



2021

# ANNUAL REPORT

Bureau for Rights-Based Development (BRD)  
<https://www.brd.org.af>

## TABLE OF CONTENTS

<b>Message from CEO.....</b>	<b>2</b>
<b>1.Organization Background .....</b>	<b>3</b>
<b>2. BRD Strategic Objectives 2021-2024 .....</b>	<b>4</b>
<b>4. Program Result Contribution for Realization of SDG .....</b>	<b>12</b>
<b>5. Stories From Our Target Group.....</b>	<b>13</b>
<b>6. Organization Development.....</b>	<b>14</b>
<b>7.Geographical Focus and Program Delivery .....</b>	<b>16</b>
<b>9. Annual Income and Expenditure .....</b>	<b>17</b>
<b>10. BRD Audited Financial Statement.....</b>	<b>18</b>
<b>11. Thanks To All of Our Partners, Supporters and Donors .....</b>	<b>20</b>
<b>12. We Need Your Help and Support.....</b>	<b>20</b>
<b>13. Volunteer and Help Make a Difference .....</b>	<b>21</b>



## MESSAGE FROM CEO

Dear Friends,

After passing a challenging year 2020, with the COVID-19 pandemic, the start of year 2021 was the year of opportunities for BRD, but unfortunately it ended with a huge challenges due to an expected political changes of collapse of the government in Afghanistan.

In 2021 BRD has started to resume its momentum in our service delivery to the target groups and was also the first year of the implementation of our new 4 years strategy, in which BRD has broadened its focus, with 8 strategic objectives, prioritized as per the context in Afghanistan and the needs of our target groups, in consultation with our partners.

In term of funding BRD was successful in utilizing funding from 2 new sources and also expended its geographic coverage, through opening a new regional office in Herat, also going down to the district and village level.

During 2021, BRD has taken a significant progress, towards increasing its digital capabilities, digital marketing, cloud storage, planning and communication, including the delivery of webinars, training and seminars using online platforms.

The event of 15 August (the collapse of the government) created a huge challenges for the population and organizations operating in the country, including BRD. The resumed momentum for sustaining our operation after the COVID 19 disaster, once again has been disrupted, and faced us with a new challenges, both in term of funding, access to existing funds in the banks, sanctions and several other risk for staff and our target groups.

Although the situation was tough, but BRD was able to cope with it, and kept its strong presence in the country that suffering from dire humanitarian crises with no or limited public services and collapsed economic infrastructure.

With the limited window of opportunities, BRD was able to make great progress both in term of reaching to more people by widening its focus, services, geographical coverage and internal organization capability to be more transparent and effective.

We invite you to review our results achieved in 2021 and would like to thank all, our supporters, partners and target groups, staff and volunteers for their support and contribution, which enabled us to achieve this tremendous results. I would like to assure you all, on the continuation of our work, adapting as needed to a new realities, and committed to doing whatever it takes. We will be counting on your support for 2022, a challenging year ahead.

Sincerely

Ravina Jan -Board Executive  
Bureau for Rights Based Development (BRD)  
Afghanistan



# 1. ORGANIZATION BACKGROUND

Established in 2002, the Bureau for Rights-Based Development (BRD) is a registered Afghan non-profit, non-governmental development organization that aims to implement and promote rights-based development for a strong, viable, and pluralistic society in Afghanistan.

## Vision

BRD's vision is of an Afghanistan where the entire population lives with improved livelihood, social justice, integrity and prosperity. Where all human rights, including the rights of women and children, are recognized, upheld and respected, and where citizens have an active role in determining the values, direction and governance of their communities and country.

## Mission

BRD is dedicated to creating an environment in which men and women are able to improve their standards of living through the equitable and sustainable use of resources, with special attention to vulnerable groups of society, particularly women and children.

## Values

**Commitment:** BRD is committed to delivering quality services to its target group based on their needs, to continuous improvement and innovations, and to effective collaboration with our stakeholders and society at large for positive and sustainable change.

**Integrity:** We conduct ourselves at all times in a manner that is ethical, legal, and professional, with the highest degree of honesty, respect and fairness.

