We Trust in Our People Abilities
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TO OUR STAKEHOLDERS

On behalf of OHRD management team, I would like to express my heartfelt gratitude for our supporting agencies and collaboration in 2013 and in past years.

Despite the challenging concern in Afghanistan, together with our stakeholders we continued efforts to produce positive impacts in five interrelated strategic area i.e. Human Rights, Women Empowerment, Health & Education Services, Livelihoods and Governance.

2013 was a year of regenerations, changes and improvements for the Organization of Human Resource Development (OHRD). Changes in the leadership and management, had been started last year, structured in the organization. Services expanded to Advocacy efforts, Health and Education services provision and expanding cooperation activities.

During 2013, OHRD with number of like-mined organizations started the Afghan Civil Society Election Network (ACSEN) and continued its efforts as an active member of this network. OHRD gained a certificate of appreciation from Democracy International for supporting and promotion the processes of free, fair and inclusive election in Afghanistan.

OHRD was one of the campaigners in Global Campaign for Education, with the theme of “Every Child Needs a Teacher”, in Afghanistan.

OHRD started new partnerships with two experienced national non-for-profit organizations, AHDS and HADAAF which opened a new window for experience sharing and pooling capacities for expanding the areas of interventions.

OHRD started its registration process with Ministry of Public Health (MoPH) and received project funds from its new donors WHO and MoPH for implementation of a health project in five provinces of Afghanistan at the end of this year.

OHRD effectively and initiativecly continued for improving the quality of its programs, projects and services, considering the organization mission and mandate.

OHRD with its strategic partners CHA, SMO and WBRAO was able to initiate working on Office 365 as a standard tool for project Management Information System.

OHRD is remained very committed and enthusiastic towards realization of the organization mission and vision, considering the transition political situation of Afghanistan and the people changing needs.

Truthfully

Dr. Hamidullah Saljuqi
Director, OHRD
An Overview on the OHRD

OHRD is a non for profit national NGO (Non-Government Organization) registered in 2008 with Ministry of Economy of Islamic Republic of Afghanistan with registration number (1229). OHRD is also registered with Ministry of Public Health Afghanistan, committed to provide quality health services in line with the MOPH’s defined health strategies towards achieving national health objectives and goals. OHRD works in providing different services in different part of Afghanistan including western, central and northern provinces.

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 economic 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, women rights and justice, Women empowerment and elimination of violence, good governance and fostering of democracy in Afghanistan.
OHRD has written policies and guidelines, well-oriented to the staff, maintain it as a logical, transparent and responsible organization.
OHRD is accountable to its partners and communities through periodic and annual progress and financial reports and regular monitoring & evaluation of its activities.

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

Mission:
Empowerment of beneficiaries (individuals and organizations) in Afghanistan for:
- Enhanced social justice and improved livelihoods of the communities.
- Increased capacities & capabilities of individuals and organizations.
- Increased availabilities and accessibilities of basic social services as well as effectiveness and efficacy of the individual and organizations.

The main areas of expertise:
Followings are the main areas of OHRD’s activities and expertise:
- Improving quality & accessibility of health services through:
  - Enhancing availability/accessibility of quality Health & Education services.
  - Assessment, Monitoring and Evaluation services for related programs.
  - Developing training curriculums and conducting trainings for health managerial and technical staff to improve the quality of health & education services.
  - Translating health related resources, developing health & education, training resources/materials, and teaching aids.
- 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 improves 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.

Core Value

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 Management & Structure:

OHRD has a well-established management structure leading smooth implementation of programs and projects with clear line of responsibilities.

The General Assembly (Board of Trustee) of the organization is the highest decision and policy making authority that preserves the right to adopt all key decisions, including continuation, changing or dissolving of the organization and has responsibility for reviewing and approval of plans, strategies and short and long term policies of the organization.

Director of the organization is responsible to General Assembly and leading the overall team and executions of the organization.

The next level is the organization deputy director who assists the director in routine execution and particularly project management. The deputy director is responsible to the director and supervising/monitoring the units’ execution in daily basis.

The executive board/committee is responsible for overall management of programs considering the organization mandates, policies and long-term strategies. Executive committee; consists of the Director as the chair, Deputy Director, and the Units’ general managers as voting members; the executive committee meets is scheduled in quarterly basis.

Financial management capacity: OHRD has experienced/committed structure and staff working for clear vision and mission in the organization with written constitution, policies and procedures, providing quality finance management services. Both partners are very transparent and accountable to their donors and other related stakeholders using standard computerized Accounting Information System (AIS). The annual financial audit of the organization is conducting by independent/professional and registered Audit Company selected in a transparent process.

