



ORD female staff
carries hope through RISK.

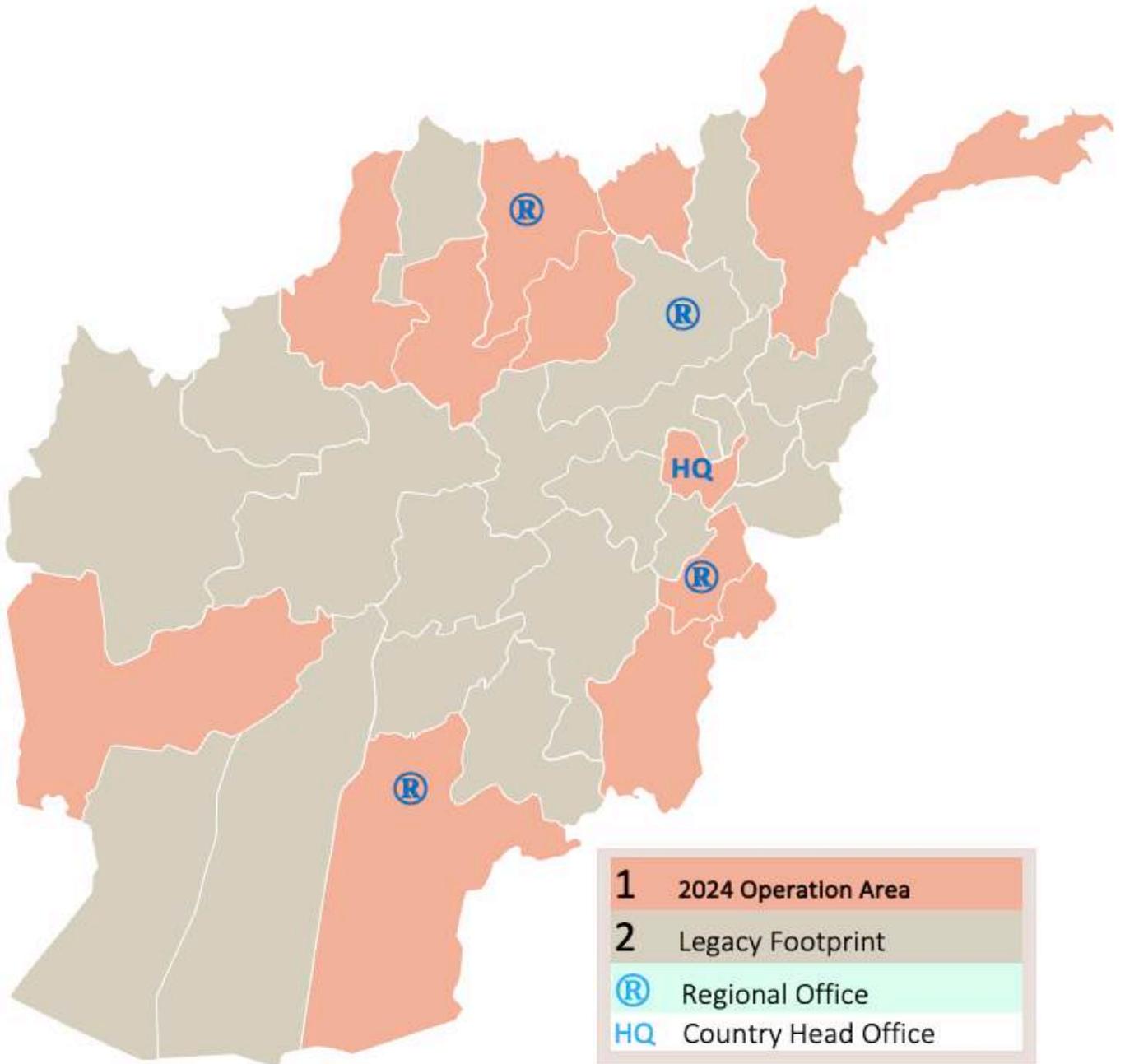
**WOMEN ARE THE
PRIORITY TARGET FOR
ORD LIFE-SAVING
OPERATIONS**

ORD ANNUAL REPORT 2024

In every risk, we deliver dignity

ORD's Geographic Footprint

Present and the legacy



Message from the Executive Director

It is my privilege to share with you the results of ORD's work during 2024, a year that tested Afghanistan's resilience under the combined weight of economic fragility, climate disasters, and declining international aid. Against this backdrop, ORD stood firm in its mission, delivering life-saving assistance and long-term resilience programs to some of the country's most vulnerable households.

In 2024, ORD implemented eight projects with a combined budget of USD 2.373 million, reaching more than 74,000 households, 473,000 individuals, including 73,000 women, across 12 provinces and 70 districts. Our dedicated workforce of 334 staff and 5,772 days labor placements through cash-for-work schemes sustained critical services in food security, agriculture, WASH, education, and livelihoods. These interventions provided immediate relief while also building adaptive capacity against the accelerating impacts of climate change.

Highlights of the year included expanding climate-resilient livelihoods through drought-tolerant seeds, orchard and agroforestry support, irrigation rehabilitation, and community-based early warning systems. ORD also rehabilitated schools and WASH facilities in remote areas to ensure children, particularly girls, could continue learning in safe environments. Our partnerships with FAO, WFP, UNICEF, NCA, and DACAAR, enabled us to combine humanitarian response with climate adaptation, community empowerment, and women's economic participation.

Equally important, ORD strengthened its institutional credibility and accountability systems in 2024. With UN-approved financial and procurement systems, independent audits, and robust monitoring and evaluation, ORD demonstrated that even in one of the world's most fragile contexts, Afghan NGOs can deliver to the highest international standards. This has positioned ORD as a trusted partner for both humanitarian and development actors, ensuring that resources are used efficiently, transparently, and with measurable impact.

None of this would have been possible without the extraordinary commitment of our frontline staff, who worked tirelessly in difficult conditions; the trust and cooperation of community leaders and volunteers, who ensured our interventions were inclusive and dignified; and the generous support of our donors and partners, who stood with Afghanistan at a time of global uncertainty.

As we look ahead, ORD remains committed to protecting lives, strengthening resilience, and upholding dignity for Afghan communities. We call upon all stakeholders to continue standing with the Afghan people in 2025 and beyond, so that hope, solidarity, and opportunity can prevail over crisis.