**Accountability:** We promote openness and transparency in our operations, ensuring that we are accountable for our actions at all times.

**Respect:** Regardless of gender, caste, religion, language, or ethnic considerations, BRD treats all segments of society without prejudice.

**Impartiality:** We are impartial in our actions. The delivery of our services is based on the needs of our target groups, without consideration of nationality, race, religion, or political point of view.

## Organization Mandate:

The Bureau for Rights-Based Development exists to develop a pluralistic society in Afghanistan where human rights are respected and citizens are empowered to improve their standard of living. The human rights-based approach to poverty eradication and development lies at the very heart of BRD's work. BRD's approach to poverty eradication starts with the connection between poverty and human rights, from the perspective of people living in poverty. As a development organization, BRD understands needs as the basis for claiming human rights, and supports marginalized people in their efforts to claim their rights aims to encourage and support beneficiaries to switch from a passive role to an active role of right holders, taking responsibility for their own development. This leads to increased ownership and sustainability of development efforts.



## 2. BRD STRATEGIC OBJECTIVES 2021-2024

The 2021-2024 Strategy has set the direction for BRD's work in Afghanistan, which Influenced by our vision, mission, and values, the plan outlines our strategic objectives and the outcomes we hope to achieve in the four years period. The Strategy also serve as the foundation of the annual planning process and strategy implementation. The ongoing review of the strategy allowed us to identify opportunities for future work as well as collect lessons learned from experience. The 2021-2024 Strategy outlines our ambition for change and the outcomes that we expect to achieve over the course of years. These outcomes are in line with the Government of Afghanistan's (GoA) national priorities of promoting human rights, sustainable development, governance, and, ultimately, poverty reduction. BRD strategic objectives in our 4 year strategy are as bellow:

### Strengthened human rights



- Outcome 1: Empowered individual, groups and civil society to realize and promote human rights and sustainable development
- Outcome 2: Effective advocacy for government to adhere to International Human Rights and SDGs Commitments

### Enhanced democratic governance



- Outcome 1: Enhanced advocacy to increase accountability of public institutions
- Outcome 2: Increased citizen participation in policy and decision making at all levels of governance

### Improved livelihood



- Outcome 1: Reduced vulnerability and poverty through improved social inclusion
- Outcome 2: Increase access to livelihood and income generation activities

### Support education



- Outcome 1: Improved access to education of Afghan Vulnerable and Street Children Education
- Outcome 2: Increased opportunities for professional development of youth and members of civil society.

### Project environment and adopt to climate change



- Outcome 1: Enhanced capacity of youth, CSOs and CBOs for civic action
- Outcome 2: improved wariness of citizen on environmental and climate change issue
- Outcome 2: Sensitized and educated local communities to safeguard and protect culture heritage

### Protect culture heritage in risk



- Outcome 1: Culture Heritage a the risk are protected
- Outcome 2: Sensitized and educated local communities to safeguard and protect culture heritage
- Outcome 3: Created culture heritage related expertise at the local level
- Outcome 4: Culture Heritage is included in disaster risk reduction and humanitarian response

### Response fo humanitarian crises



- Outcome 1: Provided timely response to major disasters and emergencies
- Outcome 2: increased accountability of the humanitarian actors to Affected population

### Ensure that BRD is sustainable organisation



- Outcome 1: BRD's organizational structure, internal systems and processes are strengthened
- Outcome 2: The organization has access to sustainable resources for achieving its strategic objective.





## 3. Key Program

### 3.1. Human Rights:

BRD helps people understand human rights values and take responsibility for respecting, defending, and promoting human rights. We believe that empowerment is an important outcome of human rights education, representing a process through which people and communities increase their control of their own lives and take ownership of the decisions that affect them. The ultimate goal of BRD human rights program is to encourage people to work together to be an active rights holders to bring about human rights, justice, and dignity for all. The program is focused on groups who have a particular need for human rights education; groups who are vulnerable to human rights abuses; those who hold official positions where upholding human rights is their responsibility; and civil society because of their ability to influence and educate.