CHA, US Embassy, USIP, Asia foundation, WHO/MoPH, UNDP, Finland Embassy and Oxfam Novib are noted as main donor agencies for OHRD.
OHRD is currently operating in Afghanistan through its four units including:

Project Management Unit (PMU)
OHRD’s PMU is working in close cooperation with three above-mentioned units, while it is mainly involve in project designing and implementation. PMU has long run experiences working in different geographical areas for implementation of a many projects in related to:

- Health staff capacity development (BPHS and EPHS).
- CIMCI implementation in five provinces (Herat, Farah, Ghor, Kandahar and Zabul).
- Vocational and Skill training programs
- Access to justice; Human Rights, Good Governance
- Women empowerment and Elimination of violence against women;
- Peace education and conflict resolution;
- Disaster Risk Reduction;
- Improving quality of health services including community health services;
- Training of Schools’ teachers and Students on different aspects of rights and democracy.

Health Technical Support Unit (HTSU)
OHRD’s HTSU has years of experience in providing standard trainings for technical and management staff many health related organizations. HTSU has been involved in trainings of BPHS and EPHS components as well as in development, adapting, translation and editing of very important health books, manuals, posters, treatment protocols, flip charts etc. HTSU is mainly responsible for implementation of health projects that supporting by the OHRD’s project management unit (PMU).

HTSU has valuable experiences in Training, Monitoring & Evaluation, Management of health project and Reporting services as per HMIS, NMC and BSC standards/indicators. HTSU has been involved in training especially health professional and also works to develop teaching aid materials and to translate textbooks. A team consisting of experienced trainers with years of experiences working in the HTSU. The HTSU has been providing initial and refresher-trainings to health technical staff working in different national and international organizations in Afghanistan.

Capacity Building Unit (CBU)
OHRD’s CBU has also years of experience in provision of capacity building services through conducting different training workshops, courses, seminars, conferences and running educational programs to many national and international organizations and governmental departments.

CBU has capacity in organizational assessment to find out the organizational effectiveness of their existing structures, as well as their strengths, weaknesses, opportunities and threats. CBU has extensive working experiences in providing institutional capacity building programs for the client organizations by providing trainings, coaching and system development facilities.

Admin Finance Management Unit (AFMU)
OHRDS’ AFMU is responsible for overall administration of project implementation, including finance management, human resource management, procurement, logistic, transport and inventory.

Admin and Finance Management Unit of OHRD, ensure implementation of the advanced computerized Accounting Information System and Human Resource information system as well as the written well developed policies of the organization, to keep OHRD very transparent and fully accountable to all its stakeholders.
Executive Summary and Main Achievements:

In 2013, OHRD has continued its invaluable efforts by implementation of programs and projects in different geographical area including Kabul, Herat, Farah, Ghor, Balkh, Faryab, Kandahar and Zabul provinces. Health, Education, Good Governance and Capacity Development were the main areas of OHRD’s intervention in this year, while efforts have been continued for community empowerment, peace-building, livelihoods improvement and contributing for an inclusive society with justice.

Below are main achievements in 2013, through the program and projects:

1. Improved the capacities of OHRD’s managerial staff in program development as well as project management.
2. Well-coordinated planning process with OHRD’s strategic partners and beneficiaries in designing, developing, implementing and following up the activities in our targeted areas to produce positive outcomes and impacts in development process.
4. Advocacy/campaign for Quality Education for all in Afghanistan.
5. Initiate the PMIS system (Project Management Information System) using Office 365 in the organization as the latest modern software of Microsoft program aimed at helping in planning, monitoring and evaluation of activities, financial management, decision making as well as more accountability.
6. Improved the quality of health services through building the technical and administrative capacities of health staff were working in provincial hospital and health facilities in Balkh and Farah provinces.
7. Improved networking concept among individuals and groups using social networking tools like Facebook as huge as worldwide communication means, through social media training which conducted by OHRD’s capacity building units in Kabul, Herat and Balkh provinces as the center of related region. (For detail regarding the training, please refer to “project implementation unit” section)
8. Continuation of efforts on developing concepts and proposal for five interrelated strategic area i.e. capacity development, Community &Women Empowerment, Livelihoods improvement, Quality Education and Health availability and accessibility, and Peace building/ conflict resolution.
9. Improvement of Child health by starting the implementation of Community based Integrated Management of Childhood Illnesses (CIMCI) project, which is funded by MoPH & WHO.
Programs’ Achievements in 2013:

