstrate improved attitudes toward human rights (women and children), violence, good governance, democracy, corruption, and rule of laws.

**1.2 Women Empowerment Project by Conducting Practical Journalism Diploma program for Women**

This year OHRD has implemented one-year diploma program on practical Journalism for 70 women. The project was funded by US-Embassy, Kabul through its Afghan Women’s Empowerment (AWE) Grants program. The project goal was to empower women by having their voices through increase women’s participation in the Journalism sphere. The beneficiaries selected through an entrance exam and interview process individually with each candidate. The potential candidates were school-graduated girls who have failed to enter university and women who were working with Medias, NGOs, CSOs and Government.

At the end the project a total of 60 women have been successfully completed the training program and were able to get their diplomas.
Project Outputs/Results:
1) The knowledge and skills of 60 women/girls increased on practical journalism and how to use it effectively.
2) The targeted women enabled to start or continue working more effectively in the journalism scene.

Project Outcome:
1. The targeted 60 women empowered to get job with performances.
2. The journalism context of Afghanistan got a wider opportunity to have the voices of women as the deprived portion of the Afghan society.

2. Capacity Building Unit:
The Capacity Building Department of OHRD has 18 years experiences in delivering empowerment services in Afghanistan and has played its role according to the organizational goals in order to fill the gap of professional and expert people in Afghan society through human resource development, preparation of training materials and conducting educational training in various administrative and technical fields to:

- Build knowledge and skills level of individuals and employees of civil society and governmental organizations, both male and female through providing a package of administration and management, teacher training, gender, human rights, advocacy and democracy which designed based on the principles of the Islam and accepted culture of the community in order to boost social justice and economy.
- Strengthen organizational effectiveness, capacities, systems, and their technology in accordance with their needs.
- The master trainers of the capacity building sector through years of experiences in different condition of Afghanistan, using modern teaching methods have been
empowered to professionally conduct a package of educational training for their beneficiaries.

The Capacity Building Department of OHRD has the ability to conduct more than 40 different courses/workshops by its qualified and expert trainers for different levels.

**Capacity Building Unit is working to:**
- Build the capacity (knowledge, skills and behavior) of individuals and employees of governmental organizations and NGOs through conducting of educational training (in campus and distant)
- Assess organizational performances (policies and systems) of non-governmental organizations aims to review implementation and performances of programs against policies and organizational goals.
- Provide mentoring and facilitating services for NGOs, Civil society and public and private sector in order to build their capacities in strategic planning, policy setting and developing practical guidelines.

**Capacity Building Unit activities in 2012:**
During the years of 2012 the capacity building department of OHRD has conducted 17 different workshops for national and international NGOs, CDC members, Civil Society organizations, government employees which had 879 direct beneficiaries. These workshops were held on Human Rights (women and children), Democracy, Good Governance, Advocacy, PCM, M&E, Financial Management, Budgeting, Procurement, Gender Awareness and Gender Mainstreaming, Community Participation and Social Mobilization, Contract Management, Reporting, DRR/ CBDRM, Management and Leadership skills.

Followings are number of programs implemented by the capacity building unit of OHRD in the year 2012:

2.1. Capacity building on Community Based Disaster Risk Assessment for the staff of partner NGOs of DKH organization
Location: Kabul province
Beneficiaries: 23 employees of NGOs.
Project duration: 4 days (From 25-28 March, 2012)

Activities:

- Conducting Training Needs Assessment (TNA)
- Develop training curriculum
  Design the workshop modules & handout
- Develop the teaching aid materials
- Develop the workshop work plan
- Facilitate the training for the participants

2.2. Capacity Building Project for the staff of CHA organization:

Location: Kabul, Herat and Balkh provinces

Beneficiaries: Staff of CHA organization at main office and its field offices.