#### Key Interventions and Results for 2021:

##### Effective Advocacy Using Human Rights Based Approach (HRBA)

- The goal of the project was to increase the capacity of BRD to develop and deliver effective advocacy using HRBP to strengthen community mobilization, with integral components of resilience and integrated security.
- Result :
  - Resilience: increased the resilience of BRD organization, staff to better recognize, manage, and mitigate against the impact of stress and secondary traumatization related to human rights work.
  - Effective Advocacy: increased the capacity of BRD to collaboratively develop and implement high quality, strategic advocacy campaigns related to their specific human rights issues of concern.
  - Integrated Security: increased BRD capacity to identify and respond effectively to changing threat environments that might otherwise compromise their staff, organization, and strategic effectiveness.

##### Policy Advocacy on EU Engagement in Afghanistan Crises

- BRD advocacy strategy focussed both on EU and its member state on their engagement with Afghanistan for their urgent action of delivery of humanitarian assistance and addressing the needs for resettlement of Afghan needs of protection.
- Result:
  - Engaged with the EUs at the Brussel and Member state level on their response to Afghanistan addressing the needs for protection, resettlement and the delivery of humanitarian aid, to Afghan population. Highlighted the Afghan CSOs and ADO prospective on the current situation, challenges, gaps, and ways forward.
  - Conducted 6 advocacy campaigns, meetings with key stakeholders and decision Maker at the EU HQ and Member State level.
  - Increased networking and collaboration with wider Afghan diasporas, international organizations and advocacy platform for to strengthen our voice to keep Afghanistan issues as priority at the international agenda. Participated in 2 International conference and attended 10 meetings with international and national actors.
  - Outreach and communication efforts, focused on Afghanistan crises raised awareness by highlighting the needs and challenges that Afghans are both facing and affected in the country of origin, EU, and neighboring countries a broader audience, using multiple communication forms and channels. Draft and publishing joint statements to key decision makers, stakeholders and international supporting organizations.



## 3.2. Good Governance And Accountability

There is increasing recognition that citizen involvement is critical for enhancing democratic governance, improving service delivery, and fostering empowerment. BRD aims to strengthen the capacity of CSOs, the media, local communities, and the private sector to hold authorities accountable for better development results. We empower citizen to fully participate in society and influence their own development, and provide them with the opportunities to establish links with the civil society, elected institutions and enable them to participate effectively in the decision-making process. BRD ensure the involvement of citizens in their representative community-based organizations, including traditional shuras, Community Development Councils and other traditional structures. Through building the capacity of CBOs to fulfil their mandate and establish partnerships for joint delivery of programs, BRD aims to create a sense of ownership and transfer of skills, expertise and knowledge to the communities, which will increase their accountability for the results that are achieved. BRD also supports to promote CSOs to promote access to information and awareness raising of the rights holders and duty bearers to fulfil their obligations. BRD is also working on strengthening networking among the CSOs in the target provinces and extend the current networking mechanism to the new province. Furthermore, BRD will also improve local CSOs linkage with national-level networks that can extend their voice to be heard at the national level.

### Key Intervention and Results for 2021

#### Building Capacity of Local CSOs and CBOs to Provide Oversight on Covid 19 Response and Public Services

- The program was focused on developing innovative monitoring approaches that can be used at the national and provincial levels to conduct actual oversight of COVID-19 related responses and public services and report the findings publicly to keep the government accountable to the public.
- Result :
- CSO-led oversight mechanism (Committees) is in place both at the national and provincial level, which provided continued oversight COVID-19 response and the delivery of services by public institutions for ensuring transparency and quality of COVID-19 emergency response and the delivery of the services to the targeted population.
- Conducted Base Line Assessment focused on identifying public service delivery gaps in COVID-19 public spending and the extent to which corruption contributes to poor service delivery, as well as mapped key stakeholders who would be best to collaborate with in implementing project activities.
- Sensitized and improved awareness of community-based organizations and civil society on issues relating to corruption, the need for accountability and their role on providing oversight and raising the voice of citizens as well as providing recommendations on gap in policy, procedure and emergency response implementation mechanism or other relevant finding which might arise during the oversight process with steps forward with government relevant authorities. reached to more than 300 CSOs and CBOs.
- Enhanced capacity of CSOs and CBOs to effectively engage in the identification of gaps and problems related to corruption during emergencies undertaken by public institutions, to effectively present the problems, concerns, and gaps, and to engage successfully in community mobilization and advocacy to tackle these issues at the national and sub-national levels and providing key recommendations to these authorities, which can include enforcement concepts. Trained members of 360 CSOs 120 Community .
- Increased accountability of public institutions in the delivery of quality COVID-19 emergency response and providing long-term and sustainable feedback channels to citizens to provide improved public services.