1. Project Management Unit (PMU):

In 2013, the OHRD’s PMU was performed worthwhile activities as well as managed four projects in particular. The projects have been implemented in Kabul, Herat, Farah, Ghor, Kandahar, Zabul, Faryab and Balkh provinces. BPHS and EPHS components initial and refresher trainings, CIMCI project and Social media training were notable projects, descripted in detail as below:

1.1. Membership of ACSEN: OHRD with number of like-mined organizations started the Afghan Civil Society Election Network (ACSEN) and continued its efforts as an active member of this network. Over the period, OHRD’s PMU manager actively attended in all meetings and contributed in the ACSEN policy development, strategic and operation planning as well as activities performed in the presidential election process.

1.2. Advocacy/campaign for Quality Education for All in Afghanistan: OHRD was the active partner in holding the education campaign as advocacy effort for improvement the quality of education in Afghanistan. The OHRD’s PMU manager was specifically assigned to work with the like-mined partners in designation, coordination, resource mobilization and arrangement of the campaign. This campaign was held from 21 to 27 April 2013 in Shahid Professor Burhanuddin Rabbani Education University of Kabul province as well as similar in targeted provinces throughout the country.
1.3. **Social Media Training course:** It conducted by the capacity building unit of OHRD in Kabul, Herat, Farah, Balkh and Faryab provinces. Totally, 70 trainees (5 female and 65 male) in four aforementioned provinces were attended and trained on the subject. These trainings were mainly concentrated on improvement the capacity of the target beneficiaries (including CHA, WABRO and SMO staff) on social media and social networking to effectively work with communities especially in peace building and conflict resolution as well as participate to social activities.

1.4. **BPHS and EPHS components training:** In 2013 as continuation plan, totally 41 training courses were planned and conducted in Balkh and Farah provinces for 586 managerial, technical and administrative health staff of BPHS and EPHS (391 male and 195 female), including provincial public health officers (PHO) of the MoPH. This training project was closely coordinated with the public health directorate of the provinces and CHA organization as supporting partner. *(for detail information, please refer to HTSU section in below)*

1.5. **CIMCI project implementation:** CIMCI is the health project OHRD has been awarded by the MoPH and WHO. It has started in December 2013 and will be continuing up to December 2014. This project designed by the OHRD’s management team in a participatory approach. Totally, 4383 female and male CHWs (at least 90% of active CHWs) and 136 CHSs (100% CHSs) in Herat, Farah, Ghor, Kandahar and Zabul provinces will be trained in accordance with the MoPH related policy and curriculum using district by district approach.

**CIMCI project Objectives:**
1. To improve access to the quality health care in the community level particularly for child health through conducting C-IMCI trainings for CHWs and CHSs.
2. To strengthening the referral system from the community to the health facility level.
3. To improve the follow up mechanism of sick children at all community level.
4. To enhance the relationship of the community with the health service delivery.

**Main Activities to be taken place:**
1) Hiring of planned staff for the project management and implementation.
2) Orientation workshop to capacitate the project management team for effective management of the project as well as operation planning.
3) Coordination with MoPH, PPHD, BPHS implementers and communities in central, provincial and district levels.
4) Planning and conducting the procurement process and supply to the project sites.
5) ToT training for the project facilitators and training coordinators.
6) Pre-intervention assessment including training, conducting, data entry, analyzing and report.
7) Selection of CHWs and CHSs in five targeted provinces based on approved list by the PHDs and BPHS implementers.
8) Conducting training session on both modules (ARI and DDC).
9) Supervision and Monitoring of the project.
10) Project steering committee meeting in bimonthly basis for providing technical support to the project management.
11) Provision and Submission of quarterly (Technical and Financial) reports.
12) Post-intervention assessment.
13) Submission of Final project report (technical and financial reports and inventory list as the project outputs).

Since start up the CIMCI project, below activities are taken place in 2013 to be mentioned as the project outputs:

- **Orientation Workshops**: To formulate a clear picture of the project goals, objectives, approach and activities, to develop operational plans as well as maintain strong coordination and effective communication among the consortium members (OHRD, AHDS and HADAAF), orientation workshops conducted in OHRD office, soon after signing the project contract. In this workshop, totally 16 persons were participated including technical, admin and finance officers from the consortium members.

- **Developing implementation manual and formats for project implementation**: For effective and efficient management of the project, a comprehensive implementation manual both in English and Farsi versions has been developed. Required formats i.e. monthly progress statistical report, training data base, trainers and trainees attendance sheet, perdium forms, supervision checklist and its guideline, supervision database, personnel log book for recording their daily activities have also been developed, oriented to the staff and using.