Khalid Salimee



“We work with remote communities at the frontline of risk”

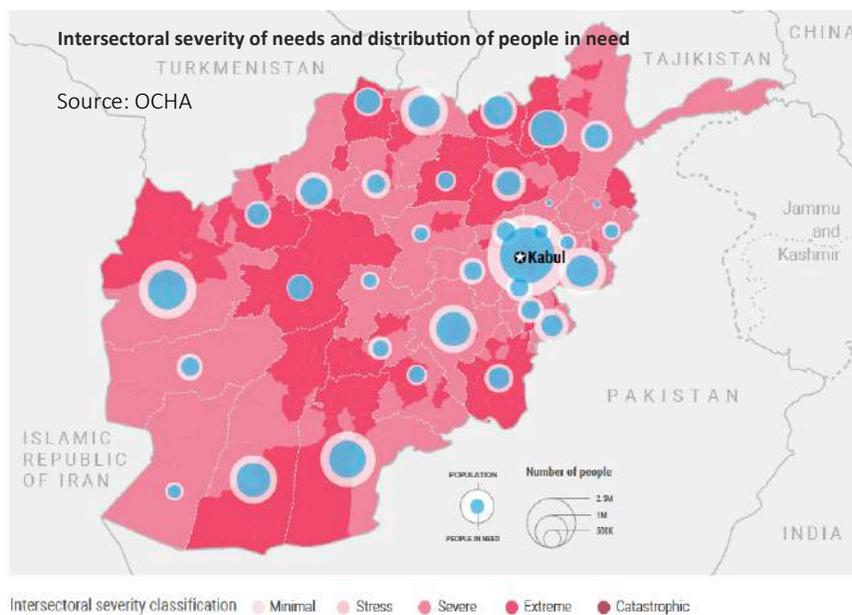
Country Context Overview

In 2024, Afghanistan remained entrenched in a deep and complex humanitarian crisis, driven by the intersection of prolonged conflict, climate-induced disasters, economic fragility, and the escalating erosion of women access to education and work, and operational space. Over 23.7 million people, more than half of the country's population, required humanitarian assistance, making Afghanistan the country with the third highest number of people in need globally^[^1].

Humanitarian Needs and Crises

The scale of humanitarian needs remained staggering. Worsening food and water insecurity, unemployment, recurrent natural disasters, disease outbreaks, earthquakes, and a massive influx of forced returnees from Pakistan and Iran, pushed millions into acute vulnerability. The Integrated Food Security Phase Classification (IPC) projected 14.8 million Afghans to remain in IPC Phase 3 or above (Crisis or Emergency), including entire communities dependent on humanitarian food and agricultural assistance^[^2]. The UN Food Security and Agriculture Cluster (FSAC) reported that, despite reaching over 10.9 million people with food aid and 9.6 million with agriculture support in 2024, significant funding and access challenges persisted^[^2].

Concurrently, Afghanistan was hit by successive conflict, climate and geophysical disasters. The Herat earthquake in late 2023 continued to have a cascading humanitarian impact into 2024, displacing tens of thousands and destroying infrastructure^[^3]. In May 2024, catastrophic floods across Baghlan, Badakhshan, and Takhar provinces killed over 350 people and affected at least 1,700 more^[^3]. These events exacerbated existing vulnerabilities, particularly among displaced populations and host communities.



A further layer of anxiety came with 2.1 million returns from Iran (1.8 million) and Pakistan (315,000) in 2024, many forcibly deported [8]. Around 80% of these returnees were women and children, arriving without shelter, livelihoods, or documentation, placing enormous pressure on limited, overstretched services and humanitarian

agencies^[^1]^[^4]. Wider violation of basic human rights of Afghan refugees in Pakistan and Iran additionally added to the already exacerbated humanitarian situation in Afghanistan.

Operational and Political Complexities

In 2024, humanitarian and development operations in Afghanistan were implemented by a vast network of actors, including over 2,300 registered NGOs (comprising approximately 2,064 national NGOs and 275 international NGOs-maybe not all were active) and 20 United Nations agencies operating in-country under the UN Country Team framework^[^7], the largest humanitarian operations globally (\$1.63 billion).

For humanitarian and development actors, operational space became increasingly constrained. Bureaucratic impediments, such as delayed Memorandums of Understanding (MoUs), restrictions on female staff participation, and unpredictable provincial directives, posed significant challenges to the continuity and neutrality of aid delivery^[^5]. The

health cluster, for instance, reported the closure of 288 primary health facilities, affecting over 3.3 million people, largely due to policy restrictions and funding gaps^[^5].

Despite these constraints, humanitarian actors maintained a nationwide presence. The Food Security and Agriculture sector (the ORD main focus) remained the largest operation during 2024 (\$1.43 billion-funded by \$700 million). The Health Cluster, led by WHO, reached 9.3 million people across 358 districts in all 34 provinces through a network of 1,547 facilities^[^5]. The FSAC sector reached millions of people across the country. ORD remained a major player in FSAC sector since 2020.

Development Outlook and Emerging Transitions

Amid persistent emergencies, there were cautious efforts to pivot toward resilience and basic service delivery. The UN Strategic Framework for Afghanistan (UNSAFE), launched in 2023, entered its first full year of implementation in 2024. With \$1.59 billion mobilized for basic human needs programming—nearly matching humanitarian aid levels—the UN and its partner NGOs adopted a more integrated approach to addressing root causes of vulnerability^[^1].

However, this shift occurred within the context of a fragile economy. Although Afghanistan recorded a 2.7% growth rate, this was primarily driven by short-term private consumption and limited donor financing. Investment remained stifled by sanctions, unstable legal environment, and the high risk of doing business. Youth unemployment remained high, and the continued exclusion of women from education and the workforce further undermined long-term development prospects^[^1]. Humanitarian operations again remained largest non-governmental employer in the country during 2024.

Risks and Challenges

Afghanistan’s operating environment in 2024 was characterized by a combination of interlinked and escalating risks:

- Underfunded humanitarian response: The Humanitarian Response Plan (HRP) was only 53% funded, resulting in critical gaps in nutrition, protection, and WASH services^[^4].
- Natural disasters and displacement: Recurrent floods, earthquakes, and harsh winters disproportionately impacted rural and mountainous provinces, damaging critical infrastructure and displacing thousands^[^3].
- Service gaps due to facility closures: Donor fatigue and MoPH policy directives forced shutdowns of key primary health facilities, as well as mental health and MHPSS services^[^5].
- Shrinking civic space and gender limitations: The institutionalized restrictions on women’s work and education severely constrained inclusive aid delivery, particularly in sectors like health, emergency shelter, education, and livelihoods^[^1]^[^5].
- Returnee crisis: The return of nearly one million Afghans put acute pressure on shelter, health, WASH and protection services, especially at border provinces lacking absorption capacity^[^1]^[^3].
- Mental health and trauma: Psychosocial distress and untreated trauma remained widespread, with one in five Afghans experiencing functional impairment. Funding for MHPSS remained severely inadequate^[^5]^[^6].