### 3.3. Sustainable Livelihood

BRD's sustainable livelihood program, comprises of a set of interventions aimed at increasing the capacities, opportunities and security of the most vulnerable Afghans, through a process of economic empowerment in order to reduce poverty and increase self-reliance. BRD will promote social inclusion of vulnerable children, women, persons with disability and minorities through creating equal opportunities for education, employment and income generation efforts. BRD continued its advocacy efforts in collaboration with other organizations both at the national and also international level for promoting the rights of persons with disability, minorities, children and women. Which fully in line with the Sustainable Development Goals". SDG 8 is to "promote inclusive and sustainable economic growth, employment and decent workforce all". Targets 10.1 and 10.2 under SDG 10 are specifically about income growth of the bottom 40% of the population and to empower and promote the social, economic and political inclusion of all.

#### Key Interventions and Results for 2021

##### Support Women for Sustainable Livelihood

With the aim to support poor and vulnerable women for sustainable livelihood through development of women production skills and improve market linkages.

Result:

- Trained 50 Hand-Embroidered product development.
- Trained 50 Women Marketing and Sales of hand-embroidered products.
- Increased Income of 50 women by selling, hand-embroidered products.
- 35 women received training on kitchen gardening and animal husbandry.
- 35 women received necessary tools, seed and fertilizers to grow vegetable and produced home based dairy product.





### 3.3. Education and Training

Decades of war and the current crises in Afghanistan have led to a nationwide breakdown of social and economic structures. Children are among the biggest victims of the endemic poverty and vulnerability. When basic survival of a family is at risk, access to education is out of question. Everyday tens of thousands of children roam the dusty streets in Afghanistan, begging or working desperately to earn money needed for their family, worse case for the orphans who lost their parents unended conflict. When children and youth are prepared to go to school, learn, and gain the skills they need for life and work, they are able to build more hopeful and prosperous futures for themselves, their families, communities, and countries. Supporting the Afghan street children livelihood to enable and providing with opportunities to enroll and continue their education, supporting the poor and vulnerable children with for school kits and stationery to encourage them to continue their education, will decrease the drop out of the students specially in the primary school. BRD program will ensure to synergies with other similar program and also fully aligned with ministry of education policies.

#### Ky interventions and Results in 2021:

##### Support to Street and Vulnerable Children for Starting Schools

- With the aim for support and encourage the children to continue their education, under the program BRD provide cash support and school material and stationery kits to the street and vulnerable children, enabled them to enroll and continue their education.
- **Result:**
- 560 children has received support for starting or continuing their education.

##### Professional Development of Youth and Member of CSOs

- BRD has designed a digital portal, which provided access to youth and member of civil society for continues learning on key relevant topics; Good Governance and Accountability, Gender, Human Rights Based Approach, Conflict Management, First Aid to Culture Heritage. BRD also delivered on site training for member of CSOs, youth and women.
- **Result:**
- 62 youths and member of civil society has participated in both online and onsite training course.