- **Recruiting and contracting the project planned staff**: totally, 30 managerial, technical and administrative staffs are recruited and contracted.

- **Coordination with MoPH and WHO at central and provincial levels**: In order to create a collaborative environment to support the project management for producing expected results of the project, strong coordination mechanism has been maintained among the implementing partners as well as with related departments of the MoPH and WHO especially HSS department and the PHDs.
OHRD believes that capacity building will ensure the delivery of quality services. Therefore, OHRD has always paid a deep attention on strengthening the skill, knowledge and attitude of technical and managerial staff of projects through providing regular capacity building activities including initial, refresher courses and on-job trainings.

The 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 individuals as well as organizations especially those are working in health sector through BPHS and EPHS implementation, both national and international NGOs and private sectors.

HTSU has a regional training center based in Herat province and providing health trainings for all over Afghanistan. Beside to training of professional health staff, HTSU works to develop training and teaching aid materials and translate valuable and well-known English textbooks to the local language.

A team consisting of expert master trainers with years of working experiences in the public health management is working in HTSU.

Health management staff including PHOs, Doctors, Midwives, Nurses, Pharmacy Technicians, Supervisors, Lab. Technicians, Vaccinators, CHSs, health managers & administrators, Community health workers, Nutrition technicians etc which providing health services are the beneficiaries of HTSU training services.
HTSU Achievements in 2013:

As conducting training is one of the major objectives of HTSU, this unit has tried to provide high quality health training sessions using updated guidelines & manuals and training materials are published by the formal and trustful departments and organizations.

During 2013, totally 221 days training in 41 sessions were conducted for totally 586 health staffs (195 female & 391 male):

The following topics were covered in training programs:

- IMCI
- Infection prevention
- HMIS/Data Use refresher training
- Behavior change communication BCC
- Managing Drug Supply MDS
- ANC
- PNC
- FP
- Rational Use of Drug RUD
- CBHC refresher training
- First Aids
- Nutrition
- Effective Teaching Skills ETS
- CIMCI.
- CMAM
- IPCC
- LDP
- TFU
- Mental Health
- Disability awareness.
- HIV/AIDS awareness.
- Primary Eye Care,

<table>
<thead>
<tr>
<th>Years</th>
<th>total training session</th>
<th>total training days</th>
<th>male participants</th>
<th>Female participants</th>
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<tr>
<td>2012 in 12 months</td>
<td>57</td>
<td>290</td>
<td>427</td>
<td>235</td>
</tr>
<tr>
<td>2013 in 5 months</td>
<td>41</td>
<td>221</td>
<td>391</td>
<td>195</td>
</tr>
</tbody>
</table>
a. Projects of capacity building for health project’s staff:

Project Location: Farah province

Project beneficiaries: A number of (316) employees (241 Male and 75 Female) of the BPHS and EPHS.

Project duration: 12 months (From January 2013 till end of December 2013)

Activities Done:

✓ Conducted TNA (Training Need Assessment) to identifying the needs of targeted staff to be learned.
✓ Developed training plan based on the TNA.
✓ Organized and conducted training courses in accordance with the plan.
✓ Supervised the trained staff as the training follow up.
✓ Reported the training activities to the OHRD main office and funding agency.

Summary of training conducted by HTSU for Farah BPHS & EPHS Projects
b. Projects of capacity building for health project’s staff:

**Project Location:** Balkh province

**Project beneficiaries:** A number of 270 health staff (150 male and 120 female) of the BPHS Project as CHA employees.

**Project duration:** 12 months (From January 2013 till end of December 2013)

**Activities Done:**

- Conducted TNA (Training Need Assessment) to identifying the needs of targeted staff to be learned.
- Developed training plan based on the TNA.
- Organized and conducted training courses in accordance with the plan.
- Supervised the trained staff as the training follow up.
- Reported the training activities to the OHRD main office and funding agency.