Despite these challenges, humanitarian actors and NGOs on the frontline adapted with innovative and community-based solutions. Midwives and mobile health teams reached remote districts. Solar-powered family health houses ensured safe childbirth. Climate induced stresses were talked by timely support of farmers at remote villages. Community feedback shaped psychosocial and youth engagement programs. Again, in 2024, ORD stood on the forefront of emergency food security and unconditional seasonal support to venerable people. These adaptive efforts underscore both the resilience of Afghan communities and the critical role of sustained international solidarity.=

Footnotes:

[^1]: *UN Afghanistan Results Report 2024*, United Nations Country Team, [ReliefWeb](#)

[^2]: *FSAC Annual Report 2024*, Food Security and Agriculture Cluster, WFP/FAO

[^3]: *Islamic Relief Afghanistan Annual Report 2024*

[^4]: *Afghanistan Humanitarian Response Plan 2024*, OCHA

[^5]: *Health Cluster Annual Report 2024*, WHO Afghanistan

[^6]: *UNFPA Afghanistan Annual Report 2024*

[^7]: Council on Foundations. *Nonprofit Law in Afghanistan*, April 2024. <https://cof.org/country-notes/nonprofit-law-afghanistan>

[^8]: UNHCR Annual Results Report 2024

ORD 2024 – Year at a Glance

The Organization for Relief Development (ORD), in 2024, stood at the forefront of Afghanistan’s humanitarian and development response amid one of the world’s most complex crises. Across 12 provinces and 70 districts, ORD implemented 8 major projects with a combined budget of USD 2.373 million, reaching over 473,000 vulnerable Afghans, including women, children, smallholder farmers, IDPs, returnees, and people with disabilities.

Essential & Life-Saving Services

- **Food Security & Agriculture:** Over 57,000 households supported through emergency wheat seed packages, home gardening kits, livestock protection, and cash-for-work schemes, preventing hunger and restoring livelihoods.
- **WASH:** More than 500 families gained access to safe water and sanitation facilities, while hygiene promotion campaigns reached hundreds more.
- **Education & Protection:** With UNICEF, 10 schools in Badakhshan are being rehabilitated with new classrooms, latrines, and boundary walls — making learning safer for girls and boys.
- **Emergency Relief:** With WFP, over 64,000 individuals in received unconditional food assistance during the harshest months of food insecurity.

Climate Action & Adaptation

Through its Climate Hub, ORD advanced climate-resilient livelihoods by distributing adaptive seeds, saplings, and establishing early warning systems. ORD co-hosted the National Climate Change Conference with NEPA, mobilized the Afghan COP30 Coordination Taskforce, at national level, and engaged internationally toward UNFCCC observer status and Adaptation Fund accreditation.

Strengthening Communities

- **Economic Empowerment:** With NCA, 162 men and women were trained in enterprise development, 11 small-scale enterprises established, 22 savings groups formed, and youth equipped with vocational skills and start-up kits.
- **Resilience Building:** 18 community irrigation systems were rehabilitated, 3,240 households planted saplings, and local DRM committees strengthened collective coping capacity.

Coordination & Partnerships

ORD collaborated closely with FAO, WFP, UNICEF, NCA, DACAAR, NEPA, MRRD, MAIL, ARM, WBK, and community structures. Internationally, ORD engaged with UNDP, UNIDO, Afghan Aid, SDC, Care International, and Relief International.

Our Workforce

ORD’s operations were powered by 315 staff (287 men, 28 women) and 240 volunteers across Afghanistan, supported by strong HR systems, safeguarding policies, and continued capacity building.

Donors & Partners

ORD extends deep gratitude to its key partners and donors — FAO, WFP, UNICEF, NCA/UNDP, DACAAR, and others, whose trust and support made it possible to deliver life-saving and resilience-building assistance to those most in need. In 2024, ORD proved that even amid restrictions, displacement, and climate shocks, communities can be supported with dignity, resilience, and hope, bridging immediate survival with long-term adaptation.



"We seek every solution jointly with the communities."

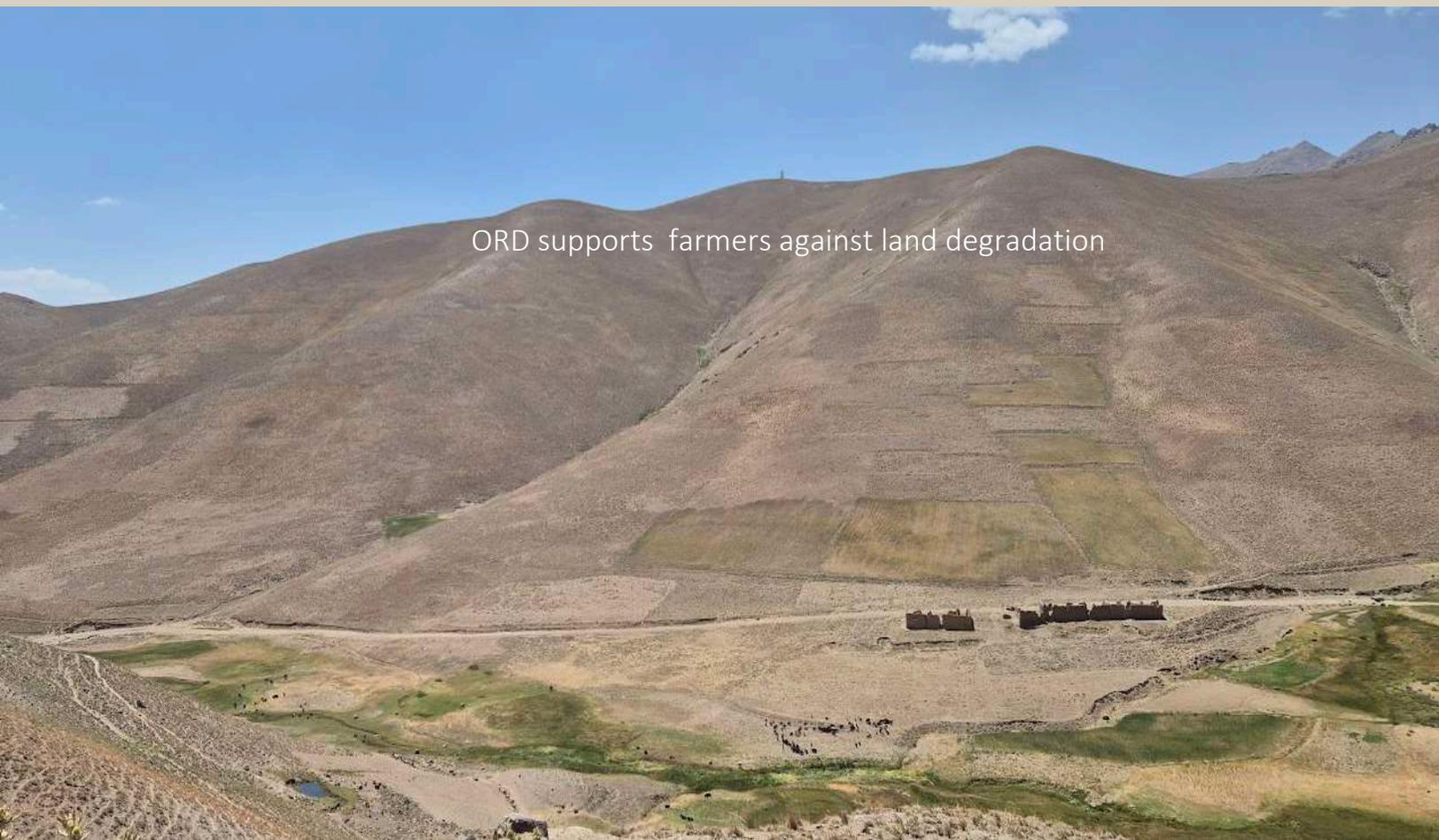
ORD Annual Results 2024

In 2024, ORD delivered a strong humanitarian and development response through 8 projects (6 completed and 2 ongoing), with a combined portfolio of USD 1.84 million. These interventions reached more than 74,000 households — a total of 473,268 people (399,842 men and 73,426 women) across Afghanistan.