Number of training courses conducted: 8 training courses

Activities;

- Conducting training needs assessment (TNA) & identifying the training needs
- Organizing training workshops based on TNA
- Conducting the following training courses:
  1. Contract Management,
  2. Report Writing,
  3. Gender Awareness and Gender in program design,
  4. Project Cycle Management (PCM)
5. Monitoring & Evaluation (M&E);
6. Management and Leadership;
7. Procurement;

114 CHA’s staff attended in the above mentioned trainings.

2.3. Capacity Building programs for RORA Organization:

Location: Kabul province

Beneficiaries: 8 employees of RORA

Duration: 5 days

Activities;

- The capacity and skills of 8 RORA staff has built though conduction of a five days training workshop on Monitoring & Evaluation.

2.4. Facilitation of Policy Development for Saba Media Organization (SMO):
This program had been started in 2011 and completed in 2012. The program objective was to build the organizational and programmatic capacity of SMO by developing/updating policies and procedures of the organization in both English and Dari languages.

Through this program set of updated manuals of policies and procedures developed for Saba Media Organization, enabled the organization and managers to work more effectively and cost efficiently.

**2.5. Management Review and Capacity Assessment of the CHA organization:**

This program provided the opportunity for client organization (CHA) to have a deep understanding of its organizational strengths and weaknesses form the perspectives of its staff at different levels as well as from the glasses of an outsider.

Through capacity assessment of the organization and training needs assessment of the staff, guiding documents provided to the client organization management, by which they can easily plan for better improvement in the future.

**3. Higher Education Department (Armaghan Institute):**

The OHRD facilitated establishment of a Higher Education Institute named ARMAGHAN for obtaining of educational, administrative skills training and higher education. The Armaghan Institute brings mixed learning environment with a friendly atmosphere and prepared educational and academic programs by its board of management and assimilate with the rapid economic growth.

The aim of the Armaghan Higher Education was to invest on social and technical development of Afghans by offering and executing comprehensive and qualitative trainings and continuing training services for integration and development of individuals in productive activities that may contribute to social, economic and technological development of the country.
Basically, the Armaghan Higher Education Institute mainly focused on subjects such as public administration, accounting, information technology, English language, computer etc. By establishment of the Armaghan institute we aim to provide the targeted groups with opportunities to continue learning with higher and standard quality in a specific topic that would result to finding proper jobs in governmental or nongovernmental organizations, which would ensure their social prosperity.

**Achievement:**
During 2012 through Armaghan Higher Education Institute 299 students (female & male) has been educated and graduated from the following training sections:

1. DBA – Diploma on Business Administration
2. DIT – Diploma on Internet Technology
3. DEL - Diploma on English Language
4. Professional Use of Camera
5. Video Editing

Considering the progressive role of private sector in running the similar programs, OHRD’s board decided not to continue the operation of Armaghan Higher Institute after the middle of next year.
4. Health Technical Support Unit (HTSU)

The Health Technical Support Unit (HTSU) with more than 16 years of experiences in the field of capacity building of health professionals and assisting the quality of health services, working for improving and development of technical and managerial capacities of CHA as the sister organization of OHRD and other national and international NGOs staff as well as the public and private health workers. HTSU is based in Herat province and providing health strengthening services for all over Afghanistan. Besides training of professional health staff, HTSU works to develop teaching aid materials and to translate valuable and well-known English textbooks. HTSU also monitors and evaluates projects and programs. A team consisting of expert master trainers with years of work experiences is working in HTSU. The master trainers in the HTSU are completely familiar with all of the components of BPHS & EPHS and MoPH related strategies and health standards. HTSU has developed training curriculums for almost all of the health technical staff involve in delivery of health services via Basic Package of Health Services (BPHS) and Essential Package of Hospital Services (EPHS) defined by the Ministry of Public Health – Afghanistan. Doctors, Midwives, Nurses, Pharmacy Technicians, Supervisors, Lab. Technicians, Vaccinators, CHSs, health managers & administrators, Community health workers, Nutrition technicians, providing health services are the beneficiaries of HTSU training services; while health awareness programs are targeting the wider citizens as well.
HTSU Training courses:

HTSU is fully capable for conducting the following trainings based on TNA and customers’ request.

