



**RURAL REHABILITATION ASSOCIATION FOR AFGHANISTAN  
(RRAA)  
ANNUAL REPORT 2023**



*Cash for work activity, NPL project, Baraki Barak district, Logar Province.*



*CFW, Infrastructure project, protection wall, UNJP/124 project, Gizar district of Urozgan Province.*



**Date: January 2024**

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**Abbreviations:**

ACBAR	-	Agency Coordinating Body for Afghan Relief
RRAA	-	Rural Rehabilitation Association for Afghanistan
NGO	-	Non-Governmental Organization
TVET	-	Technical Vocational Education Training
IP	-	Implementing Partner
CC	-	Citizen Charter
CPM	-	Community Participatory Monitoring
DRR	-	Disaster Risk Reduction
CPs	-	Cooperating Partners
GA	-	General Assembly
NRO	-	North Regional Office
CRO	-	Central Regional Office
WRO	-	West Regional Office
ERO	-	East Regional Office
IDPs	-	Internally Displaced People
SC	-	Steering Committee
MEAL	-	Monitoring, Evaluation Accountability and Learning
NCA	-	Norwegian Church Aid
SCA	-	Swedish Committee for Afghanistan
WASH	-	Water Sanitation and Hygiene
UNAMA	-	United Nations Assistance Mission in Afghanistan
GDP	-	Gross Domestic Product
NSP	-	National Solidarity Program
CCNPP	-	Citizen Charter National Priority Program
INSO	-	International NGOs Safety Organization
PAT	-	Program Assistance Team
MoE	-	Ministry of Economy
MoRR	-	Ministry of Refugees and Repatriation
MRRD	-	Ministry of Rural Rehabilitation Development
DDA	-	District Development Assembly
CLTS	-	Community Lead Total Sanitation
HHs	-	House Holds
WFP	-	World Food Program
KAP	-	Knowledge, Attitude and Practice
MPC	-	Multi Purpose Cash
CTP	-	Cash Transfer Program
PDM	-	Post Distribution Monitoring
TSFP	-	Targeted Supplementary Feeding
CAP	-	Conflict Affected Population
DRC	-	Danish Refugee Council
AC	-	Asset Creation
DRR	-	Department of Rural Rehabilitation
JAT	-	Joint Assessment Team
ODF	-	Open Defecation Free
C/CDC	-	Cluster/Community Development Council
HFU	-	Humanitarian Finance Unit
BSC	-	Beneficiaries selection criteria

## Director's Note:

I am pleased to present to you the Rural Rehabilitation Association for Afghanistan's (RRAA) Annual Report for the year 2023. This report provides a comprehensive overview of our organization's activities, achievements, and challenges during the year.

As you are aware, Afghanistan continues to face a complex and challenging humanitarian situation. In 2023, the country witnessed challenges including economic decline, forced returnees, rising food insecurity, unemployment, coping strategies, natural disasters, and continuous drought, leading to increased displacement. In this context, RRAA prioritized providing humanitarian services to vulnerable people in different hard-to-reach provinces of the country.

Despite the challenging circumstances, we are proud to report that RRAA made significant progress in achieving its objectives and delivering humanitarian assistance to those in need. Our organization remained committed to national and international values, Humanitarian Principles (HP), and Humanitarian Standards (HS). We consider human rights, gender equality, social cohesion, climate resilience, and environmental concerns as key principles for our intervention in Rural livelihood, Good Governance, and humanitarian response (emergency).

This report will give you a detailed account of our activities in different sectors, including rural livelihood, WASH, local governance, and humanitarian response/emergency. We have also included information on our capacity-building efforts, third-party monitoring, and financial performance.

I would like to express my gratitude to our dedicated staff members, implementing partners, donors, and community members who have made our achievements possible. We are committed to continuing our efforts to improve the lives of vulnerable populations in Afghanistan.

Thank you for your continued support.

Sincerely,

Riazullah Wali,  
Director of RRAA

## 1. About the RRAA

Rural Rehabilitation Association for Afghanistan (RRAA) is a non-profit, non-governmental, and non-political organization established in 1990. The organization is registered with the Ministry of Economy of Afghanistan with registration # 50 in 2005 and has a membership of ACBAR. The head office of the organization is based in Kabul and delivers development and humanitarian services in 16 provinces of Afghanistan in the sectors of (a) Rural Livelihood, (b) WASH, (c) Local Governance, and (d) Humanitarian response (Emergency).

Currently, RRAA is implementing 25 various programs/projects through 556 qualified and experienced staff members, including (430 males and 128 females) in different provinces of Afghanistan. This enables RRAA to mobilize and manage projects of massive scale efficiently and effectively.

RRAA's current donors are UNICEF, UNFAO, AHF(UNOCHA), UNWFP, UNDP, UNOPS, We World, Caritas Germany, Cordaid, and NCA. The total turnover for the year 2023 was USD 7,599,451.00.

RRAA is fully equipped with and applies different policies and procedures to deliver quality services and meet the standards and requirements of the donor and government of Afghanistan in an accountable and transparent manner.

RRAA has standardized financial policies and procedures. To ensure regular and adequate control over assets, supply of funds, and optimum funds utilization. RRAA has a dedicated department that looks after the organization's financial matters. RRAA uses QuickBooks Online computerized financial management system software for their accounting and reporting purposes; the software ensures internal control, segregation of duties, cash management, financial forecasting, and financial controls over funds. Further, the financial statements are prepared on the accrual basis of accounting and following International Financial Reporting Standards (IFRS).

Furthermore, RRAA has an independent logistic department responsible for overall procurement. The procurement function is led by a Logistics Officer supported by a Logistics Assistant. The logistics section, apart from procurement, also handles the expendable and non-expendable asset management functions. The organization structure is envisaged as adequate to manage the current scope of functions performed.

### **Vision:**

Prosperous communities in which everyone, understanding and enjoying their rights, benefit from sustainable livelihoods and high-quality basic services while participating in the decision-making process.

### **Mission:**

RRAA is dedicated to delivering community development projects in order to empower the rural poor to improve their living standards and claim their rights.

**Key sectors:**

Based on the organization's strategic plan, RRAA has been involved in implementation projects and programs in the following sectors:

- Livelihood
- WASH
- Good Governance
- Humanitarian response (Emergency)

**Community Development Principles:**

RRAA has a strong focus on community development with the principles of

- Encourage participation and a feeling of ownership.
- Supports sustainable and long-term projects.
- Support integrated approach.
- Is committed to building community capacity.
- Provide services to a community without any prejudice based on race, nationality, religion, or socioeconomic status.

**Core Values:**

RRAA provides humanitarian and development services to vulnerable communities residing in hard-to-reach provinces of Afghanistan. Our core values guide all our activities and interventions, reflecting our unwavering commitment to empowering these communities. RRAA core values are below.

**Dignity:**

We respect human diversity and all segments of society without prejudice to age, ethnicity, gender, religion, or tribal affiliation.

**People-centered:**

We aim to be responsive to the legitimate needs and interests of our target group, working closely with them in order to raise their participation in, and ownership of their communities and their own development.

**Social justice:**

We work to uphold the rights of all individuals and to ensure that everyone enjoys equal and fair access to society's resources.

**Leadership:**

We promote leadership through the empowerment of our staff, communities, and the people we serve.

**Quality:**

We strive to achieve the highest quality possible in all that we do, building on our unity of purpose, strong teamwork, and belief in our mission, in order to bring about positive change for our target groups.

**Honesty and integrity:**

We strive to be true to our mission and values. We believe in being open and transparent in all that we do in order to earn the trust of our stakeholders and we are prepared to be accountable to all stakeholders for everything that we do. We will always work to uphold the NGO laws of Afghanistan and implement the Afghan NGO Code of Conduct.

**RRAA Mandates**

RRAA's scope of work is defined by its mandates, which provide context for interventions by the organization and the essential components of the mandate include:

**Sustainable Community Development:**

Facilitate sustainable community development initiatives using participatory mechanisms.

**Zero Hunger:**

Poverty alleviation through efforts aimed at promoting sustainable livelihood, small enterprise development, income generation activities, and extension of credit and employment opportunities.

**Self-Reliance Promotion:**

Promote self-reliance through community mobilization, empowerment, participation, and local resource mobilization.

**Peace and Harmony:**

Promote efforts aimed at ensuring peace and harmony in the target communities.

**Health and Sanitation:**

Improve health and sanitation conditions by developing a sustainable and replicable promotional and preventive healthcare system with a particular focus on women and children.

**Livelihood:**

Introduce and promote improved and sustainable agricultural practices with a focus on resource-poor farmers with a view to raising their productivity and conserving natural resources and biodiversity.

**Honesty and integrity:**

We strive to be true to our mission and values. We believe in being open and transparent in all that we do in order to earn the trust of our stakeholders and we are prepared to be accountable to all stakeholders for everything that we do. We will always work to uphold the NGO laws of Afghanistan and implement the Afghan NGO Code of Conduct.

**RRAA Cross-Cutting Themes:**

RRAA's cross-cutting themes include Environment and Climate changes, Livelihood Development, Gender Equality, poverty reduction, and inclusion. These themes are integrated into

all RRAA's programs and projects to ensure that they are inclusive, sustainable, and responsive to the needs of the community members we work with. RRAA works towards creating an environment where everyone has equal access to resources and opportunities, and where the most vulnerable members of society are protected and empowered. Details of the cross-cutting themes are below.

**Environment and Climate Change:**

Afghanistan is highly vulnerable to climate change, disaster, and earthquakes. Increasing loss of forests, decline in the quality and quantity of freshwater, and land degradation are causing severe stress to ecosystems. The county economy and the well-being of most people are tightly bound to climate. The sustainable use of water and agriculture productivity will ensure the protection, restoration, and sustainable management of our ecosystem and the service it provides, today and into the future.

**Livelihood development:**

Livelihood development programs help improve the quality of life for marginalized people by providing them with livelihood opportunities and access to safe drinking water, health care, and protection, thereby giving them hope to contribute to their communities constructively. RRAA sees this framework as an effective way of improving intersectoral coordination and thus increasing its impact.

**Gender Equality:**

Gender equality is fundamentally a basic human right and is helpful for human development. It enables equal access to goods, services, and resources for both men and women and their equal enjoyment of the opportunities and rewards of economic development. Gender equality is "smart economics," and can contribute to key development goals, including the reduction of extreme poverty and inequality. (World Bank). Gender equality is a driver for development and stability.