This life-saving and resilience-building effort was powered by a dedicated workforce of 334 staff (319 men, 15 women) and supported by 5,772 days labor placements through cash-for-work and related schemes. Together, they sustained essential service delivery, safeguarded basic human needs, and strengthened livelihoods through climate change adaptation, mitigation, and direct farmer support.

ORD's focus remained on the most vulnerable — women, malnourished and school children, pregnant and lactating mothers, smallholder farmers, people with disabilities, IDPs, and returnees — ensuring assistance reached those most at risk. Programs were implemented across 12 provinces and 70 districts (Kandahar, Farah, Kunduz, Faryab, Khost, Paktia, Paktika, Sar-e-Pul, Samangan, Balkh, Badakhshan, and Kabul), marking ORD's continued role as a trusted national partner delivering impact where it is needed most.

PROJECTS	PROVINCES	DISTRICTS	HOUSEHOLDS SERVED	PERSONS SERVED	M	F
08	12	70	74K	473K	400K	73K



ORD supports farmers against land degradation

[1] Emergency and Resilience Response
For Drought-Affected Smallholder Farmers

ORD/FAO

Funded by: World Bank

In 2024, ORD, in partnership with FAO, delivered a vital emergency and resilience project across seven drought-affected districts of Kandahar Province. The initiative aimed to restore food security and strengthen the resilience of smallholder households struggling under the impact of prolonged drought. The project was delivered in collaboration with FAO, WBK, MAIL, ARM and the communities.

Through a vulnerability-based selection process, 17,118 households, nearly 120,000 people (98,000 men and 21,826 women) were reached. Farmers received essential wheat seed packages with technical training, while over 3,000 families benefited from home gardening kits to diversify food sources and 14,000 farming households received wheat seed cultivation packages with training. To enhance preparedness for future shocks, a Community-based Drought Early Warning System was established, empowering local communities with timely information.

The project directly advanced SDGs 1, 2, 5, and 13 by reducing poverty, improving food security, promoting gender inclusion, and addressing climate resilience. While implementation faced hurdles, such as restrictions on registering female beneficiaries, dissatisfaction with seed quality, and local interference, ORD and partners ensured timely delivery of support. A key lesson was the importance of flexible targeting, integrated package delivery, and adequate project timelines to maximize impact. For thousands of Afghan farming families, this project meant more than seeds, it represented hope, restored livelihoods, and greater resilience in the face of crisis and climate change.

“Fast, Simple,
and Local:
Early Warning
That Works”



[2] Sustaining Essential Services Delivery

ORD/FAO

Support for Afghan People

Funded by: Asian development Bank

In partnership with FAO, ORD carried out this *Project* to help Afghan communities preserve their livelihoods and safeguard food and nutrition security amid crisis. Spanning 25 districts in Paktika, Farah, Kunduz, and Faryab provinces, it focused on women, youth, farmers, pregnant and lactating women, and people with disabilities.

The project reached 15,100 households, more than 105,000 individuals (103,418 men and 2,282 women) with life-sustaining assistance. Families received 10,100 summer crop seed packages and 5,000 home gardening kits, while communities benefited from the establishment of a drought early warning system, helping them anticipate and adapt to climate shocks. For many, this meant restored livelihoods, fresh harvests, and renewed hope in a time of uncertainty.

Delivered with FAO, STFA, MAIL, ARM, and communities, the project advanced SDGs 1, 2, 5, and 13 by tackling poverty, food insecurity, gender inequality, and climate vulnerability. Challenges such as poor road access, restrictions on female staff, local interference in beneficiary lists, and delays in input delivery tested the program's implementation. Yet, despite these hurdles, communities adapted and showed strong interest in creating Common Interest Groups to sustain progress together.

The experience reinforced the need for timely, integrated delivery of support, culturally sensitive approaches, and strong local coordination, ensuring interventions are not only effective but also sustainable in fragile contexts.



[3] Addressing Basic Human Needs

ORD/FAO

The ABADEI Strategy (LP-South-Eastern)

Funded by: STFA

In Afghanistan's southeast, where years of crisis have eroded livelihoods and weakened resilience, ORD and FAO worked together in 2024 to deliver the *ABADEI Strategy Project*. The project reached 17 districts across Khost, Paktia, and Paktika provinces. Its aim was to cushion the most vulnerable households from economic and climate shocks, preserve human capital, and sustain agriculture-based livelihoods.

Through this effort, 6,815 households – nearly 48,000 people (43,498 men and 4,207 women) benefited from a wide range of support. Farmers (600 HHs) received livestock protection kits, (1800 HHs) cash-for-work opportunities, and rehabilitated 18 critical irrigation systems that brought new life to critical farmland. Thousands of Families were equipped with home gardening, dairy, polyhouse, and agroforestry packages, while 3,240 households planted saplings to restore local ecosystems. Training accompanied every intervention, ensuring households could make the most of the resources provided. A community-based drought early warning system was also established, helping communities prepare for future climate shocks.

Implemented with FAO, STFA, MAIL, ARM and communities, the project advanced SDGs 1, 2, 5, and 13, addressing poverty, food insecurity, gender inclusion, and climate resilience. While implementation faced challenges such as delayed input delivery, restrictions on female staff, and inefficiencies in cash distribution, strong community mobilization, clear beneficiary communication, and close coordination with local authorities ensured that progress was not derailed. The project showed that with timely and integrated delivery, culturally sensitive approaches, and continuous feedback, even highly vulnerable communities can begin to recover their livelihoods and build resilience against recurring crises.





“Bringing veterinary support and sapling to remote farmers”

ORD and FAO partnered to strengthen the resilience of farming families through the *Emergency Food Security Project*, reaching communities in 12 districts of Sar-e-Pul and Khost provinces. This project supporting youth, women, farmers, and people with disabilities, IDPs and returnees who were struggling to sustain agricultural production and livelihood under severe pressures.

The project reached an impressive 18,710 households – more than 130,000 people (120,974 men and 9,996 women). Families (17800) received autumn/winter wheat packages and training to restore staple food production, while 10 households established orchards with new saplings and trellising systems. To provide immediate income and stabilize livelihoods, 900 landless households completed 40 days of paid cash-for-work. In Sar-e-Pul, a community-based drought early warning system was also established, enabling communities to better anticipate and respond to climate threats. Delivered in collaboration with FAO, WBK, MAIL, ARM, and communities the project advanced SDGs 1 (No Poverty), 2 (Zero Hunger), 5 (Gender Equality), and 13 (Climate Action).