<table>
<thead>
<tr>
<th>No</th>
<th>list of trainings</th>
<th>No</th>
<th>List of Training</th>
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<tbody>
<tr>
<td>1</td>
<td>Ante Natal Care/Post Natal Care</td>
<td>25</td>
<td>Nutrition (CMAM or CTC IYCF)</td>
</tr>
<tr>
<td>2</td>
<td>CIMCI</td>
<td>26</td>
<td>Partnership define quality (PDQ)</td>
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<tr>
<td>3</td>
<td>Community mapping</td>
<td>27</td>
<td>Post-Partum Family Planning (PPFP)</td>
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<tr>
<td>4</td>
<td>CHS refresher training + FHAG +Community DOTS+CBHC</td>
<td>28</td>
<td>Quality Assurance Module 1, 2 and 3</td>
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<tr>
<td>5</td>
<td>Data use</td>
<td>29</td>
<td>Rational Use of Drug</td>
</tr>
<tr>
<td>6</td>
<td>disability</td>
<td>30</td>
<td>PD hearth</td>
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<td>7</td>
<td>Dressing</td>
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<td>8</td>
<td>Effective supervision skills</td>
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<td>EPI refresher training</td>
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<td>Blood Banking</td>
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<td>11</td>
<td>Epidemiology</td>
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<td>Primary Eye Care</td>
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<td>12</td>
<td>Family planning</td>
<td>36</td>
<td>Facility Management</td>
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<tr>
<td>13</td>
<td>First Aid</td>
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<td>International Classification of Functioning ICF</td>
</tr>
<tr>
<td>14</td>
<td>Geographical Information System (GIS)</td>
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<td>Health System Research</td>
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<td>15</td>
<td>HMIS initial or Refresher</td>
<td>39</td>
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<td>16</td>
<td>Infection prevention</td>
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<td>Hygiene</td>
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<td>17</td>
<td>Integrated Management of child hold illnesses</td>
<td>41</td>
<td>Physiotherapy</td>
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<tr>
<td>18</td>
<td>Interpersonal communication and counseling (IPCC)</td>
<td>42</td>
<td>Breast feeding</td>
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<td>19</td>
<td>Laboratory workshop</td>
<td>43</td>
<td>Hospital Management</td>
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<td>20</td>
<td>Leadership Development program</td>
<td>44</td>
<td>Occupational health</td>
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<td>21</td>
<td>MDS</td>
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<td>22</td>
<td>Mental Health</td>
<td>46</td>
<td>Fostering change in Health services</td>
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<td>23</td>
<td>Monitoring and Evaluation</td>
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<td>Human Resource for Health</td>
</tr>
<tr>
<td>24</td>
<td>Newborn Care</td>
<td>48</td>
<td>Maternal Survival</td>
</tr>
</tbody>
</table>
Skill Lab:

HTSU has a unique and modern skill lab that allows training to be conducted theoretically and practically much easier and more effective. This skill lab empowers the trainers and trainees to learn the skills and health manipulations before to be used on human body.

Monitoring and Evaluation of health programs:

HTSU has capable technical staffs with years of experiences in management of review, monitoring and evaluation of health projects in difficult and challenging situations like insecurity, geographical obstacles, shortage of basics and general needs for the projects. This team is fully familiar with strategies; standards, guidelines and protocols defined by MoPH.
Conducting health surveys:

Since HTSU has been established, several Household survey were planned, the surveyors were trained, the survey were conducted, the result of the survey were analyzed and presented successfully, HTSU has such capability to conduct any kind of LQAS, KPS, and other common methodology of surveillances.