### 3.3. Protection of Environment and Adopt to Climate Change

The growing pollution in the cities of Afghanistan is strongly affects people's health and wellbeing. Health problems caused by environmental problems throughout the country include malnutrition, respiratory diseases and asthma. Alone in the city of Kabul, the residents use 4 tons of plastic bags and 3 tons of disposable plates and water bottles every day, where 13 million tons of plastic are thrown into the rivers every year which drastically affects the underwater life. If the situation the prolific use of plastic continues there will be no ground left to plant trees and other plants. BRD is engaged in raising environmental awareness, education and training which plays an important role in enabling the integration of the principles of sustainable development into national policies and programs. BRD environmental education is providing citizens with the appropriate knowledge, skills and ethical commitments to engage critically in decision-making and act on current and emerging environmental and development problems. BRD also works to strengthen CSOs advocacy role in enabling policy to enhance their potential in bringing improvement of the environment and people's quality of life. Through the program BRD will continue to education citizen for their active engagement in environmental protection and adopt to climate change, will enhance the capacity for youth, CSOs and CBOs for civic action, including our policy advocacy at the national and international level.

#### Key Interventions and Results for 2021:

##### Building Capacity for Civic Action: Environment and Climate Change

- With the goal of engaging communities in trash management and action against the use of plastic, to create communities without waste, to raise awareness, improve knowledge, change attitude and build partnership, among youth community leaders, municipality officials and civil society to lead, coordinate and engaged in the action against waste, trash and plastic in their respective communities.
- Result:
  - Raised awareness and improved the level of knowledge of 220 members of the local CBOs and CSOs and youth on environmental protection and climate change.
  - 125 Youth are equipped with advocacy, communication and mobilization skills to plan and manage the community actions for clean environment. Community cleanup action organized by youth in 8 provinces and mobilized 500 volunteers to participate in the cleanup campaign.



### 3.3. Protection of Culture Heritage At Risk

Before, cultural heritage was merely looked at as a source of income. Today, its role as an active agent of social transformation has been increasingly recognized, and culture and heritage are considered as basic needs. In addition to promoting economic development, cultural heritage is an important element in the lives and identities of communities and people, a powerful component for building resilience that can serve as a basis for sustainable recovery and lasting peace. Safeguarding and when necessary rehabilitating cultural heritage can contribute to heal the scars of war and rebuild society, allowing communities to recover a sense of hope, dignity and empowerment, including the assurance for their future peaceful existence. The benefits of a cultural focus to the peace and nation-building process in Afghanistan are also clear, however the great potential for cultural development in Afghanistan is currently being undermined and remained subject to deliberate destruction, pillage and neglect throughout 40 of war. Several culture heritages sites and monuments, have either been destroyed or continue to be at risk of collapse because of a combined lack of community awareness/engagement, resources and expertise to ensure the provision of the necessary emergency conservation and safeguarding measures. BRD work on protection and safeguarding culture heritage in Afghanistan is focused on: 1) Community Engagement and Social cohesion. 2) Conducting culture heritage rapid assessment/damage assessments missions. 3) Emergency response to protect culture heritage in risk. 1) Advocacy for Afghan culture heritage protection and its inclusion culture heritage in the context of humanitarian response.

#### Key Interventions and Results in 2021:

##### Emergency Response for Protection of Sultan Poor Springs Historic Site, Community Engagement and Social Cohesion

- The site has the historic, religious and culture value, according the department of culture its history is about 400 back and which found by the Guru Baba Nanak who is the founder of Sikh religion, who was lived here and used the site as its as religious practices. Having its long history, the site has an important historic, cultural and religious value to all the communities, which is used by Sikhs, Hindus and Muslims.
- Result:
  - Damage Repair, Rehabilitation and Protection of the stie and became accessible to the community for continues use.
  - Local communities are, are sensitized, educated, trained and connected them socially, culturally or economically with "their" heritage to facilitate their stronger commitment and full engagement for to take responsible actions for the proper usage, safeguarding, maintenance and promotion of their heritage.
  - Sensitized and Trained 25 members of local community, CBOs and relevant institutions on importance of culture heritage and basic skills for protection during emergencies.
  - Established Community Lead Mechanism ; Culture Heritage Protection Committee For future maintenance and safeguarding the site.
- Advocacy:
  - BRD was active at national and international advocacy platforms advocating for provision of special measures for protection of culture heritage by the party of conflict and include the culture heritage protection to gather with the human rights commitment in the agenda for peace talks between Taliban and government of Afghanistan.