Despite challenges such as restrictions on female staff participation, local interference in beneficiary selection, and delays in cash distribution caused by weak financial service providers, the project demonstrated resilience. Communities remained engaged, and ORD’s close coordination with local authorities and continuous beneficiary feedback ensured delivery.

The project’s story underlines the importance of timely, integrated input delivery, culturally sensitive approaches, clear communication with beneficiaries, and stronger oversight of cash service providers. Beyond immediate food security, it laid foundations for more resilient farming systems and restored hope to families facing climate and economic shocks.



In partnership with NCA, ORD launched a livelihoods and economic empowerment project in Samangan Province (Hazrat Sultan and Feroz Nakhchir districts). With a budget of USD 149,406, the year-long initiative focused on farmers, women, youth, IDPs, returnees, and people with disabilities, aiming to create sustainable livelihoods, strengthen climate-smart agriculture, and expand access to jobs and entrepreneurship opportunities.

The project directly benefitted 304 households (180 male and 124 female). Achievements included training 162 participants in enterprise development and climate-smart agriculture, establishment of 11 small-scale enterprises, with 33 small producers, accessing quality tools/technology, establishment of 22 savings groups (11 male + 11 female), 110 food producers applied climate smart agriculture, an improved irrigation systems covering 500 hectares was constructed. Additionally, 30 youth completed vocational training, received start-up toolkits, and secured employment. Community-level disaster risk management (DRM) plans were developed in three villages, with strong contributions from local communities.

Delivered with NCA, MRRD, MAIL, and communities, the project contributed to SDGs 1, 2, 5, 8, 9, and 13, advancing poverty reduction, gender inclusion, job creation, and climate resilience. Challenges included cultural barriers limiting women's participation, weak local institutional capacity, and economic hardship undermining savings groups. These were addressed through female staff recruitment, strong community mobilization, and close coordination with local authorities.

The experience showed the power of early alignment with agricultural seasons, active beneficiary engagement, and provision of quality inputs and tools. Most importantly, it demonstrated that community contributions and women's participation are vital for long-term sustainability and resilience.



[6] Emergency & Unconditional Seasonal Support (UCSS)

ORD/WFP

A WFP-ORD joint Food Intervention

Funded by: USAID

The "Emergency & Unconditional Seasonal Support (UCSS) Project" under the Food Security sector, was implemented by ORD, in 2024, in partnership with WFP. The project was carried out in Paktika: Ziruk, Sar Hawzah, Sharan, Yahya Khail, Yosuf Khail, Zarghoon Shahr and Urgoon with a total budget of USD 429,603, running from July 2023 to July 2024. It targeted Children, Women, Men, Girls, Boys, pregnant and lactating women IDPs, returnees, and people with disabilities, with the primary objective to provide unconditional emergency in-kind food assistance to severely vulnerable, food-insecure households in targeted districts to prevent further deterioration of their food security and nutritional status and avoid or minimize the need for targeted households to resort to negative coping strategies during the months of most severe food insecurity.

Key activities and results included: 9,237 HHs highly vulnerable women, men, girls, and boys receive food assistance for twelve months. This intervention directly benefitted 9237 food insecure households, with total 64,659 individuals (31,683 male and 32,976 female).

The project was implemented in collaboration with WFP, TPM, MRRD, and communities, contributing to Sustainable Development Goals 1,2,5.



[7] Humanitarian WASH for Vulnerable Remote, and Underserved Communities in Afghanistan

ORD/DACAAR
Funded by: ECHO

Through a joint collaboration and partnership with DACAAR, ORD, implemented this WASH project in Keshنده District, Balkh Province, with a budget of USD 80,459. The project aimed to improve access to safe water, sanitation, and hygiene services for crisis-affected IDPs, returnees, host communities, and people with disabilities, thereby reducing waterborne disease risks and improving community well-being.

The project directly benefitted 587 households (4,104 individuals: 2,089 male and 2,015 female). Achievements included providing safe drinking water access to 510 families, construction of latrines and bathing facilities for 30 families, and delivery of hygiene kits and three hygiene awareness sessions to 500 families, resulting in strong uptake of healthy practices. Implemented in collaboration with DACAAR, MRRD, and communities, the project advanced SDG 6 (Clean Water & Sanitation) and SDG 13 (Climate Action).

Challenges included the absence of hydrogeological surveys before drilling, difficult access for hygiene kit distribution in scattered mountainous villages, restrictions in site selection that required expanding to 47 villages, harsh winter weather, and unsuitability of proposed drilling methods due to unexpected ground conditions.

Key lessons emphasized the importance of conducting hydrogeological surveys before implementation, using centralized distribution points with community support instead of door-to-door delivery, and vetting village lists in advance to ensure feasibility and cost-effectiveness.



[8] Supporting Afghan Girls and Boys to Access Safe Schools

ORD/UNICEF

Save Education Space at Badakhshan

Funded by: JICA

ORD, with support from UNICEF, began improving learning conditions in remote localities of Badakhshan where many children—especially girls—face unsafe and inadequate school facilities. With a budget of USD 302,460, the project is creating safer, more inclusive schools.

Key works in progress include:

- Renovation of classrooms, boundaries, and sanitation blocks in targeted schools.
- Construction of new classrooms and boundary walls for safety.
- Installation of latrines and handwashing facilities to improve hygiene.

Once completed, these interventions will provide thousands of Afghan girls and boys with healthier, safer, and more supportive school environments. Despite challenges such as difficult terrain and delays in transporting materials, strong community participation and close engineering oversight are keeping progress steady. This project is more than construction—it is restoring hope for children and families by making education safer and more accessible. Higher labor cost and daily wages, due to extensive gold extraction work in Badakhshan, is a major challenge for the construction partners in this project.

ORD education and skill building



Now

Before

ORD Climate Hub – Driving Afghanistan’s Climate Action in 2024



In 2024, the Organization for Relief Development (ORD) elevated its climate agenda through the establishment of its Climate Hub, a dedicated platform bringing together expertise, advocacy, and action to address the climate crisis. This hub serves as ORD’s program unit for climate programming, policy engagement, and global advocacy, ensuring that Afghanistan’s voice is heard on the world stage.

At the national level, ORD co-hosted, in Kabul, the National Climate Change Conference, 2024 with the National Environmental Protection Agency (NEPA), convening over 100 representatives from government ministries, UN agencies, NGOs, academia, media, and the private sector. The conference reviewed Afghanistan’s engagement at COP29 (Baku) and laid the groundwork for a coordinated and impactful participation at COP30 in Brazil.

To operationalize this vision, ORD and NEPA signed a Memorandum of Understanding to jointly develop the Afghanistan COP30 Roadmap and COP30 Position Paper, and mobilize multi-sectoral engagement through the Afghan COP30 Coordination Taskforce (CCT). In 2025 (when we are writing this report), this effort expanded to consultations with UN agencies, civil society, the private sector, and academia to secure technical and logistical support for Afghanistan’s climate delegation.