**Poverty reduction:**

Poverty is a major issue in Afghanistan that affects millions of people, and it deprives individuals and families of basic human rights, including access to food, shelter, clean water, education, and healthcare. However, poverty is not only an economic issue. It also includes social, political, and cultural dimensions, perpetuated by systemic inequalities, discrimination, and exclusion. Throughout the project/program design and implementation, RRAA addresses the priorities identified for both rural and urban areas of Afghanistan.

**Inclusion:**

RRAA is working with the community to remove the barriers to let women, widows, women-headed households, aged, girls, youth, people with disabilities, IDPs, returnees, orphans, and other marginalized groups actively participate in and be involved at all stages of the project cycle including baseline surveys, planning, implementation, and monitoring.

**RRAA capacity:**

RRAA operates through three different layers of decision-making bodies

**a) General Assembly:**

The General Assembly (GA) is the highest decision-making body and the owner of the Organization. The purpose of GA is to approve the overall mission, vision, objectives, policies, and procedures of the organization. GA has the authority to dissolve individually or collectively the Steering Committee members (Board of Directors). GA is composed of 15 members.

**b) Steering Committee:**

The Governing Board is the second highest authority of the organization guided by the policies and principles adopted by the organization. The main purpose of the Governing Board is to identify and develop overall policies and strategies for the organization, recruit the organization director, and ensure those are effectively implemented in line with the organizational chart and overall principles of humanitarian and developmental agreed code of conduct.

**c) Executive Board (management team):**

An executive body is responsible for the implementation of the organization's policies and strategies and is also responsible for the overall planning, implementing, managing, monitoring, and evaluation of the organization's activities.

**Projects/Program implemented:**

It is impressive to note that the RRAA has been able to implement 24 various programs/projects through its qualified and experienced staff. The staff members, comprising 406 males and 109 females, worked tirelessly in the year 2023 to ensure successful project delivery. Presently, RRAA has increased its staff capacity, which helps organizations to mobilize and manage massive projects efficiently in the future.

**RRAA donors and partners:**

RRAA donors and partners for 2023 included Cordaid, NCA, Caritas German, UNFAO, UNWFP, UNICEF, UNOCHA(AHF), We World, UNDP and UNPOs

**RRAA beneficiaries in 2023**

In 2023, RRAA served 209,841 households in 15 provinces. The table below shows details of beneficiaries who reached out during the year.

No	Sectors	Beneficiaries			Total HHs	Budget	Staff		Total staff
		Male	Female	children			Male	Female	
1	Livelihood	222,277	116,077	343,290	85,591	7,296,500	227	34	261
2	WASH	17,064	14,319	34,163	10,303	1,333,863	33	10	43
3	Local governance	18,680	17,801	46,468	58,229	201,675	53	31	84
4	Humanitarian Response	79225	65915	159213	55718	3,060,212	138	22	160
<b>Total</b>		<b>337,246</b>	<b>214,112</b>	<b>583,134</b>	<b>209,841</b>	<b>11,892,250</b>	<b>451</b>	<b>97</b>	<b>548</b>

### RRAA Targeted Area in 2023

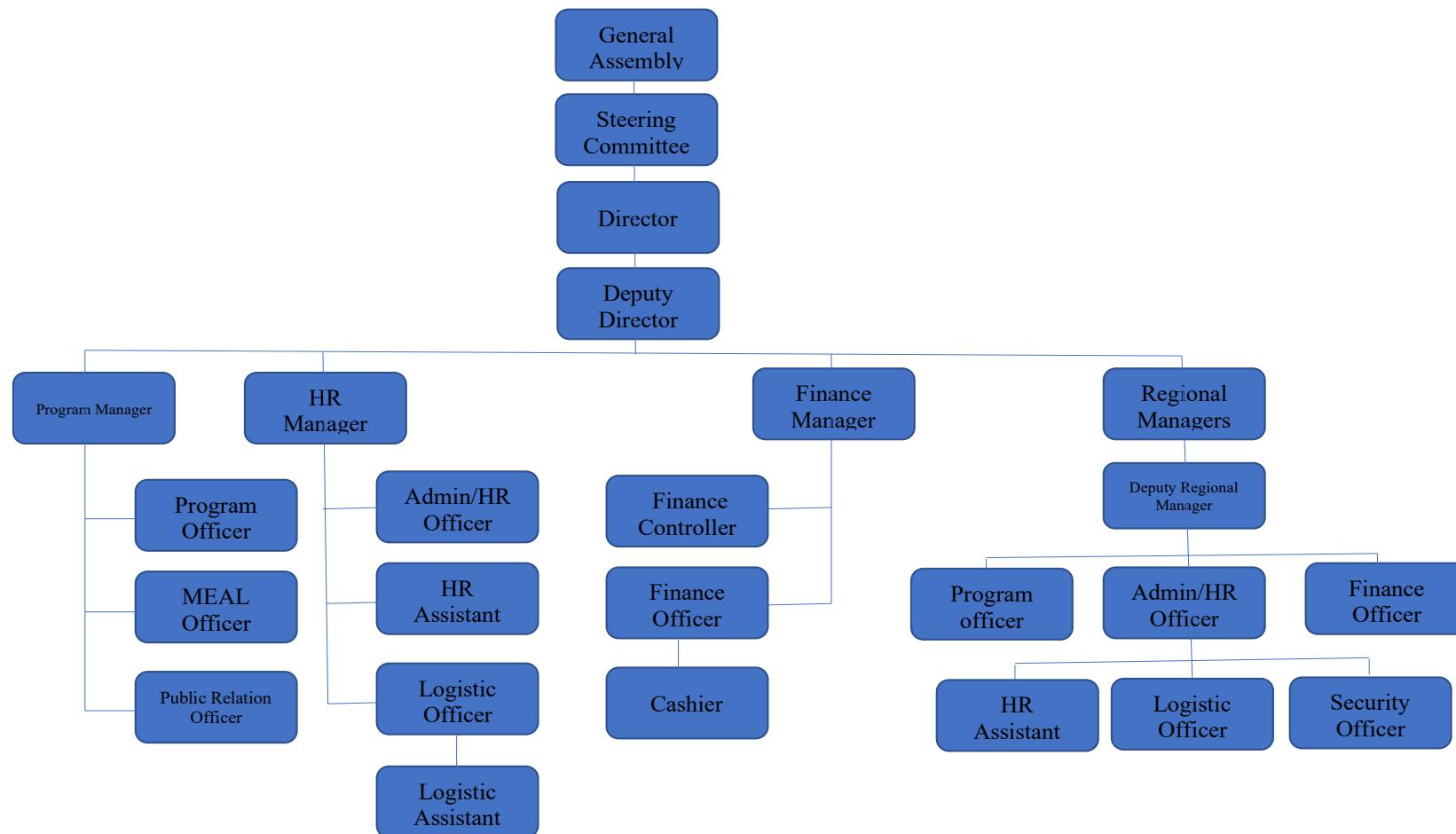
Below are the geographical areas that were covered by RRAA in the year 2023.

No	Regional offices	Targeted Area			Remark
		Villages	Districts	Provinces	
1	East Regional Office (ERO)	1,134	22	3	
2	West Regional Office (WRO)	2,274	27	4	
3	Central Regional Office (CRO)	1,324	20	4	
4	North Regional Office (NRO)	760	13	4	-
<b>Total</b>	<b>4 regional offices</b>	<b>5,492</b>	<b>82</b>	<b>15</b>	

### Job Opportunities provided in 2023:

In 2023, RRAA provided job opportunities for both skilled and unskilled workers.

No	Regional offices	Job Opportunity			Remark
		Skilled	Unskilled	Total	
1	East Regional Office (ERO)	<b>510</b>	<b>6644</b>	<b>7154</b>	
2	West Regional Office (WRO)	258	6	264	
3	Central Regional Office (CRO)	0	6,210	6,210	
4	North Regional Office (NRO)	316	27,713	28,029	
<b>Total</b>	<b>4 regional offices</b>	<b>1,084</b>	<b>40,573</b>	<b>41,657</b>	

**Organization organogram:**

## 2. Summary

Achievements under key sectors of RRAA in the year 2023 are briefed below:

### A. Livelihood:

Sector	Strategic Objective
<b>Livelihood</b>	<p><b>1.1 Strategic Objective</b> Women and youth in the community have secured job opportunities or self-employment.</p> <p><b>1.2 Strategic Objective</b> Poor farmers and their households have diversified and increased their income.</p>

#### **Livelihood projects:**

The livelihood sector objective is that women and youth in the community have secured job opportunities or self-employment, and poor farmers and their households have diversified and increased their income.

Under the livelihood sector, RRAA has implemented 10 different projects that are financially supported by DRA/Cordaid, UNOPs/World Bank, and FAO. The total budget for these projects was USD 7,036,800. These projects were implemented in different provinces including:

1. Nangarhar (Kot and Bati Kot districts)
2. Laghman (Mehterlam, Alishang, and Alingar districts)
3. Kunar (Provincial Capital (Asad Abad), Mara wara, Watapoor, Narang Wa Badil, Sar Kani, Shigal, Dara-e- Pech, Bar Kunar (Asmar), Sawkai, Khas Kunar, Ghazi Abad, Dangam, Chapa Dara, Nurgal, Narai, and Sheltan) districts of Nangarhar, Laghman, and Kunar provinces.
4. Urozgan province (Chora, Shahid-e-Hasas, Khas Urozgan, Gizab, and Dehrawood districts), Logar province (Pul-e-Alam center and Baraki Barak district), and Paktika province (Neka and Ziruk districts).
5. The ACRLP project was implemented in 257 rural CDCs in Saripul and 47 urban CDCs in Balkh province.

These projects are linked with SDG 1, 2, 3, 5, and 8. Through their implementation, 71,267 households were assisted in the targeted areas, including 111,611 males, 78,397 females, and 260,651 children. These projects saved and protected the beneficiaries' lives for four to six months and reduced the cost of items by 10% in the targeted CDCs and districts.

To assess the impact of livelihood projects on food security within the community, we need to consider increased access to nutritious food and improved dietary diversity. Finally, the effectiveness of livelihood projects in society is closely tied to their ability to bring about positive economic, social, and environmental changes. A thorough evaluation, including quantitative and qualitative measures, will provide a nuanced understanding of these projects' overall impact and success.

#### **Project challenges and mitigation measures:**

- The quantity of comprehensive packages is insufficient, and the demand from vulnerable people is high.