Developing IEC materials:

HTSU has developed useful IEC material, brochures, Protocols that have been approved and certified by Ministry of Public Health. Totally, (7) kinds of posters (8) kinds of flip chart, (9) kinds of protocols, and (17) kinds of very useful books and guidelines have been developed, published and distributed to the health facilities and other users. The following books, manuals and teaching aid materials are translated, developed and printed by HTSU:

- A Book for Midwives” translated in Dari.
- Where women Have No Doctor” translated in to Dari.
- Guidelines for Rational Use of Drugs” translated in Dari.
- Contraceptive – Your Questions Answered” translated in Dari.
- The Pills and Other Hormonal Contraceptives” translated in Dari.
- Life Saving Skill for Midwives” translated in Dari.
Achievements in 2012:

During 2012, totally 290 days training has been conducted by HTSU to different client organizations’ staff. Totally 662 health staff (235 female & 427 male) from different health projects attended different training courses based on their needs.

In 2012 OHRD- HTSU signed four capacity building project contracts for conducting health training courses for health projects staff working in Farah, Balkh, Herat and Faryab provinces.

In Farah province:

1. Total number of training courses conducted = 27
2. Total training days = 124 days
3. Total number of health staff attended the courses = 316 including 75 female health staff.
In Balkh province:

4. Total number of training courses conducted = 25
5. Total training days = 146 days
6. Total number of health staff attended the courses = 270 including 140 female health staff.

In Herat province:

7. Total number of training courses conducted = 4
8. Total training days = 14 days
9. Total number of health staff attended the courses = 67 including 11 female health staff.

In Faryab province:

10. Total number of training courses conducted = 1
11. Total training days = 6 days
12. Total number of health staff attended the courses = 8 including 3 female health staff.

HMIS/Data Use, Rational Usage of Drug, HMIS/Data Use, Basics of Epidemiology, Gender, Blood Banking, IPCC, Primary Eye Care, community mobilization, Gender awareness, EPI Refresher, Infection Prevention, PCM&ESS, M&E, IMCI, TFU, ETS, Managing Drug Supply, Mental health, physiotherapy, HIV/AIDS and some other topic trained based on the staff needs for provision of quality health services.
Blood banking workshop - Practical training - Herat - December 2012
Financial Audit (2012):

STATEMENT OF INCOME AND EXPENDITURES
ORGANIZATION OF HUMAN RESOURCE DEVELOPMENT (OHRD)
FOR THE YEAR ENDED DECEMBER 31, 2012

<table>
<thead>
<tr>
<th>Note</th>
<th>Donor funded activities 2012</th>
<th>OHRD funded activities 2012</th>
<th>Total 2012</th>
<th>Total 2011</th>
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<tr>
<td></td>
<td>USD</td>
<td>USD</td>
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</tr>
<tr>
<td></td>
<td>84,673</td>
<td>161,547</td>
<td>246,220</td>
<td>343,091</td>
</tr>
</tbody>
</table>

INCOME

Income from donors 7 84,673 84,673 55,940
Project income 9 - 161,547 161,547 287,151
Total income 84,673 161,547 246,220 343,091

EXPENDITURE

Salaries, wages and benefits 10 51,883 71,016 122,899 176,002
Repair and maintenance 11 1,893 2,554 3,647 2,995
Vehicle running expenses 12 837 5,883 4,720 8,778
Expendable tools 13 74 489 563 3,508
Non expendable tools 14 6,513 2,363 8,876 6,057
Material and supplies 15 6,511 7,310 13,821 6,225
Other expenses 16 17,762 58,649 76,411 123,948
Exchange loss  - 2,496 2,496  -
Total expenditures 84,673 148,760 233,433 331,511

EXCESS OF INCOME OVER EXPENDITURES FOR THE YEAR - 12,787 12,787 11,580

The annexed notes form an integral part of these financial statements:

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Director

Admin and Finance Manager
Organization of Human Resources Development (OHRD)

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Facebook: http://www.facebook.com/ohrd1
Dostan Group: http://www.facebook.com/groups/dostan.friends

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