Internationally, ORD applied for observer status with the UNFCCC and was competitively selected as the candidate National Implementing Entity (NIE) for the Adaptation Fund, a milestone that, once accredited, will unlock direct climate finance for Afghanistan.

At the community level, ORD implemented climate-resilient livelihoods and adaptation programs in partnership with FAO, UNICEF, DACAAR, and NCA/UNDP. Key achievements included:

- Distribution of climate-resilient crop varieties, fruit saplings, and adaptive seeds.
- Establishment of greenhouses and smart irrigation systems.
- Training on disaster risk reduction (DRR) and early warning systems.
- Animal health interventions and improved fodder supply.
- Promotion of Agri-based SMEs for men and women entrepreneurs in southeastern Afghanistan.
- Boosting forestation and food security ORD distributed over 47,000 fruit saplings to farmers.

Through these integrated efforts, the ORD Climate Hub has positioned itself as a national catalyst and international advocate, bridging grassroots resilience with global climate diplomacy—ensuring Afghanistan is not left behind in the race for climate action. During 2024 ORD explored ways and means of climate and livelihood partnership with UNDP, NCA, Afghan Aid, SDC, Care International, Relief International, and through its European office (based in Germany) with a number of European climate organizations and donors.

A photograph of a stone wall in a dry, hilly landscape under a clear blue sky. The wall is constructed from irregular, greyish-brown stones and runs horizontally across the middle of the frame. In the foreground, there is a layer of smaller, light-colored stones. The background shows a steep, brown hillside. The sky is a clear, pale blue.

ORD on the forefront of Climate Adaptation

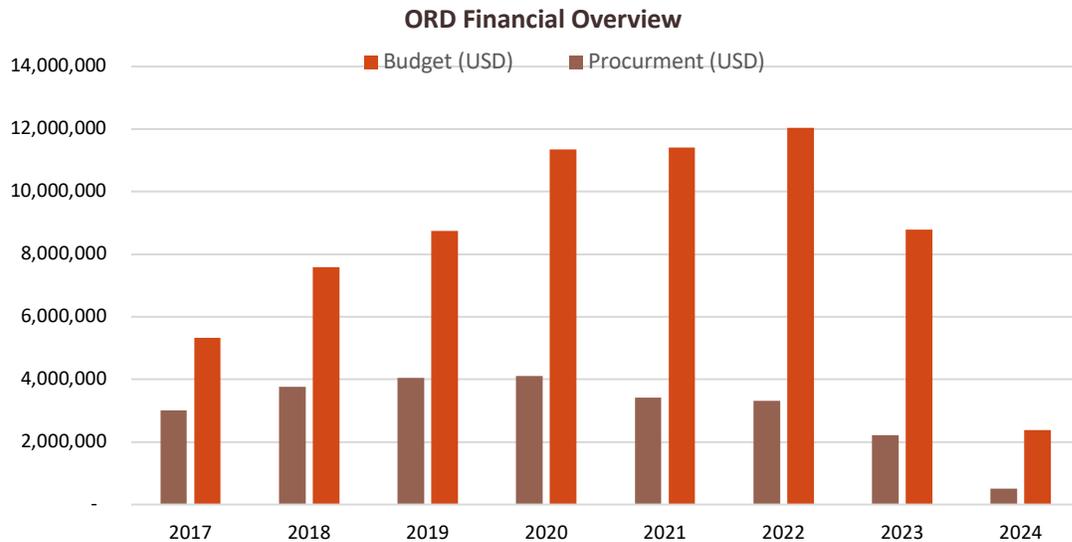
Ground water recharge remain as ORD's top climate action priority.

Donor Contributions & Financial Overview

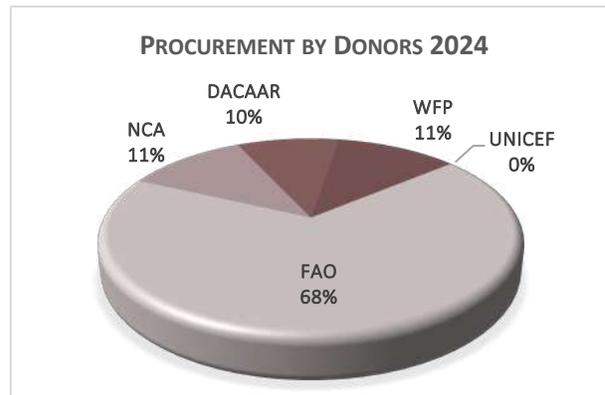
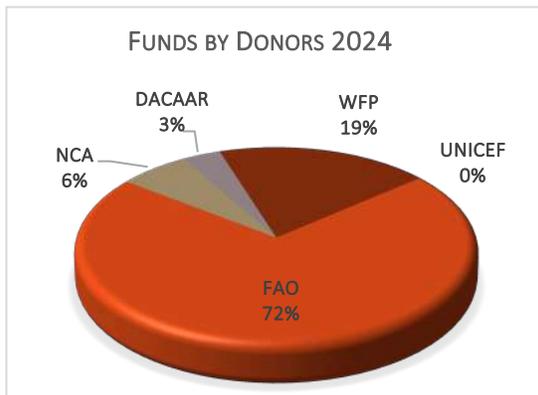
PRUDENT FINANCIAL STEWARDSHIP

In 2024, ORD managed USD 2.373 million in humanitarian and development funds with transparency and efficiency, despite Afghanistan’s fragile financial environment. Backed by 16 years of experience and 112 projects, ORD’s systems remain donor-trusted, UN-approved, and field-tested to perform under volatile exchange rates and banking disruptions.

A dedicated 12-member finance and procurement team, including internal controllers and auditors, ensured full compliance and accountability. All records are rigorously cross-checked through internal controls and third-party audits, safeguarding donor confidence. ORD’s financial discipline is not just about numbers—it is about ensuring that every dollar delivers life-saving services, resilient livelihoods, and hope to Afghan communities.