- Project registration has taken a long time with the Ministry of Economics (MoE) and similarly at provincial and district line department levels.
- Intervention from de facto authorities in district and beneficiary selection.
- Active participation of women staff members in the project cycle to provide direct support to women beneficiaries.
- Financial deficit (exchange rate USD against AFN).

**Recommendation:**

Regarding the solution of the above challenges, we recommended that.

- The concerns of the beneficiaries were shared with current donors and clusters to consider providing more assistance to the most vulnerable people in Afghanistan. Furthermore, the issues will be shared in future budget meetings/discussions with donors.
- Raised the issues of project registration and signing of MoUs through the Humanitarian Access Working Group (HAWG), Advocacy Working Group (AWG), OCHA, and ACBAR to ensure timely registration of the project and signing of MoUs.
- The RRAA program team took steps to resolve the issues by providing a comprehensive orientation to representatives of line departments. The orientation included information regarding project goals, objectives, activities, and beneficiary selection criteria. This approach helped to improve satisfaction levels and resolve issues across most provinces.
- The matter of female staff has been addressed at the provincial and district levels of authority. In certain provinces, a local solution has been identified that enables female staff to travel directly from their homes to the project site, while also allowing them to work from home.
- Explore possible strategies to address financial deficits, without compromising project activities and staff salaries.

**Lesson learned:**

- We have learned that involving community members in the project cycle is highly effective in ensuring successful implementation and promoting project sustainability.
- At the start of a project, it's essential to conduct a kick-off workshop and provide a comprehensive orientation to the project staff, which helps in the successful and timely implementation of the project.
- Increased exposure visits are crucial for learning and applying best practices, as they facilitate better implementation of projects and help gain knowledge and experience from various individuals.

## Project Photos:



*A View Display Animal Feed Distribution in Nurgal District of Kunar Province*



*A View Display MPC distribution to disable female beneficiary in Bati Kot district of Nangarhar Province*



*A View Display Kariz repairing and cleaning under CfW activity in Bati Kot district of Nangarhar Province*



*A View Display maize crop activity in Kot and Bati Kot districts of Nangarhar Province*



*A View Display canal cleaning under CfW activity in Bati Kot district of Nangarhar Province*



*A View Display canal cleaning under CfW activity in Kot district of Nangarhar Province*



*A View Display potato crop products in Bati Kot districts of Nangarhar Province*



*A View Display mushroom product in Assad Abad district of Kunar Province*



*A View Display wheat seed and fertilizer distribution in Narang district of Kunar Province*



*A View Display water reservoir construction under CfW project in Mehterlam district of Laghman Province*



*A View Display MPC distribution to disable female beneficiary in Bati Kot district of Nangarhar Province*



*Pic2: the result of Maize distribution under DRA Bati Kot district, Nangarhar province*



*Pic2: Cash for work activity, NPL project, Baraki Barak district, Logar Province.*



*Pic2: Wheat seeds, and DAP distribution under NPL project, Baraki Barak district, Logar Province.*



*Pic7: Agriculture input distribution process in NPL project, Pul-e-Alam center of Logar Province.*



*Pic8: Cash for work activity, NPL project, Baraki Barak district, Logar Province.*



*Pic5: CFW, Infrastructure project, Check Dame, OSRO/AFG/130/CHA project, Dehrawood district of Urozgan Province.*



*Pic6: Agriculture input distribution process in NPL project, Pul-e-Alam center of Logar Province.*



*Road leveling in Kharaba CDC of Saripul Center*



*Concrete work in Qorghana Tapa CDC of Saripul center*

Sar e Pul Center:Qorghana Tapa CDC  
36.22235, 65.93811, 599.5m, 255  
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### **Success stories:**

#### **Success story of Mr. Abdulla:**

Abdullah is a resident of Kharaba village, which is located in the center of Sar-e pul province. He lives with his family of eight, including two daughters and four sons. Unfortunately, Abdullah is unable to speak due to a speech impediment, which makes it difficult for him to interact with people. Despite this, he goes to the market every day in search of work. However, he struggles to find employment as his language barrier limits his ability to communicate with potential employers.

Abdullah is the sole breadwinner of his family, as no one else in his family is employed. His father is sick and requires medical attention, while his wife is also unwell and lacks access to proper medical facilities. Abdullah struggles to find work and provide food for his family, sometimes working as a laborer in the village's agricultural fields. The money he earns is trying to return the load he received from villages, and he frequently borrows basic food items from local shops or community members.

When the team initially introduced the program to the residents of Kharaba village, Abdullah expressed his interest in working for it. As he met the criteria, he was subsequently hired as a worker for the program.

When we asked him, he responded with a gesture, expressing his gratitude to Allah. He mentioned that he is very happy to work as a laborer in his village and receive some money from the program to support his family. Finally, Mr. Abdullah and members of the community expressed their satisfaction with the project implementation and requested UNOPS to continue the project in the next phase for their villages.



Overcoming Barriers: Abdullah's Story of Resilience and Hope

## B. WASH:

Sector	Strategic objectives
WASH	<p>2.1 Strategic Objective: Our target communities have gained access to sustainable sources of clean, safe water.</p> <p>2.2 Strategic Objective: Our target communities will have access to improved and safe sanitation services and will have adopted proper and safe hygiene practices.</p>

### WASH projects:

The WASH sector's objective is for our target communities to gain access to sustainable sources of clean, safe water. Our target communities will have access to improved and safe sanitation services and will adopt proper and safe hygiene practices.

The provision of safe drinking water to people in Afghanistan is a significant challenge due to the country's rugged terrain, limited infrastructure, and continued drought. The lack of access to clean and safe water sources has resulted in numerous health problems, including waterborne diseases such as cholera and typhoid fever. According to the United Nations, around 80% of the country's population cannot access adequate sanitation facilities. UNICEF highlights the gravity of the water crisis in Afghanistan which include:

- Around 8 out of every 10 Afghan people drink unsafe water.
- 93% of children in Afghanistan (15.6 million children) live in areas of high, or extremely high, water vulnerability.
- Nearly 4.2 million people practice open defecation.
- 5 out of every 10 Afghan people don't have access to at least basic sanitation facilities.
- Over 6 out of every 10 Afghan people don't have access to basic hygiene facilities.
- Around 94% of schools across Afghanistan lack access to basic handwashing facilities.
- Around 35% of healthcare facilities lack access to at least a basic drinking water supply.

To address this issue, various organizations, including RRAA and government agencies, have implemented WASH (Water, Sanitation, and Hygiene) projects in different regions across the country. These projects aim to provide communities with access to sustainable sources of clean, safe water, improve sanitation services, and promote proper hygiene practices.

Under the WASH sector, RRAA has implemented 8 different projects that are financially supported by UNOCHA/AHF and DRA/Cordaid in Oruzgan, Nangarhar, Herat, and Daikundi provinces. The total budget of these projects was **USD 1,545,280**.

By implementing WASH projects, 10,303 households and 72,121 individuals (17,064 males, 14,319 females, and 40,738 children) now have access to safe drinking water and improved hygiene practices, supporting SDG 6 (Clean Water and Sanitation) and reduce waterborne diseases within the targeted communities. This has improved the overall health and well-being of the residents, especially children and vulnerable groups.

Despite these efforts, much work still needs to be done to ensure that all people in Afghanistan have access to safe drinking water. This requires sustained investment in WASH infrastructure, continued community engagement, and coordination between organizations and government agencies. The provision of safe drinking water to people in Afghanistan is crucial for promoting sustainable development and improving the quality of life for all residents.

**Project Challenges and Mitigation Measures:**

During the implementation of these projects, the project team faced many challenges which are detailed as follows:

- The Ministry of Rural Rehabilitation and Development (MRRD) has a lengthy process for signing an MoU and for project handover, which delays the project activities.
- Community contributions were inadequate in some provinces during the project implementation, which also led to project delays.
- Land dedication issues in some districts caused the project delay.
- Late approval of water supply network material (e.g., Solar, Water Pump...) from MRRD.
- The construction of pipe scheme structures and latrines construction/upgrading is being significantly delayed in certain provinces due to prolonged seasonal and cold weather conditions lasting more than 4 months.

**Recommendation:**

- RRAA senior management raised the issue of the timely signing of MoUs through the Humanitarian Access Working Group (HAWG), Advocacy Working Group (AWG), OCHA, and ACBAR. We believe this discussion will help find a permanent solution to the matter.
- After the economic downturn and collapse of the country's economy, community members are unable to make contributions at the same level they did in the past. As a result, the team is working closely with the community to mobilize and encourage them to make sustainable contributions to the project.
- Land dedication, particularly for water structures, can be challenging in some communities. To address the issue, we work with the community prior to conducting a survey to obtain necessary documents for land dedication.
- The challenges related to water structure materials, such as pipes and solar panels, are persisting and taking longer to resolve than expected. To overcome these issues, we should collaborate with the Ministry of Rural Rehabilitation and Development (MRRD) in advance and ensure that strong follow-ups are performed at the ministry level. Furthermore, we need to discuss this problem in advocacy forums to communicate with MRRD and find a permanent solution.
- Starting the project earlier, planning implementation during the normal working season, and designing for a longer period can help reduce construction delays caused by unforeseeable weather conditions.

**Lessons learned.**

- One of the key factors that contribute to the success and effectiveness of a project is the recruitment of competent and experienced professionals. These experts possess the necessary technical skills and knowledge required for the proper implementation of the project. Their involvement ensures that the project is executed in a timely and efficient manner, resulting in its successful completion. Therefore, it is crucial to prioritize the recruitment of qualified individuals who can contribute to the project's overall success.
- Prior to commencing any survey or physical work on the ground, we have successfully implemented a process to obtain necessary land dedication and legal documents from the community.

- Based on our experience, we firmly believe that providing comprehensive training on all project components is crucial for ensuring a successful implementation. As such, at RRAA, we prioritize capacity building for our staff and encourage frequent exposure visits to enhance their skills and knowledge.