### 3.3. Transparent Humanitarian Response:

Due to the current dire humanitarian situation caused by the current conflict and frequent disasters and drought, increase the vulnerability of the populations, and reduced their coping capacity in responding these touchsituation therefore there continues need for humanitarian assistance and response. BRD will be active continue to responded to these situation and to help the affected population for live saving assistance as well interventions for recovery Transparency in the delivery of the humanitarian response without the interference of the authority and reaching the most vulnerable population are the key challenges in a conflict context specially in the current situation of Afghanistan. BRD will advocate for the transparent humanitarian response with increased accountability of humanitarian actors to the affected population, using both national and international platform.

#### Key Interventions and Results 2021:

##### Cash Distribution To Poor Families

- Under the BRD has supported the poor families who are affected by the Covid 19, the humanitarian crises,.
- Result:
- 60 families who lost their livelihood are provided with the cash to purchase food and nonfood items for their families.

##### Advocacy for the delivery of Transparence Humanitarian Response With Increased Accountability to the Affected Population (AAP)

- During the year BRD continued its advocacy efforts at the national and international platforms specifically UN, EU and its Member States level advocating the increase of humanitarian assistance to respond to the increasing demand. This should happen using a transparent delivery mechanism and ensuring that the framework of accountability of aid to the affected population (AAP) be at the center of any humanitarian response. Humanitarian aid should address both the immediate needs of the most vulnerable population and should be linked to long term development to reduce the dependency of the population on emergency aid in Afghanistan.





## 4. Program Result Contribution for Realization of SDG

As the rights-based organization, we are committed for action and contribution of achieving Sustainable Development Goals (SDGs), which is fully aligned with our organization 4 years strategic plan (2021-24). The achieved result in 2019 through the program delivery based on the organization strategic objectives, were fully aligned with the key targets of the relevant SDGs, which contributed towards the realization of the bellow goals.



Targets: 1.1, 1.2, 1.3, 1.4, 1.5



Targets: 2.1, 2.2., 2.3, 2.4



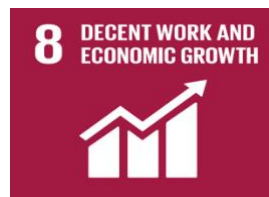
Targets: 4.1, 4.2, 4.3, 4.4, 4.5, 4.7



Targets: 5.1, 5.2, 5.3, 5.4, 5.5



Targets: 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, 6.a, 6.b



Targets: 8.3, 8.5, 8.6, 8.7, 8.8



Targets: 10.2, 10.3, 10.7



Target: 11.4, 11.5



Targets: 13.1, 13.2, 13.3, 13.a, 13.b



Target: 15.1., 15.2, 15.3, 15.4, 15.5



Targets: 16.1, 16.2, 16.3, 16.5, 16.6, 16.7, 16.10



Targets: 17.17 \



## 5. Stories From Our Target Group

### Story1



• Young 25 years old Hamid has recently returned from Pakistan together with his family to Nangarhar province. Though he had been studying while they were refugees in Pakistan, when his family returned, the lack of sufficient income forced him to look for labor work instead of resuming his studies. However, the large number of returnees and displaced families made it difficult to find labor in the city of Jalalabad. He is enrolled in BRD vocational training program to learn how to repair solar panels. He is happy for learning a skill which he can use to establish his own repair shop to earn an income to support his family and will allow him to resume his studies.

### Story 2



• Liloma and her husband, who is a farmer, barely managed to make ends meet with joint monthly income of only 2000AFS (approx. US\$40) and provide for their six sons and three daughters. However, attending the vocational training in handicrafts and tailoring has changed Liloma and her family's life for better. She says 'Our previous income was simply not enough for our very basic needs, but learning the handicrafts and tailoring skills through the programmed means that I can now design and sew clothes to sell them in our local market. Our income has increased to 6000AFS (US\$110), all thanks to BRD initiative which is really a path to sustainable livelihoods.'