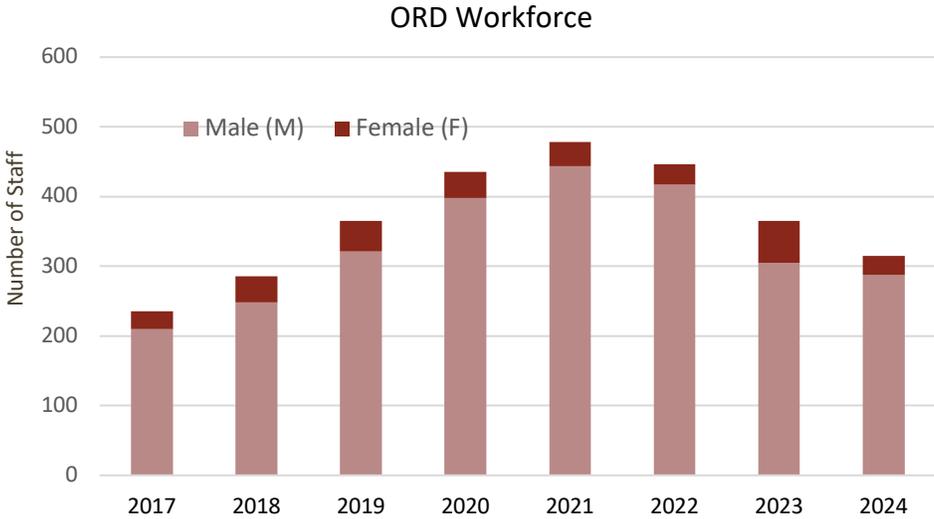
Reduction of donors funding in 2024 affected scope of humanitarian programs in Afghanistan



Our People: Staff & Volunteers

ORD WORKFORCE:

In 2024, ORD’s HRM and Gender Unit strengthened operational capacity with a skilled, diverse workforce of 315 staff (287 males, 28 females), supported by 240 community volunteers, framed in 24 Networks of Community Volunteers, across multiple provinces. A management team of 25 professionals , including 12 finance, administration, and supply personnel ensured efficient project delivery in full compliance with policies and donor requirements. During the year the Unit conducted 168 recruitment interviews, held 12 orientation sessions for 158 new staff on the Code of Conduct, safeguarding, PSEA, and gender equality, and trained 126 staff in workplace ethics, gender sensitivity, and project management. Despite countrywide gender restrictions, gender mainstreaming was advanced through gender-sensitive recruitment, inclusive job descriptions, and awareness sessions on rights and harassment prevention. Robust HR systems, performance appraisals, and targeted capacity building continued to foster a safe, inclusive, and accountable workplace promoting learning, innovation, and staff empowerment.



Who We Are:

WHO WE ARE, WHAT WE DO: Organization for Relief Development--ORD is an Afghan non-governmental, non-political, and not-for-profit organization, formally registered in Afghanistan (2010) and closely works in joint humanitarian and development collaboration with the ORD Germany, both dedicated to the sustainable development of the Afghan communities across 34 provinces of Afghanistan. On the top of hundreds of ORD project staff, we keep a pool of 240 trained community volunteers across the country who bridges between us, and the target communities during humanitarian and development operations.

ORD is committed to advancing the achievement of key Sustainable Development Goals, 1, 2, 5, 6, 7, 8, 10, 13,15 and 16, to reduce poverty and hunger, boost; food security, quality education, gender equality, ensure; access to clean water, affordable clean energy, decent work, economic growth, combat climate change through adaptation and mitigation, protect ecosystems, and ensure peace, justice and protect basic human rights for all. Climate action, at ORD, is top crosscutting thematic area and over 75% of ORD past and present projects integrate components of climate action.

Through our work, and 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 the Afghanistan's largest indigenous relief and life-saving operations, working around the country and saving millions of lives each year (1.4 million in 2024 alone).

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, with people, the people's problems/needs and bring them forward to address them through mutual partnerships with the communities, donors, and authorities. We are working in partnership with the affected communities, involving them from the very start up to the last end, report to them and accountable to them. Throughout its history, ORD has reached a significant number of people in need (23.4 million beneficiaries-direct-cumulative) who benefited from our 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.



ORD GUIDING PRINCIPLES

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.

OUR MANAGEMENT



Khalid Salimee, Executive Director: *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 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.*

Nargis Mandegar, HR & Protection Head: *is an accomplished HR and Protection professional with over six years of experience in human resources and administration. Holding an MBA and BBA in HRM, she has expertise in recruitment, employee relations, safeguarding, child protection, and PSEA. Known for her strategic mindset and commitment to inclusive environments, Nargis is a valuable asset in advancing both HR functions and protection initiatives.*

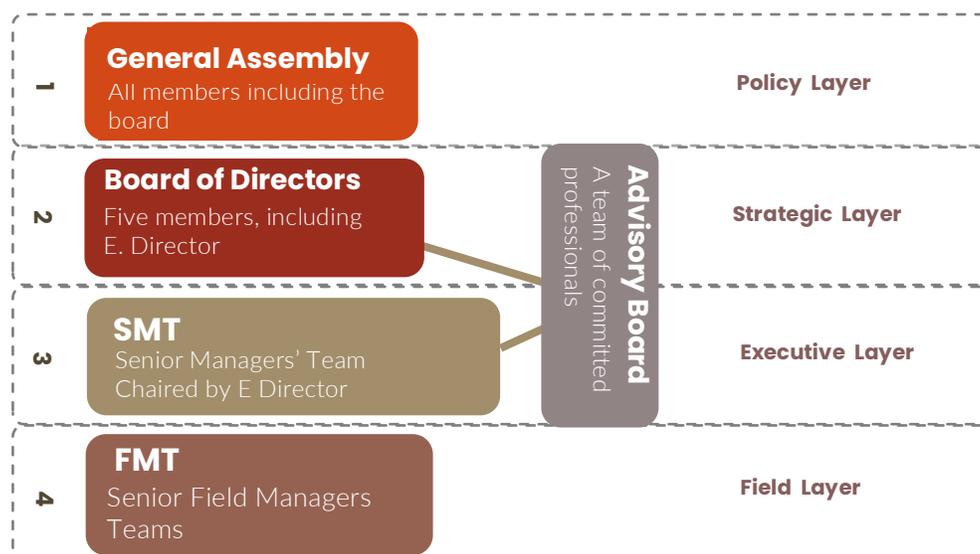


Ahmad Shah Mosavi, Operations Manager: *with a wealth of experience in surveying and designing hydraulic structures, WASH projects, and monitoring and evaluation of various projects. He holds a BSc in Hydraulic and Hydraulic Structure from the Faculty of Environmental and Water Resources Engineering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

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 Executive Director 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 needs. This body provides strategic directions to the organization, can terminate partnerships, and signs contracts above the level of the director. 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 filed level.