*Pic1: WASH Kit distribution process, AHF project, Nili center of Daikundi province.*

*Pic2: Pipe Scheme, AHF project, Tarin Kot center of Urozgan province.*



*Water network system, Chargoosh Village, Shindand District Herat Province*

### Project Photos



*Pic3: Tap Stand, AHF project, Tarin Kot center of Urozgan province.*



*Pic4: Pipe scheme, AHF project, Chora district, Urozgan province.*



*A View Display pipe scheme construction in Naboro Ghonday village / Bati Kot district of Nangarhar Province*



*A View Display pipe scheme construction in Janatian village / Bati Kot district of Nangarhar*



*A View Display hygiene training to female beneficiary in Janatian village / Bati Kot district of Nangarhar Province*



*A View Display hygiene training to female beneficiary in Dawani village / Kot district of Nangarhar Province*

**Project Photos***Water network system, Chargoosh Village, Shindand District Herat Province**Community accessing to safe and clean drinking water, Noor Abad village, Pashtun Zargon district, Herat province***Success story:**

In Usmanzi village of Dehrawood district, Uruzgan province, residents were struggling to access clean drinking water. They had to travel long distances to bring water by donkey or handcart or use dirty water from a nearby canal. This led to dangerous diseases like cholera, malnutrition, and dysentery. Moreover, children had to drop out of school due to carry out water to their house and, and families were unable to educate their children.

To address this problem, the RRAA office, with financial support from AHF, constructed a pipe scheme with a capacity of 15 cubic meters of water. This provides clean water to 160 families in the village.

The provision of safe drinking water has a tremendously positive effect on communities. It not only reduces the risk of waterborne diseases but also improves the overall health and well-being of the people. Access to clean water also leads to better education and economic opportunities, as people no longer have to spend hours fetching water, and children can attend school regularly. In short, safe drinking water is a fundamental human right that plays a vital role in sustainable development and poverty reduction.

Thanks to this initiative, the residents of Usmanzi village now have access to clean water, and the incidence of diseases has significantly decreased. The success of this project was acknowledged by the villagers, who appreciated RRAA and AHF for their efforts in providing clean water for the community.



*Clean Water, Bright Futures: Transforming Lives in Usmanzi Village*

## C. Local Governance

Sector	Strategic objectives
<b>Local Governance</b>	<p>2.1 Strategic Objective: Local communities are active participants in governance at community, district and provincial levels.</p> <p>2.2 Strategic Objective: Youth are actively participating in their communities' leadership and decision-making processes.</p>

### Local governance projects

The objective of the local governance sector is to actively involve local communities in governance at the community, district, and provincial levels. Additionally, it aims to encourage youth to participate in their community's leadership and decision-making processes.

Under the sector of Local Governance, RRAA has implemented a few projects including (a) an Area-Based approach to the Development Emergency Initiative (ABADEI) Phase I, (b) an Area-Based approach to the Development Emergency Initiative (ABADEI) Phase, (c) integrated community resilience action (ICRA) and (d) Afghanistan Community Resilience and Livelihoods Project. The total fund of the projects was USD 4,081,394.00, which was financially supported by UNOPS and UNDP and implemented in partnership with Afghanaid, CHA, NCA, and SCA in Herat, Jawzjan, Saripul, Faryab and Balkh Provinces. These projects supported SDGs 3 and 5, assisting 60,000 households and 420,000 individuals.

The local governance projects implemented by RRAA have achieved significant progress by improving the capacities of Community Development Councils (CDCs), Masque Committees, Gozar CDC, sub-committees, NRM Committees, CBDRM committees, and WASH Committees to effectively plan, implement, and monitor activities in their respective areas. In addition, RRAA has successfully established and strengthened CDCs, Masque committee, Gozar CDC, Sub-committees, WASH committee, and NRM committees in targeted areas, providing them with the necessary skills, knowledge, and resources to become effective agents of change in their communities.

Through implementing these projects, RRAA has also contributed to improving public services, infrastructure, and governance in the targeted areas. Furthermore, the organization's local governance projects have focused on promoting social accountability and community participation in decision-making processes. Through implementing Community Participatory Monitoring (CPM) mechanisms, RRAA has ensured that community voices are heard and reflected in the planning and implementation of development activities.

Overall, local governance projects have played a significant role in improving the lives of people in targeted areas by promoting good governance, community participation, and social accountability. These projects have also provided several capacity-building trainings, including need identification, prioritization, proposal development, Planning, prepared community development plan (CDP), DRM Disaster and Hazards Mapping, DRM Disaster Risk Preparedness and Mitigation, Business Plan Development, Linkage, Basic Accounting, Management, Marketing, and reporting.

### Project Challenges and Mitigation Measures:

- One of the main challenges of this project was budget allocation for each CDC; due to the large number of HHs, the allocated average budget (21000 USD/CDC) was less in most CDCs of Saripul province, so we could not cover all the vulnerable HHs in the targeted CDCs. Therefore, the budget allocation of some CDCs was based on projects that were not efficient for designated communities.

- Ban on female staff: At the start of the CRLP implementation, the DFA issued a ban on female employees, affecting project activities.
- Project duration: The component has many activities, but the short duration was a challenge for this project.
- The social Grant budget was delayed due to tax issues and the exchange rate, which was a big challenge in this project that delayed the project activities.

**Mitigation measures/Recommendations:**

- Getting permission from the facto authorities to let female staff work physically in the project cycle.
- To implement the project on time, one general MoU should be signed by UNPOS with DFA or get an exemption letter from MRRD to let the NGO implement the project without interruption.
- A clear rule should be assigned to sectorial departments or governmental authorities which determine their responsibilities and authorities.
- The budget should be allocated as per the actual HH of each CDC.
- Nonlabour cost limitation: For a sustainable infrastructure project, the limitation of non-labor cost in the sub-project must be decreased.
- Based on the community feedback, agriculture seeds and equipment should be distributed to beneficiaries to enhance community kitchen gardens.
- The average budget of USD 2000/per community is not enough for most CDCs in the Saripul province; therefore, this budget must be increased to cover all the vulnerable HHs.
- the SG budget should be transferred on time and according to the project plan to prevent activity delays.

**Lesson learned:**

- Ban on female staff: At the start of the CRLP implementation, the DFA issued a ban on female employees, which affected project activities. However, we learned how to engage them in the project cycle from their homes and not cut their salaries.
- Project registration and signing of MoU: Project registration and signing of MoU delayed project activities, but we learned to start project registration after getting the head letter from the donor and build good coordination with the provincial line department to not wait for the project registration and signing MoU and get their permission to start work on the ground.
- Community Project approval: At the start of the project, we thought that we would send one list of the project to the ministry for the signing of the MoU, but during the project, we learned that each single CDC project proposal, drawing, and list should be shared with the ministry for their verification, approval, and signing of MoU.
- CRLP is a huge project, but a very low budget was considered for the project implementation. During the project, trained and experienced employees left the project

and joined other organizations with high salaries. We learned to consider good salaries in the coming project and not to lose trained and experienced staff.

- During the project implementation, we learned how to perform huge activities quickly and reach the target.

### Project photo



RRAA CFS Classes, during CFS activities at Khoja Qasem Village Kushk district, Herat Province



## Success story:

### Success story of Ms. Nooria:

Nooria is a resident of Toghani Uzbakia village, located in the center of Sar-e Pul province. She has a family of six, including three daughters and one son. Nooria's husband is 45 years old and works in an ice cream shop, earning a monthly income of 3000 AFN. However, this is not enough to cover their daily expenses, so he needs to work extra hours to make ends meet. To supplement their income, Mrs. Nooria sometimes takes on laundry jobs in other people's homes. Additionally, their children require clothes and other necessities in their daily lives.

Nooria's husband is responsible for providing for their family, but his income is not enough to cover all their necessities. As a result, Nooria is forced to work and earn money to help with their daily problems. She often works in people's homes doing odd jobs, like washing dishes for pay. To make ends meet, Nooria must also borrow basic food items from the village shops. However, due to their financial situation, the village shopkeepers no longer trust them and refuse to lend them money.

When the team first explained the program to the people of Toghani Uzbakia village, the chairperson of the CDC introduced Ms. Nooria to the team and she met all the criteria. She was then hired as a worker in the program. When we asked her how she felt about it, she expressed her gratitude to Alklah and happiness for being able to work as a laborer in her own village and earn money from the program. She received 6750 AFN from the RRAA team, which would help solve most of her problems. She planned to use the money to buy rice, flour, and other necessary foods for her family, and continue her life for a while. She thanked RRAA for providing such a great work environment and opportunity. Finally, Ms. Nooria and members of the community expressed their satisfaction with the project implementation and requested UNOPS to continue the project in the next phase for their villages.



*From Struggling to Thriving: Nooria's Story of Empowerment in Toghani Uzbakia*

### C. Humanitarian response (Emergency)

Sector	Strategic objectives
Humanitarian response (Emergency)	<p><b>4.1 Strategic Objective:</b>            The objective for our humanitarian action is to save lives, alleviate suffering and maintain human dignity during and in the aftermath of man-made crises and natural disasters.</p>

The humanitarian response/emergency sector's objective for our humanitarian action is to save lives, alleviate suffering, and maintain human dignity during and in the aftermath of man-made crises and natural disasters.

RRAA's humanitarian response/emergency projects in 2023 have been successful in achieving their goals and objectives of saving lives, alleviating suffering, and maintaining human dignity during and after man-made crises and natural disasters. Under this sector, RRAA implemented 12 projects, financially supported by various organizations such as DRA/Cordaid, UNICEF, AHF/UNOCHA, UNFAO, WeWorld, and UNOPS/World Bank and NCA in Nangarhar, Kunar, Laghman, Logar, Herat, Ghor, Saripul, Jawzjan, Urozgan, and Daikundi provinces. The total budget for these projects was USD 2,450,350. These projects supported SDGs 1, 2, 3, and 5, and aimed to assist, capacitate, and empower 44,825 households and 304,355 individuals, including 79,225 males, 65,917 females, and 159,213 children.

The projects mentioned above have been a great success, as they have saved and protected the lives of thousands of beneficiaries. The impact of the projects was significant, providing job opportunities for over 1074 skilled and 27,719 unskilled laborers. Additionally, over 5,000 vulnerable beneficiaries received essential non-food items and cash assistance, while 10,000 pregnant and lactating women received financial support for their well-being.

The projects ensured food security for 1500 households during their return from Pakistan and installed 250 tents in the Torkham Perception Center. Moreover, 250 returnees were saved from the harsh winter and natural disasters by installing 250 tents in the Torkham reception center. The project also provided job opportunities for 10 people in the camp and distributed mats to 450 of the most vulnerable returnees.