### Story 3



• Mr. Pashoon, who is the director of Youth Oversight Foundation, who selected by BRD as member of Cos lead oversight committee, under BRD program CSOs oversight on Covid 10 services. As part of the CSOs oversight committee, he has also received training on, anti-corruption, accountability and transparency, social audit, monitoring and oversight on services, data collection and verification. He was also actively engaged in follow meetings for oversight planning and baseline assessment. He says "Through the trainings workshops delivered by BRD he has been equipped with all the skills and tools, to provide effective oversight and he also happy his foundation is also part of the CSOs lead monitoring mechanism, which is a very important job for him and his organization to serve their communities. He thanked BRD for this incentive which as in important steps toward empowering CSOs to effectively in engage in the serving their communities"

### Story 4



• Nasrullah A community leader belongs to Sultan Poor Channe, area, who also serve as the head village council, has been selected as the head of culture heritage protection committee for the Sultan Poor Channe Historic Site, repaired by BRD. Mr. Nasrullah he has also received, BRD culture heritage training organized for the community members of the culture heritage site. Mr. Nasrullah says that "for the time I received a training which improved my knowledge on the importance of culture heritage as their national identity and also its importance legacy for our next generations and our role as the community, through the training I also learned basic skills on how to protect our site the risk and during the disaster .

## 6. ORGANIZATION DEVELOPMENT

### **SO4: Ensure that BRD is an efficient, effective, relevant, transparent and sustainable organization;**

Strengthening the organization's system and processes, while encouraging the professional development of staff, are key to achieving our goal and reaching our vision. The strategic objective relating to the organization's development ensures BRD's commitment to continuous investment in the development of the organization, to better its systems and processes, increase accountability, maintain credibility and provide sustainability. BRD recognizes that our staff represent the greatest resource and are our organization's best asset. We continued our investment in the development of our staff's capacity, in order to provide them with the necessary tools and create an adequate working environment to support our staff's productivity and quality of work, with an emphasis on gender mainstreaming. BRD is continuously strengthening its systems, support functions and program processes in order to provide transparency and accountability towards our beneficiaries, donors and other stakeholders, as well as to improve the quality of our service delivery. During the period of this Strategic Plan, our focus is on further strengthening our internal control system, grant management, and the independent function of monitoring and evaluation. We are working to systemize fundraising and resource mobilization, to ensure that the organization has access to sufficient resources for the implementation of the Strategic Plan. We have increased our visibility through PR and marketing, via our website and social media tools.

### 6.1. Human resources management

BRD recognizes that our staff are our greatest assets, and that attracting, developing, and retaining high quality staff will be essential to the achievement of this strategic plan. To support the realization of BRD's strategic objectives, we have started to increase our investment in the development of program and support staff. The staff training and development plan has been developed and finalized based on a comprehensive training needs assessment, where all staff will have access and opportunities for continuous training and personal development. BRD has also start management and leadership training for all staff at the managerial level. BRD planned to provide technical specialized training for project and program staff to ensure high quality project delivery. Special effort has been placed on fostering a team-based approach across the country program, improving internal communication and engaging in activities to build a team spirit within and across departments. Result Achieved in 2019: Update and development of key policies to improve organization system and processes, update the organization risk management as per the current context, delivered staff awareness raising session on BRD key policies, and delivered customized and general training to the staff.

### 5.1. Digital Transformation:

With the changed context of the COVID-19 pandemic, which put an additional burden to the organization to respond to different and additional needs, while coping with restrictions on travel, lockdown requirements and health concerns. The pandemic also created more challenges for our professional staff, who implements programs at the community level, due to travel restriction, health concerns and social distancing. Due to lack down, movement restrictions, social distancing for to reduce the risk of infection, the pandemic also brought the urgent needs for digital transformation of the organization, to facilitate and utilize the staff working from homes for sustaining the operation. Which brought the need for an additional resources and access to necessary technology, such as cloud platform, internet facilities and computer and communication equipment's. With the aim to facilitate the process of digital transformation of the organization to better promote our non-profit mission, goal and programs using





online technologies and available tools both in the current and post pandemic context, BRD started the first phased of its digital transformation, process using the dedicate support for expert volunteers recruited through online volunteering platform.