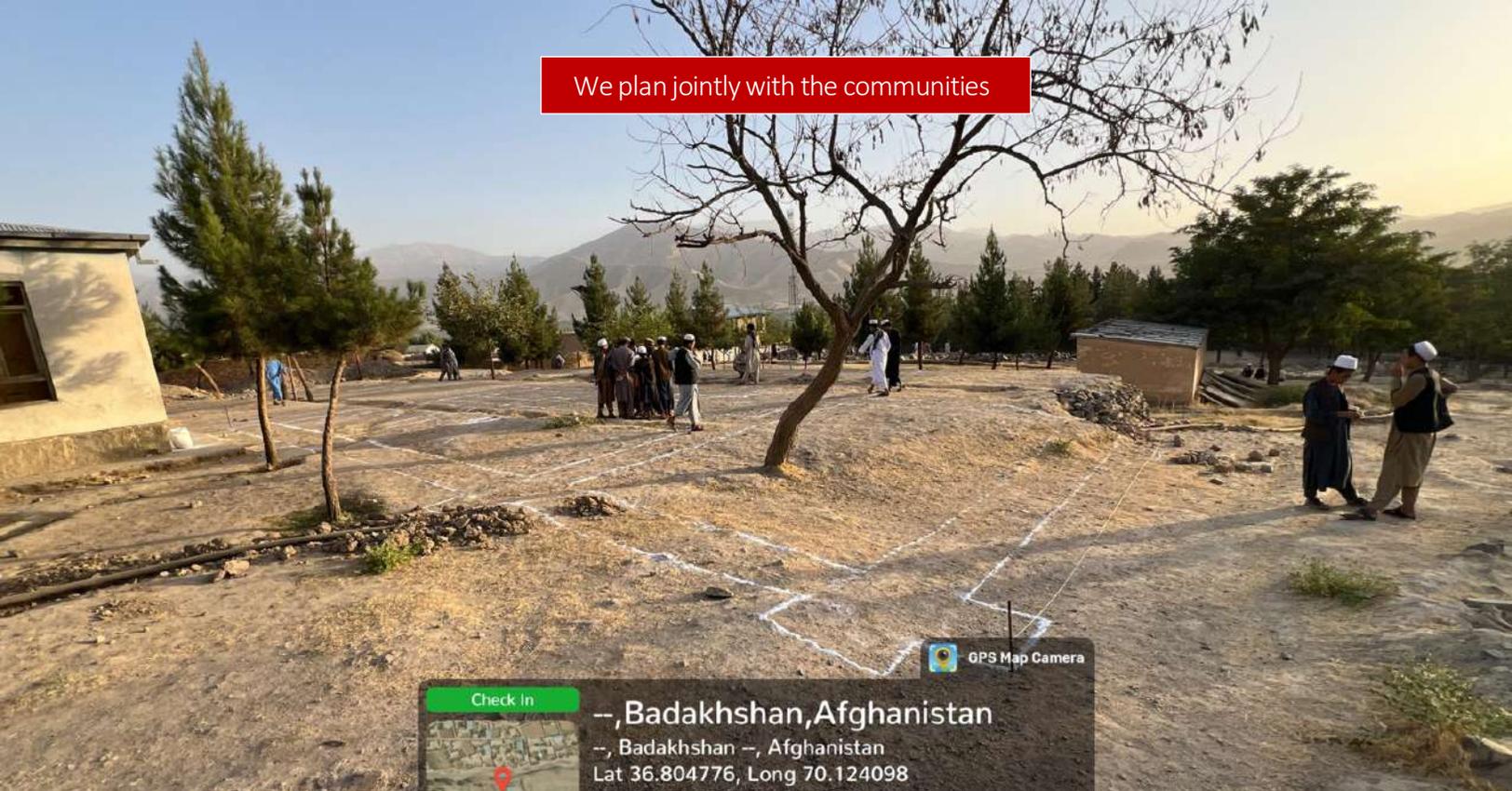


Thematic Areas of Focus

ORD grounds its community development approach in the Sustainable Development Goals (SDGs), aligning every intervention to foster peace, resilience, and prosperity in Afghanistan's most vulnerable communities. As a longstanding partner of the United Nations, donors, and local communities, ORD has been at the forefront of emergency response and life-saving services, while also investing in long-term resilience. Our strategic focus covers six core areas: Livelihood and Economic Development, Education and Skills, WASH and Energy, Food Security and Agriculture, Community Infrastructure & Shelter, and Climate Action. These thematic pillars ensure that ORD responds to immediate crises while advancing sustainable pathways for recovery and adaptation.



We plan jointly with the communities



Strategic Priorities for 2025

Afghanistan enters 2025 facing overlapping crises: recurring natural disasters, rapid climate shocks, fragile coping mechanisms, extreme poverty, and shrinking foreign aid. For communities already at the margins, these pressures demand urgent, innovative, and sustained action. Building on ORD's 2024 results and national presence, we will prioritize the following:

1. **Life-Saving & Essential Services:** Rapid delivery of food, WASH, and seasonal emergency support to prevent hunger and disease, especially among women, children, IDPs, returnees, and people with disabilities.
2. **Climate-Resilient Livelihoods:** Scale-up of drought-tolerant seeds, agroforestry, irrigation rehabilitation, and community-based early warning systems, empowering smallholder farmers to withstand shocks.
3. **Safe Learning & Infrastructure:** Rehabilitation of schools, WASH blocks, and climate-proof community assets to protect children's education and strengthen rural resilience.
4. **Economic Empowerment:** Expansion of women- and youth-led enterprises, savings groups, vocational training, and value-chain linkages to generate dignified incomes.
5. **Localization & Accountability:** Deeper engagement of community volunteers and feedback mechanisms to ensure inclusive, gender-sensitive, and transparent programming.
6. **Partnership & Resource Mobilization:** Strengthen collaboration with UN agencies, INGOs, donors, and government partners, while diversifying funding through resilience-focused and climate finance opportunities.
7. **Operational Excellence:** Uphold UN-approved procurement and financial systems, internal/external audits, and strong access management to protect both staff and aid integrity.

Looking Ahead

In 2025, ORD seeks to remain a trusted national partner and community ally, bridging immediate survival needs with long-term adaptation. By focusing on resilience, protection, and inclusive growth, ORD will continue to deliver hope and impact to Afghans living under the world's most challenging conditions.

“Irrigation – ORD’s lifeline for national food security.”





RD veterinary support improves food security and protects livelihoods in remote Afghanistan.

Acknowledgement

ORD extends its deepest gratitude to all those who made 2024 a year of impact and resilience. Foremost, we commend our frontline staff, field workers, and field managers, whose tireless efforts brought life-saving services and hope to communities living through crisis. Their courage, commitment, and professionalism in difficult and often dangerous environments remain the foundation of ORD's success.

We equally acknowledge the strength and solidarity of our partner communities, who welcomed ORD teams into their villages, contributed local knowledge, and stood shoulder to shoulder with us in shaping solutions. A special tribute goes to our female staff and volunteers, whose dedication ensured that women, girls, and vulnerable groups were not left behind, even in the most constrained circumstances.

This report reflects the collective work of ORD's project managers and program teams, who delivered essential services across 12 provinces and 70 districts. It also reflects the confidence and generosity of our partners and donors, including the United Nations agencies, FAO, WFP, UNICEF, NCA/UNDP, and DACAAR, and the communities, who entrusted ORD with the responsibility to safeguard lives and strengthen resilience.

To all who supported ORD in 2024, staff, communities, and partners alike, we extend our heartfelt appreciation. Your solidarity has proven once again that even in the hardest times, the spirit of humanity and dignity endures.

W. Hayat
Chair of the Board of Directors

“Water conservation stands as a top national priority.”



Address: House #18, Street #7 (Sar-e-Kariz), Gola'ye- Dawakhana, District #3, Kabul (city), Afghanistan

Phone: +93 (0) 775151400, +93 (0)799709283

Email: director@ord.org.af

Web: ord.org.af

XXXXXX