Furthermore, 27,640 pregnant and lactating women received AFN 24,000 Maternal and Child Protection (MPC) support, 695 households led by widows or affected by earthquakes received Cash for Food assistance, 1500 earthquake-affected households received MPC, and 279 households received hygiene kits, kitchen kits, and blankets. Besides, 520 shelters were repaired, and 8 shelters were constructed, protecting the lives of 528 households from cool winter and natural disasters and ensuring their dignity and safety. Lastly, 155 HH of the most vulnerable beneficiaries received Non-Food Item (NFI) cash assistance, and 3861 of the most vulnerable beneficiaries benefited from SG food packages worth 10,000 AFN.

To summarize, RRAA's humanitarian response and emergency projects in 2023 have significantly impacted, saving lives, alleviating suffering, and maintaining human dignity during and after crises and natural disasters in Afghanistan. The successful implementation of these projects has positively impacted the lives of thousands of individuals and families, protected the beneficiaries' lives for a significant period, and helped them overcome their daily financial struggles. RRAA remains committed to its efforts to support vulnerable communities in Afghanistan and will continue to work towards achieving its objectives of serving humanity.

**Project challenges and mitigation measures:**

- The forced returnees' second trench is scheduled for April 2024. During the implementation of our project, we realized that the needs of returnees were high. However, support was inadequate, and different organizations duplicated efforts. Therefore, strong coordination between authorities and NGOs is crucial to address their varying needs.
- One of the main challenges during the project implementation was selecting the beneficiaries, as the number of vulnerable people in the community was high and assistance was limited.

**Recommendation:**

- In order to effectively serve the needs of forced returnees, it is imperative that a robust coordination mechanism be established between the relevant authorities and non-governmental organizations (NGOs). This will help avoid duplication of efforts and ensure that everyone's unique needs are met in a timely and efficient manner.
- During the project implementation, one of the major challenges we encountered was the selection of beneficiaries. The number of vulnerable people in the community was quite high; however, due to budget constraints, we were only able to select the households according to the budget limitations. In order to ensure fair selection, the project staff arranged and conducted several meetings with community members, leaders, and authorities. These meetings aimed to educate the project beneficiaries about the selection criteria and solve the issues.

**Lesson learned:**

- We should initiate project registration only after receiving confirmation from the donor to avoid delays in project activities.
- We learned that beneficiaries without a valid Tazkira (National ID) should not be excluded from receiving assistance. To address this issue, RRAA issues a functional ID (Unique ID) to ensure that these beneficiaries are not left out.

**Success Story:**

Khan Bibi, a resident of Keti District and mother of eight, faced numerous challenges during her seventh month of pregnancy. Living two hours away from the nearest clinic, she was often unwell and worried about her family's declining food supplies.

"Life was incredibly tough," she recalls. "Our food stocks were running low. Then, the team from RRAA visited our village, explaining the details of their project. After being surveyed, I was selected as a beneficiary and received 24,000 Afghanis in three installments. This financial support was a lifeline, enabling me to seek the medical treatment I desperately needed."

"With the funds, I was able to consult a doctor and receive daily treatment, which allowed me to give birth safely in a health clinic. Today, both my child and I are in good health, enjoying a happy life with our family. I am profoundly grateful to the RRAA team for their outstanding efforts. Their timely assistance, given without regard to race, religion, tribe, or location, demonstrates a remarkable commitment to helping others and making a positive impact in our country.". To conclude, I really appreciate RRAA team support in this difficult time and request to continue provision of assistance to the other pregnant and lactating women in the Afghanistan and particularly in my village.



### Projects photoes



*Food distribution to returnees in Torkham reception center*



*Hygiene kit and mat distribution to returnee in Torkham reception center*



*Cordaid, RRAA staff and labor in Torkham reception center*



*Pic3: Cash distribution process, for the pregnant and Lactating Woman in Kiti district of Daikundi Province.*



*Pic3: Cash distribution process, for the pregnant and Lactating Woman in Miramor district of Daikundi Province.*



*SG food package distribution process in Kharabe village Saripul center*

### Projects photos



*SG food package distribution process in Kharabe village Saripul center*



*Cash and animal feed distribution in Sheberghan district of Jawzjan*



*Cash Distribution in Khan Charbagh district-Faryab province*



PLWs receiving winterization assistance in Lal wa Sarjangal district of Ghor Province



Earthquake affected households receiving MPC assistance in Kushke Robat Sangi district of Herat province



Figure 1: Widow-headed households receiving Cash for Food assistance in Kushke Robat Sangi district of Herat Province

### Health sector Herat

Sector	Strategic objectives
Health	<b>4.1 Strategic Objective:</b>

### Humanitarian response (Emergency) Health projects

Two different projects were implemented under the Health/Nutrition sector that were financially supported by UNICEF. The projects had a total budget of USD 2,309,372 and were carried out in various communities across Ghor and Farah provinces.

These projects are associated with Sustainable Development Goal 3. Through the implementation of these projects, 198,681 households and individuals (137,186 males, 163,873 females, and 247,151 children) were assisted. As a result, 218,954 people engaged in promoting essential behaviors and practices within their communities and social groups. Additionally, 746,226 individuals received life-saving information and awareness through mass media and the distribution of IEC materials.

Furthermore, 136,182 bars of soap were distributed to enhance community hygiene. A total of 1,916 Community Health Workers (CHWs) and volunteers were trained in the Community-Based Nutrition Program (CBNP). The initiatives also ensured that 76,327 children received the recommended micronutrient powder (MNP) sachets, and 45,052 adolescent girls received four rounds of Iron Folic Acid (IFA) tablets. Additionally, 1,916 CHWs and volunteers were provided with a monthly stipend of 1,500 AFN for six months. These efforts collectively contribute to the well-being and health of communities, fostering a culture of proactive health practices and awareness.

The successful execution of two UNICEF-supported initiatives in Ghor and Farah provinces has significantly enhanced the health and nutrition of numerous individuals and households. These projects, through diverse interventions such as behavior change campaigns, health worker training, and the distribution of essential supplies, have made substantial strides towards achieving Sustainable Development Goal 3. They stand as a testament to the power of collaboration and the effectiveness of well-implemented strategies in profoundly transforming the lives of those in need.

### Problems:

1. Lack of budget for holding capacity building and refresher training to field staff as it is much required to escalate and update the capacity and skills of SMs.
2. Transportation cost of transferring the soaps and IEC materials to targeted districts as there is no specific budget for the design of the project.
3. Low coverage of the network in the target areas which somehow causes on-time effective communication and tracking of the field team.
4. Most of the HPs were inactive during the first campaign, which caused low achievement in some HFs compared to the population covered by its HPs.
5. There are many places and lots of households not covered by any health post, however, there are places where two health posts are in the same location, causing the low number of households reached by the CHWs.
6. The health posts in the Lal district are established with a tiny population, some health posts covering 13-20 households only.

7. The two community volunteers, who had to be selected during the previous CBNP implementation period, weren't available in all of the health posts, and the campaign was carried out only with the CHWs.

**Recommendation:**

Based on the community feedback, during project implementation followings are the recommendation:

- Provision of incentive materials for the awareness sessions that will be conducted in the field is required to enhance the community's participation in project interventions.
- Recruitment of female staff for supervision and monitoring of the female staff interventions in the field.
- Enhancement of close coordination and communication with the related community elders and influential people to increase community support and collaboration for the implementation of the project intervention in the field.
- The health posts and community workers need to receive more supportive supervision, supervision can keep them active and functional.
- we recommend that BPHS implementers especially the CBHc section work more with DoPH, MoPH, and health facilities and find a way for the challenges of HPs which are mentioned above, white area, and duplication issues.

**Lesson learned:**

During the implementation, we learned that:

- SBC intervention would have a positive impact on culture building in societies as the content of the project is acceptable by the communities and will have sufficient interactions in practicing positive key behaviors and practices among the communities.
- The establishment of GMGs can be a useful platform for disseminating the integrated key messages of the SBC among the families in the neighborhood while it needs further investments and support to be provided by UNICEF to build their capacity as volunteers in project intervention and escalate the key messages among the families in the communities.
- Engagement of Religious leaders and other influential people in the communities to the project intervention will increase project effectiveness and efficiency and the project intervention will get better results and impacts as they are the most trusted source of information among the communities.
- Engagement and capacitating of the CHWs in the project with the SBC key life-saving messages will be a platform for the sustainability of the project's impact.
- IEC materials developed with clear and simple content/messages and graphics to increase community awareness, especially understandable for illiterate vulnerable communities and reach as appropriate.

**Project Photos:**



*promoting key behaviors and practices among the community in Lal district of Ghor province*



*Distributing Handwashing IEC materials and soaps to children in Farah province*



*Distributing IFA and MNP to the community health workers in Ghor province*

### Third-party monitor (TPM)

The project encompasses all districts within the Herat, Badghis, Farah, and Ghor provinces, collectively known as Cluster Two in the western region. Commencing in April 2023, the project is slated to conclude in March 2025, marking a two-year duration. This initiative does not have direct beneficiaries, as our primary role involves third-party monitoring of activities across various projects implemented by WFP cooperating partners in Cluster Two. The project is generously funded by the WFP.

RRAA third-party monitor (TPM) team monitored the WFP IPs selection and distribution in the 2023 and reported of achievement, progress, finding, and challenges have been shared with donor on a regular base. Following beneficiaries monitored in the 2023.

### Beneficiary distribution data for 2023

Province	Ben.	Cash Received (AFN)	Com. Voucher (USD)	Food Received (MT)
Herat	615431	913259386	14,767,11.56	319207.56
Badghis	221821	41305300	651300	16562.62607
Ghor	445193	0	0	25066.74
Farah	158295	38,035,600	0.00	9240.20125
<b>Total</b>	<b>1,440,740</b>	<b>992,600286</b>	<b>2,128,011.56</b>	<b>370,077.12732</b>

### HHs selected data for 2023

Province	Households		
	Total	Selected	Rejected
Herat	28,988	27,883	1,105
Badghis	6700	6365	335
Ghor	2500	2375	125
Farah	4800	4539	261
<b>Total</b>	<b>42,988</b>	<b>41,162</b>	<b>1,826</b>



Value voucher, GFD ,RSDO , Herat , Herat city (25th Nov 2023)



Value voucher, GFD ,RSDO , Herat , Herat city (25th Nov 2023)

## TPM project result

As the result of this project **1,440,740** beneficiaries were assisted with Cash, Voucher and food items through different IPs in the targeted communities. Impact of the project is that the above beneficiaries were protect and saved their life for 6 months, reduced transportation and food items by 15-20%.