![Summary of training conducted by HTSU for Balkh BPHS Project](image_url)
List of Training courses:

OHRD’s 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>
</tr>
</thead>
<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>C IMCI</td>
<td>26</td>
<td>Partnership define quality (PDQ)</td>
</tr>
<tr>
<td>3</td>
<td>Community mapping</td>
<td>27</td>
<td>Post-Partum Family Planning (PPFP)</td>
</tr>
<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>
</tr>
<tr>
<td>5</td>
<td>Data use</td>
<td>29</td>
<td>Rational Use of Drug</td>
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<tr>
<td>6</td>
<td>disability</td>
<td>30</td>
<td>PD hearth</td>
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<tr>
<td>7</td>
<td>Dressing</td>
<td>31</td>
<td>Communicable Diseases</td>
</tr>
<tr>
<td>8</td>
<td>Effective supervision skills</td>
<td>32</td>
<td>Project Management Policy</td>
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<tr>
<td>9</td>
<td>Effective teaching skills</td>
<td>33</td>
<td>VCCT</td>
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<tr>
<td>10</td>
<td>EPI refresher training</td>
<td>34</td>
<td>Blood Banking</td>
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<td>11</td>
<td>Epidemiology</td>
<td>35</td>
<td>Primary Eye Care</td>
</tr>
<tr>
<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>
<td>37</td>
<td>International Classification of Functioning ICF</td>
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<td>14</td>
<td>Geographical Information System (GIS)</td>
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<td>Health System Research</td>
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<td>HMIS initial or Refresher</td>
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<td>Measles outbreak control</td>
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<td>Infection prevention</td>
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<td>Hygiene</td>
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<tr>
<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>
</tr>
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<td>19</td>
<td>Laboratory workshop</td>
<td>43</td>
<td>Hospital Management</td>
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<tr>
<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>
<td>45</td>
<td>Environmental Health</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>
<td>47</td>
<td>Human Resource for Health</td>
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<tr>
<td>24</td>
<td>Newborn Care</td>
<td>48</td>
<td>Maternal Survival</td>
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</table>
OHRD’s Human Resource:

2013 was a developing year for OHRD in particular for human resource. Increase in the number of OHRD’s staff was one of the improved part of the organization that changed the structure.

Deputy Director has been added in the organization structure, a qualified and experienced person has joined OHRD and assisting in execution and programming. As well as, a qualified female staff with more than eight years’ experience in management has been hired and is working as PMU’s manager.
Financial statement and Audit:

In 2013, OHRD implemented four projects in eight provinces in north, center, west and south with the financial support of MoPH, WHO, CHA. Financial information presented in this report was drawn from the audited financial statements of the OHRD.

<table>
<thead>
<tr>
<th></th>
<th>Donor funded activities</th>
<th>OHRD funded activities</th>
<th>Total</th>
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<tr>
<td></td>
<td>2013</td>
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<tr>
<td>Note USD USD USD USD</td>
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**INCOME**

Income from donors 3 11,507 11,507 84,673
Project income 9 123,542 123,542 161,547
Total income 11,507 123,542 135,049 246,220

**EXPENDITURE**

<table>
<thead>
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<th>2013</th>
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<tbody>
<tr>
<td>Salaries, wages and benefits</td>
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<td>87,082</td>
<td>98,098</td>
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<td>Repair and maintenance</td>
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<td>39</td>
<td>194</td>
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<tr>
<td>Vehicle running expenses</td>
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<td>152</td>
<td>1,406</td>
<td>1,558</td>
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<tr>
<td>Expendable tools</td>
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<td>126</td>
<td>126</td>
<td>563</td>
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<tr>
<td>Non expendable tools</td>
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<td>533</td>
<td>533</td>
<td>13,821</td>
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<tr>
<td>Material and supplies</td>
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<td>300</td>
<td>2,751</td>
<td>3,051</td>
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<tr>
<td>Other expenses</td>
<td>16</td>
<td>5,181</td>
<td>5,181</td>
<td>2,496</td>
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<tr>
<td>Exchange loss</td>
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<td></td>
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<tr>
<td>Total expenditures</td>
<td></td>
<td></td>
<td>11,507 97,273 108,780 233,433</td>
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**EXCESS OF INCOME OVER EXPENDITURES FOR THE YEAR**

- 26,269 26,269 12,787

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

Kabul

Director Admin and Finance Manager

Rafaelo Sbrab & Co Chartered Accountants
Problems & Challenges:
Below are notable problem & challenges remains during 2013:
- Insecurity.
- Corruption.
- Lack of donors long term commitments.
- Shortage of professional human resources especially at the rural areas.
- Poverty.
- Illiteracy.
- Cultural barriers especially for women, children and youths.
- Improper idea against 2014 which caused to decline the economic & development indicators.

Organization of Human Resources Development (OHRD)
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Voice Message: 0093792615237
Facebook: http://www.facebook.com/ohrd1
Dostan Group: http://www.facebook.com/groups/dostan.friends
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