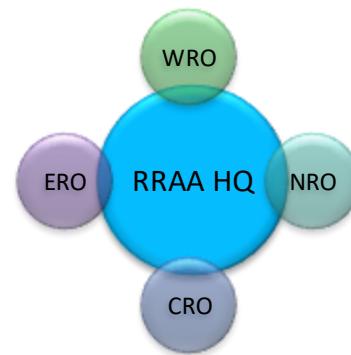
## Sustainable Development Goals

RRAA delivered projects & program and services to the communities contributed towards different SDGs of the country. Our projects/program contributed to:

- SDG-1 No poverty
- SDG-2 Zero Hunger
- SDG-3 Good health and well-being
- SDG-5 Gender equality.
- SDG-6 Clean water and sanitation.
- SDG-8 Decent work and economic growth
- SDG-13 Climate action

## Geographical Coverage:

The head office of the organization is based in Kabul and delivers development and humanitarian services in 5492 CDCs, 82 Districts of 15 Provinces including (Lugar, Paktika, Uruzgan, Daikundi, Kunar, Laghman, Nangarhar, Herat, Badghis, Farah, Ghor, Balkh, Faryab, Jawzjan and Sar-e-pol) of Afghanistan through its four Regional Offices in West, East, Central and North Zones



## Complain Response Mechanism (CRM)

Accountability is an integral part of RRAA's MEAL system. It links beneficiaries, suppliers, and project staff, seeks beneficiary involvement, feedback, and consultation throughout the project, and promotes realistic expectations through transparent policies, timeframes, changes, and limitations. Initially, information on assistance and CRM is shared through regular visits/meetings with project beneficiaries, community leaders, and suppliers. Project beneficiaries and other involved stakeholders have been mobilized during the project on how to raise complaints and give feedback. Beneficiaries will receive a token with a toll-free phone number, and CRM information will be repeated on banners on local languages. To get people's opinions on the assistance, DDM and PDMs are conducted. The project ensures a balanced representation of all groups, including gender, and promotes community support and social cohesion.

Via RAAA's CRM, beneficiaries and communities can request information, make suggestions and complaints, and get responses. The CRM has multiple communication channels to enhance accessibility: complaint desks during distribution, in-person meetings, and the RRAA dedicated phone and Awaaz Afghanistan numbers. Feedback is recorded in a simple database for follow-up, decision-making, and project adjustments.

#### A. Results Framework and Achievements 2023:

The below table shows the result of the projects implemented by RRAA in Afghanistan8 in the year 2022:

Logic of Goals	Indicators Achieved	Results
<b>Overall Goal for RRAA:</b> Prosperous communities in which everyone, understanding and enjoying their rights, benefit from sustainable livelihoods and high-quality basic services, while participating in the decision-making process.	Over 209,000 households have gained a profound understanding of their rights, actively participated in decision-making processes, and significantly enhanced their capacities, reaping substantial benefits from the project implementation.	
<b>Livelihood</b>		
<b>Objective 1:</b> Women and youth in the community have secured job opportunities or self-employment or receive assistance.	<ul style="list-style-type: none"> <li># of 20,411 farmers received an improved variety of wheat seed and fertilizer with capacity building, in the package each beneficiary received 50 Kg wheat seed, 50 Kg Urea, and 50 Kg DAP.</li> <li># of 6,600 most vulnerable female beneficiaries received poultry packages and technical training.</li> <li># of 2,217 most vulnerable beneficiaries received unconditional and multipurpose cash transfer.</li> <li># of 41,311 vulnerable food insecure landless households benefit from at least 20 and 28 days of paid work on the cash-for-work (CFW).</li> <li># of 70 vulnerable landless/marginal productive assets' holding households received backyard mushroom production kit and technical training.</li> <li># of 2 500 vulnerable landless/marginal productive assets' holding households received emergency and nutrition-sensitive</li> </ul>	<ul style="list-style-type: none"> <li>Improved the livelihood of 301,429 vulnerable people.</li> <li>280,665 vulnerable people's food was secured for 4 to 6 months.</li> </ul>
<b>Objective 2:</b> Vulnerable women and their households have diversified and increased their income		

	<p>home gardening packages and technical training.</p> <ul style="list-style-type: none"> <li>• # of 100 vulnerable landless / marginal productive assets' holding households received micro solar dryer and technical training.</li> <li>• Number of 3631 HHs received 2100 Kg vegetable seeds, rakes, hoes, and shovels.</li> <li>• Number of 5519 HHs received 1103.8 MT animal feed and 27.5 MT Fodder seed and technical training.</li> <li>• The number of 588 HHs received 17,640 pullets, 1,764 Feeders, 1,764 Drinkers, 1,764 Beams for coop, 588 doors for coop, 588 windows for coop and 88.2MT of Feed for Pullet and technical training.</li> <li>• Number of 1500 HHs received shovel, wheelbarrow, watering can, Fork hoe, rake, spade, and sickle.</li> <li>• Number of 157 HHs received maize seed with DAP and Urea.</li> <li>• Number of 500 households received soybean cultivation packages and technical training.</li> <li>• Number of 50 households received beekeeping kits and technical training.</li> <li>• Number of 37 households received greenhouse kit and technical training.</li> <li>• # of 400 HHs received small enterprise assistance.</li> <li>• 257 of communities gained basic access to rural roads.</li> <li>• 7265 of community (widows, drug addict headed HHs and elder Headed HHs) receives Social Grant for food packages and cash.</li> </ul>	
<b>Local Governance</b>		
<p><b>Objective 1:</b> Local communities are active participants in governance at community, district and provincial levels</p>	<ul style="list-style-type: none"> <li>• # of 460 CDCs (Shura) have been capacitated in Saripul center, Gosfandi district and Balkh province,</li> <li>• # of 460 CDCs are re-mobilized and re-established.</li> <li>• # of 257 GRM committees established in Saripul province.</li> <li>• # of 257 DRM committees established in Saripul province.</li> <li>• # of 108 mosque committees established in Balkh province</li> <li>• # of 217 grain bank re-established in Saripul province</li> </ul>	<ul style="list-style-type: none"> <li>• # 52,489 people have been capacitated and well mobilized.</li> <li>• 2,490 people who have been reached with information on the dangers and consequences of GBV.</li> <li>• 2,490 children and adults reached with Explosive Ordnance Risk Education awareness program.</li> </ul>
<p><b>Objective 2:</b> Youth are actively participating in their communities' leadership and decision-making processes</p>		

	<ul style="list-style-type: none"> <li>• # of 262 kitchen gardens established in Saripul province</li> <li>• # of 352 social and family welfare committees established in Saripul and Balkh province</li> <li>• # of 352 vulnerable committees re-established in Saripul and Balkh province</li> <li>• # of 2,490 children, parents and caregivers accessing community based mental health and psychosocial support services.</li> <li>• # of 2,000 Provision of information and wellbeing messages to parents and caregivers to support their children's psychosocial wellbeing.</li> <li>• # of 221 girls and boys at risk, (including unaccompanied and separated children, and grave child rights violations) who received comprehensive case management services.</li> <li>• # of 221 unaccompanied and separated children identified, registered, and reunified with their primary caregivers/provided with family based alternative care services.</li> </ul>	
<b>WASH</b>		
<b>Objective 1:</b> Our target communities have gained access to sustainable sources of clean, safe water	<ul style="list-style-type: none"> <li>• # of 20,400 people reached with hygiene promotion and malnutrition awareness activities.</li> <li>• # of 1,800 HHs received WASH kits and technical.</li> <li>• # of 28 WASH committees established and capacitated to manage and maintain water sources.</li> <li>• # of 20,973 affected people accessed to WASH services</li> <li>• # of 15 WASH Structures constructed</li> <li>• # of 9,800 people having regular access to soap to meet hygienic needs.</li> <li>• # of 29,960, people having access to sufficient and safe water for domestic use.</li> <li>• # of 950 HHs have received hygiene kits</li> <li>• # of 13,588 hygiene sessions conducted on the importance of safe and clean drinking water and protection of water sources</li> <li>• # of 13,160 affected people accessed to WASH services</li> <li>• # of 4 WASH committees controlling their water use and maintain water resources active in the future</li> </ul>	<ul style="list-style-type: none"> <li>- Capacity increased for 20,400 individuals in the hygiene and malnutrition sector.</li> <li>- 28 WASH committees established to regulate water usage and sustain water resources in the future.</li> <li>- 52,406 individuals now have access to safe drinking water.</li> <li>- Hygiene promotion and awareness-raising activities reached 26,600 people.</li> </ul>
<b>Objective 2:</b> Our target communities will have access to improved and safe sanitation services and will have adopted proper and safe hygiene practices		

	<ul style="list-style-type: none"> <li>• # of 6,650 people having regular access to soap to meet hygienic needs.</li> <li>• 6 Water network system was built in two districts of Herat province.</li> <li>• 8780 individuals in the HTR communities have improved access to sanitation facilities (latrine) and free defecation communities through the implementation of CLTS.</li> <li>• 11706 of community members in Shindand and Pashton Zarghun districts, Herat province because of participating in hygiene promotion activities are able to take action to prevent WASH-related diseases.</li> <li>• 2000 hygiene kits distributed to 2000 vulnerable families.</li> </ul>	
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<b>Humanitarian / Emergency</b>		
<p><b>Objective 1:</b> The objective for RRAA's humanitarian action is to save lives, alleviate suffering and maintain human dignity during and in the aftermath of man-made crises and natural disasters.</p>	<ul style="list-style-type: none"> <li>• # of 20,000 pregnant and Lactated women, received 24,000 AFN.</li> <li>• # of 3,200 most vulnerable people will receive cash-based food assistance.</li> <li>• 350 returnee received full package food every day in Torkham reception center for a month.</li> <li>• 450 HHs returnee received plastic mat in Torkham reception center.</li> <li>• 150 tent was installed in Torkham reception center for 150 HHs returnee.</li> <li>• # of 3,861 vulnerable households received food packages equal to 10,000 AFN/ beneficiary in Saripul center and Gosfandi district.</li> <li>• # of 3,404 vulnerable households received 12000 AFN/ per beneficiary in Balkh province.</li> <li>• # of 8 Shelters constructed for affected HHs by flood and natural disasters in Ghor province</li> <li>• # of 524 Shelters repaired for HHs affected by flood and natural disasters in Ghor province</li> <li>• # of 104 hygiene kits distributed</li> <li>• # of 164 packages of non-food items (kitchen kit) distributed</li> <li>• # of 70 kits of non-food items (kitchen accessories + 140 blankets) distributed.</li> <li>• # of 1500 earthquake affected HHs received MPC in Herat province.</li> <li>• # of PLWs receive winterization-MPC assistance through cash providing in 6 districts of Ghor province.</li> <li>• # of 310 earthquakes affected HHs received cash for food assistance in Herat province.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved the livelihood of 23,200 vulnerable women.</li> <li>• Several 23,850 vulnerable people's food was secured and saved their lives for 4 to 6 months.</li> <li>• By the installation of tent, the life of 150 HHs save and protected from open area in winter cold season.</li> <li>• # of 7,265 HHs saved and protected from food insecurity</li> <li>• The life of 48,224 people saved and protected for short time.</li> <li>• 8 transitional shelters the life of HHs save and protected</li> <li>• By the repairing of 524 shelter the life of HHs save and protected</li> <li>• 53 Feedback and complaints are reported during the project implementation.</li> <li>• 130 HHs live protect for 6 months.</li> </ul>

	<ul style="list-style-type: none"> <li># of 155 earthquakes affected HHs received winterization assistance in Herat province.</li> <li># of 155 earthquakes affected HHs received cash for food assistance in Herat province.</li> <li>724 earthquakes affected HHs received MPC (161 €) in Herat province.</li> <li>7640 HHs received winterization-MPC assistance (19,000 AFN) through cash provided in 2 districts of Ghor province.</li> <li>130 widow-headed households receiving cash for food assistance (80 USD) through Cash transfers for duration of five months in Herat province.</li> <li>310 earthquakes affected HHs received cash for food assistance (150 USD) in Herat province.</li> <li>155 earthquakes affected HHs received winterization assistance (200 USD) in Herat province.</li> <li>155 earthquakes affected HHs received cash for food assistance (80 USD) for one month in Herat province.</li> </ul>	<ul style="list-style-type: none"> <li>610 earthquakes effected HHs live protect for 3 and 4 months.</li> </ul>
<p><b>Objective 2 by NRO</b></p> <p><b>Objective 2:</b> Livestock-based livelihoods and food security of 84 980 people (12 140 HHs) from vulnerable, food insecure, marginal livestock holding rural households protected.</p>	<ul style="list-style-type: none"> <li># of 5,140 HHs received concentrated animal feed (200Kg each) and fodder seed (1,3 Kg each) in Saripul province</li> <li># Number of 28,651 small and huge ruminants dewormed in Saripul Province.</li> <li># of 5,140 HHs received training in livestock materials.</li> <li># of 4,000 HHs received concentrated animal feed (200 Kg each) and fodder seed (3 Kg each) in Faryab province.</li> <li># of 4000 HHs received Cash + assistance (84 dollar each) in Faryab province.</li> <li># of 56,248 small and huge animals dewormed in Faryab and Jawzjan province.</li> <li># of 4,000 HHs received training of livestock in Faryab province.</li> <li># of 3,000 HHs received concentrated animal feed (200 Kg each) and fodder seed (3 Kg each) in Jawzjan province.</li> <li># of 3,000 HHs received Cash + assistance (84 dollar each) in Jawzjan province</li> <li># of 3,000 HHs received trainings of livestock in Jawzjan province.</li> </ul>	<ul style="list-style-type: none"> <li>Livestock-livelihoods of 12,140 HHs are protected by the receipt of livestock package comprising of (animal feed, fodder seed and technical trainings).</li> <li>The livelihoods and winterization of 7,000 HHs are protected by the provision of cash + assistance.</li> <li>The livestock of total 12,140 HHs are protected by administration of De-worming medicine.</li> </ul>
<b>Health</b>		
<p><b>Objective 1:</b> The objective for RRAA's health actions is</p>	<ul style="list-style-type: none"> <li>200,000 will be reached with key life-saving information and awareness raising through mass media and dissemination of IEC materials.</li> </ul>	<ul style="list-style-type: none"> <li>746,226 reached with key life-saving information and awareness raising through mass media</li> </ul>

<b>WRO Don't have objective for health sector</b>	<ul style="list-style-type: none"> <li>• 150,000 people (communities and social groups) will be engaged in promoting key behaviors and practices.</li> <li>• 6000 feedbacks are received from the affected population who will share their concerns and ask questions/clarifications.</li> <li>• 36 CHSs received three-day refresher training on CBNP.</li> <li>• 1916 CHWs and community volunteers received two-day refresher training on CBNP.</li> <li>• 479 service delivery points (health post) that provide IYCF counseling according to national and global standards.</li> <li>• 76,327 children (girls and boys) aged 6-59 months received the recommended MNP Sachet dosage. (60 sachets for 2 consecutive months, 4 months off, and another 2 consecutive months for 12 months.)</li> <li>• 45,052 Adolescent girls 10-19 receive four rounds of IFA supplementations in the project period (13 tablets/quarter and a total of 52 tablets during the years).</li> <li>• 3783 supportive supervisions conducted to Health Posts by CHS of nearest/ related HF and CBNP project team.</li> <li>• 1916 CHWs and Community volunteers received a monthly incentive of 1500 Afs during the implementation of the project.</li> <li>• 479 HPs submitted to the WIFS quarterly report.</li> </ul>	<ul style="list-style-type: none"> <li>• and dissemination of IEC materials.</li> <li>• 218,954 people (communities and social groups) engaged in promoting key behaviors and practices.</li> <li>• 4,612 feedbacks received from the affected population who shared their concerns and asked questions/clarifications.</li> <li>• Increased the capacity of 76,327 children about the MNP.</li> <li>• 45,052 Adolescent girls 10-19 receive four rounds of IFA supplementations.</li> </ul>
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## B. Summary of Training received by Staff in 2023

RRAA introduced 455 projects staff to donor agencies for participation in 52 different below trainings in 2023. Now, they are capacitated and able to transfer those trainings to other remaining staff for year 2023

No	Type of Training	Provided by	# of Staff received the training
<b>Head office</b>			
1	Disability Inclusive Programme Management Cycle	Handicap International	1
2	Wheat Farming	World Vision Afghanistan	1

3	Negotiation Skill	Clingendaal Academy	1
4	Virtual Information Session	Awaaz Afghanistan	1
<b>Sub Total</b>			
<b>CRO</b>			
1	ToT for the OSRO/AFG/106/USA Project	UNFAO	4
2	CIG training in the OSRO/AFG/106/USA Project	UNFAO	13
3	CDEWS in the OSRO/AFG/106/USA Project	UNFAO	1
4	ToT for UNJP/AFG/124/UNJ- South Project	UNFAO	12
5	ToT for CHA/130 Project	UNFAO	11
6	GIS training in UNJP/AFG/124/UNJ and CHA/130 - South Projects	UNFAO	4
7	ToT on Social Behaver change SBC Project	UNICEF	1
8	ToT on NPL Logar Project	Cordaid	8
<b>Sub total</b>			<b>54</b>
<b>ERO</b>			
1	Socio environment training	FAO	5
2	Water Management training	FAO	5
3	Honeybee beat practice training	FAO	2
4	Mushroom best practice training	FAO	1
5	Greenhouse best practice management training	FAO	6
6	Wheat Agronomic best practice training	FAO	16
7	Solar Power Water Supply	DACAAR	1
8	Prevention of sexual exploitation and abuse	UNICEF	1
9	Water quality test	OHW	3
10	AWD/cholera preparedness and response training	UNICEF	1
11	Food Security livelihood	World Vision	2

12	QGIS and risk assesment	CWSA	1
13	Protection Mainstreaming	Tdh	4
14	Humanitarian aid and principles	Cordaid	10
15	Gravity fed piped Network	DACAAR	1
16	Baseline Start Survey	Cordaid	14
17	End line survey	Cordaid	10

**Sub total**

**83**

**NRO**

1	CRLP Component 4 training	UNOPS/World Bank	21
2	Wheat cultivation, Livestock management	FAO	8
3	Wheat cultivation, Livestock management	FAO	6

**Sub total**

**35**

**WRO**

1	AAP Policy	UNOCHA	1
2	Humanitarian Access	UNOCHA	2
3	Accountability to Affected Population	UNICEF	2
4	CBNP Staff Orientation	WRO-HR Department	9
5	MART	UNOCHA	1
6	Emergency Response Questionnaire	UNOCHA Compound	1
7	Media Review Meeting	UNICEF	1
8	Rapid Assessment	WFP	1
9	RBM, Planning and Reporting	UNICEF	2
10	SBC Staff TOT	UNICEF	7
11	Supply Value Chain	UNICEF	1
12	HEJR Project staff Training	Cordaid	9

13	SBC Staff Orientation	WRO - HR Department	32
14	CPiE Project Staff Orientation	RRAA/WRO	74
15	TPM Project staff different trainings	RRAA/WRO	140
<b>Sub total</b>			<b>283</b>
<b>Total</b>			<b>455</b>

## Financial Reporting:

RRAA places a strong emphasis on the meticulous writing and reviewing of financial reports as a core aspect of its financial management practice. This rigorous process involves generating comprehensive internal and external reports for various stakeholders, including management, donor agencies, the government of Afghanistan, and other parties interested in RRAA's activities. By maintaining this high standard of reporting, RRAA underscores its commitment to accountability and transparency, which are critical to its mission.

Over the past few years, RRAA has significantly enhanced its financial reporting capabilities. These improvements have enabled the organization to consistently meet deadlines and adhere to its obligations, thereby strengthening its relationships with national and international donors and UN agencies. The progress in financial reporting reflects RRAA's dedication to serving the community with integrity and achieving its overarching organizational goals.

## Project list and income in 2023:

S.No	Project ID #	Project title	Total Budget in USD	Donor	Location
1	WFP/AFG/RFP/020/086	PAT Monitoring of WFP in Herat, Badghis, Ghor and Farah	478,304.36	WFP	Herat, Badghis, Farah and Ghor
2	HPD2021299	Cash Assistance Badghis	401,940.00	UNICEF	Badghis
3	201091	DRA – Afghanistan Joint Response 2022-2023	1,000,866.04	Cordaid	Nangarhar
4	982010	NCA ICRA	419,867.00	NCA	Herat, Saripul and Jawzjan
5	(LoA-078)	Sustaining Essential Services Delivery Project (Support for Afghan People)	143,681.58	FAO	Kunar
6	(LoA-124)	Services to support the implementation of FAO's emergency and resilience response project aimed to support vulnerable Smallholder communities and farmers through Emergency food Security Project (EFSP)	119,345.20	FAO	Laghman and Kunar

7	1006908	UNOPS ARTF	1,021,909.00	UNOPS	Saripul and Mazar
8	201222	Transitional Shelter Construction and Shelter repair/upgrade for conflict and natural affected HH in Ghor province	228,306.00	Cordaid	Ghor
9	HPD2022442	Cash Assistance to pregnant women in Daikundi	106,918.21	UNICEF	Daikundi
10	22330	WASH response to the most underserved populations in Pashtun Zarghun and Shindand districts of Herat province and actions to prevent SAM under-five children admitted into nutritional programs from WASH-related malnutrition diseases in Daikundi province of Afghanistan	498,267.00	AHF	Herat and Daikundi
11	LoA-011	Emergency support to protect livestock-based livelihoods of the most vulnerable food insecure herders of 14 provinces of Afghanistan	43,398.77	FAO	Saripul
12	HPD2022465	Implementation of community-based nutrition program (CBNP), weekly Iron and Folic Acid Supplementation (WIFS) and MNP in Ghor province	805,473.42	UNICEF	Ghor
13	HPD2023513	Emergency / Humanitarian Interventions - Social Behavior Change: Social Mobilization, community Engagement and Feedback (AAP)	656,197.67	UNICEF	Ghor and Farah
14	LoA-020	Special Trust Fund for Afghanistan (STFA) Joint Programme for the Eastern and Southern Regions	417,974.00	FAO	Uruzgan and Kunar
15	1000372	Area-Based approach to Development Emergency Initiative (ABADEI) Phase II (Support Community Livelihoods, Climate Proofing of Critical Infrastructure for Human Security in Afghanistan - Northern and Northeastern Regions - JSP 2022)	1,024,929.00	UNDP	Saripul and Faryab
16	AFG22RFP030	Third Party Monitoring (TPM)	1,548,078.33	WFP	Herat, Ghor, Badghis and Farah
17	201233	Emergency Livelihood Support in Logar Province, Afghanistan	1,166,005.50	Cordaid	Logar
18	LoA-064	Safeguarding food and nutrition security of vulnerable marginal farming households in Afghanistan	86,969.60	FAO	Uruzgan
19	CFF-01-WeWorld	Assisting the most vulnerable acute food insecure widow-headed households in Herat province with cash for food (C4F) assistance.	70,000.00	We World	Herat
20	LoA-089	Safeguarding food and livelihoods security through unconditional cash transfer and emergency livestock	47,572.20	FAO	Jawzjan
21	26344	Food Security Emergency Assistance (Cash-Based-Assistance) in Logar province	465,450.64	AHF	Logar
22	201327	Herat Earthquakes Joint Response - Cordaid Implementation	473,042.56	Cordaid	Herat
23	972015	Herat Earthquake Response Project	52,977.00	NCA	Herat
24	LoA-084	Strengthening Rural Livelihoods and Food Security Program in Afghanistan	1,093,278.00	FAO	Paktika

Total Budget in USD

12,370,751.08

**Donor - wise allocation budget:**

NO	Name of Donor	Budget USD	Percentage %
1	FAO	1,952,219	15.8
2	UNICEF	1,970,529	15.9
3	Cordaid	2,868,220	23.2
4	NCA	472,844	3.8
5	UNOPS	1,021,909	8.2
6	AHF	963,718	7.8
7	UNDP	1,024,929	8.3
8	WFP	2,026,382	16.4
9	We World	70,000	0.6
<b>Total budget</b>		<b>12,370,751</b>	<b>100%</b>

**Regional wise project budget**

No	Regional office	Budget USD	Percentage
1	Central regional office (CRO)	3,336,596	27 %
2	East regional office (ERO)	1,768,836	14%
3	West regional office (WRO)	4,707,642	38%
4	North regional office (NRO)	2,557,676	21%

Total budget	12,370,751	100 %
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## Recommendation:

### Recommendations for 2024 and Beyond:

#### 1. Strengthening Community Engagement and Feedback Mechanisms:

**Recommendation:** Continue to enhance and expand the reach of the Complaint Response Mechanism (CRM) policy, ensuring that all community members, including the most marginalized, have access to channels for feedback and complaints.

**Rationale:** Strengthened community engagement fosters trust and ensures that RRAA's interventions are responsive to the needs and concerns of beneficiaries.

#### 2. Intensifying Focus on Environmental Sustainability:

**Recommendation:** Integrate more comprehensive Environmental Social Health and Safety (ESHS) guidelines into all projects, emphasizing sustainable practices and minimizing environmental impact.

**Rationale:** Prioritizing environmental sustainability ensures the long-term success and viability of projects, protecting both the community and the environment.

#### 3. Expanding Capacity Building for Staff:

**Recommendation:** Increase training and capacity-building initiatives for staff, focusing on key principles like Do No Harm, Accountability to Affected People (AAP), and ESHS.

**Rationale:** Well-trained staff are better equipped to implement projects effectively, ensuring adherence to ethical standards and enhancing project outcomes.

#### 4. Enhancing Financial Management and Reporting:

**Recommendation:** Build on the existing financial management practices by incorporating more advanced financial forecasting tools and expanding the use of QuickBooks Online.

**Rationale:** Improved financial management and reporting capabilities will ensure greater transparency, accountability, and efficient utilization of funds, aligning with international standards.

#### 5. Deepening Collaboration with Partners:

**Recommendation:** Strengthen partnerships with international NGOs, UN agencies, and local stakeholders to leverage additional resources and expertise.

**Rationale:** Collaborative efforts amplify the impact of RRAA's work, enabling the organization to reach more beneficiaries and achieve greater success in its mission.

#### 6. Increasing Monitoring and Evaluation Activities:

**Recommendation:** Expand the Monitoring, Evaluation, Accountability, and Learning (MEAL) activities to cover all project phases, from inception to post-implementation.

**Rationale:** Comprehensive MEAL activities ensure continuous improvement, allowing RRAA to learn from each project and adapt strategies for better outcomes.

#### 7. Promoting Transparency and Accountability:

**Recommendation:** Maintain and enhance the regular publication of financial and project reports to all stakeholders, ensuring transparency and demonstrating RRAA's commitment to accountability.

**Rationale:** Transparent practices build trust with donors, beneficiaries, and the broader community, solidifying RRAA's reputation as a reliable and ethical organization.

#### 8. Focusing on Inclusive Programming:

**Recommendation:** Develop and implement programs that specifically target vulnerable groups such as women, children, and persons with disabilities.

**Rationale:** Inclusive programming ensures that all segments of the community benefit from RRAA's interventions, promoting equity and social justice.

#### 9. Leveraging Technology for Efficiency:

**Recommendation:** Invest in technological solutions to streamline operations, enhance data collection, and improve communication within the organization and with stakeholders.

**Rationale:** Technology can significantly enhance the efficiency and effectiveness of RRAA's operations, enabling better service delivery and resource management.

#### 10. Pursuing Continuous Improvement:

**Recommendation:** Establish a culture of continuous improvement by regularly reviewing and updating policies, procedures, and practices based on feedback and lessons learned.

**Rationale:** A commitment to continuous improvement ensures that RRAA remains responsive to changing contexts and maintains high standards of operation.

These recommendations aim to build on RRAA's existing strengths and guide the organization toward even greater achievements in the coming years

### 3. Conclusion:

In the face of unprecedented challenges posed by shifting political dynamics and humanitarian crises in Afghanistan, the year 2023 marked a pivotal period for RRAA. Guided by a steadfast commitment to serve the most vulnerable communities, our organization navigated complex obstacles with resilience and determination.

Throughout the year, RRAA prioritized emergency relief efforts, responding swiftly to the urgent needs of internally displaced persons and returning families. Despite operational constraints and reduced administrative capacities, our team delivered essential humanitarian aid, ensuring that lifesaving support reached those most in need.

In addition to our emergency response efforts, 2023 marked significant strides in enhancing WASH, rural livelihoods and strengthening local governance across Afghanistan. Recognizing the vital importance of sustainable development, RRAA continued to empower communities through initiatives aimed at improving agricultural productivity, promoting economic opportunities, and enhancing local governance structures.

Through targeted interventions, we worked hand-in-hand with community leaders and stakeholders to foster inclusive growth and resilience. By prioritizing the principles of Accountability to Affected People (AAP) and Environmental Social Health and Safety (ESHS), we ensured that our activities not only met immediate needs but also safeguarded the long-term well-being of communities and the environment.

As we look back on the year, the progress made in rural livelihoods and local governance stands as a testament to our commitment to holistic development. By supporting sustainable agriculture, empowering local leaders, and promoting participatory decision-making processes, RRAA contributed to building stronger, more resilient communities capable of thriving amidst adversity.

Adapting to new governmental policies and security conditions, RRAA expanded its operational footprint across 16 provinces, reaffirming our dedication to making a tangible impact at the grassroots level. By enhancing monitoring mechanisms and embracing a result-based management approach, we strengthened accountability and transparency in our programs.

The year 2023 also saw RRAA refine its strategic direction, unveiling a robust five-year plan designed to align with evolving community needs and organizational goals. By revising policies and procedures and fostering institutional capacity development, we laid a resilient foundation for sustainable growth and impact.

As we reflect on the challenges and achievements of the past year, RRAA remains steadfast in its commitment to promoting livelihoods, governance, and access to essential services such as clean water. Our journey in 2023 underscores our belief in the transformative power of humanitarian action and our unwavering dedication to serving humanity with compassion and integrity.

Looking ahead, RRAA is poised to build on the successes of 2023, continuing to innovate and adapt in pursuit of a brighter future for all those we serve. Together with our partners, donors, and

stakeholders, we will strive to create meaningful change and foster resilience in communities across Afghanistan.

Together, we forge ahead, guided by our mission to bring hope and dignity to those affected by crisis, today and in the years to come.

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**Mobile Number:** +93 70 66 47 717

**Email :** [info@rraa.org.af](mailto:info@rraa.org.af)

**Website:** [www.rraa.org.af](http://www.rraa.org.af)

**Contact person:** Rizaullah Wali

**Position of contact person:** Director

**Telephone/Mobile:** +93 70 33 30 314

**E-mail:** [Riaz@rraa.org.af](mailto:Riaz@rraa.org.af)

**Main office address:** House # 10, Street # 2, Opposite to Imam-e-Azam Masjid, Deh Naw-Dehbori, District # 3, Kabul-Afghanistan