## Intervention and Result for 2021:

### Digital Transformation Phase 2.

- The second phase of the project has been started taking into consideration the lessons learned of phase 1 and building upon our existing team and developed approaches.
- **Key accomplishment in phase 2:**
  - Optimized BRD webpages and social media pages and designing new donation page, with all the key function:
  - Streamline google ads campaign, analytic and optimization of pages
  - Fully functionalized MS 365 portals with all the tools and options;
  - Configuration of BRD server in MS Azure virtual machine and migration of websites and DNS from the other service to BRD own server in MS Azure.
  - Designed g new website for online training (BRD academy), and development online training packages , using LMS system. has been

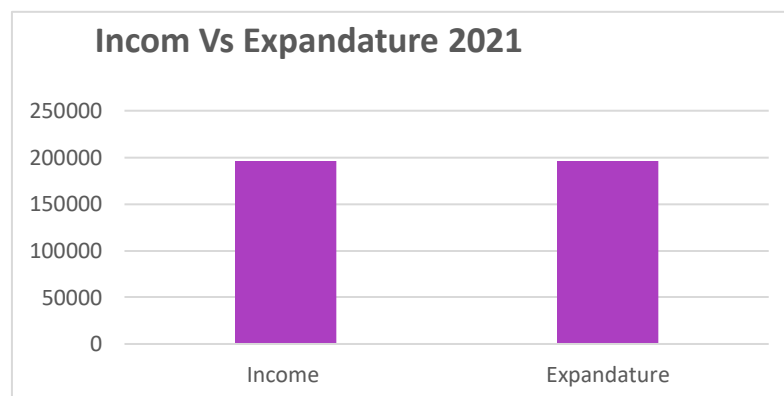
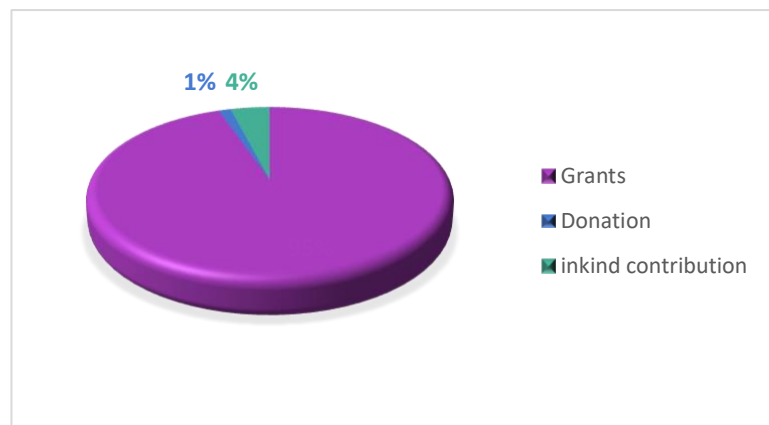
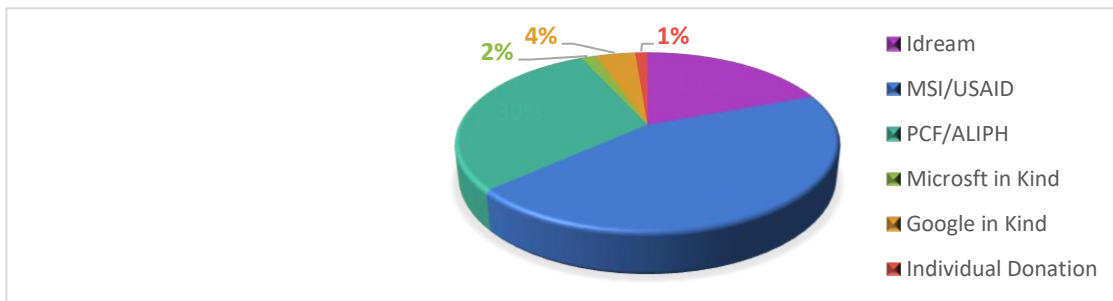






## 9. ANNUAL INCOME AND EXPENDITURE

As a nonprofit organization, our incomes are consisting of grants, funds, donation and BRD owns revenues from membership and training consultancy services. Bellow charts shows income vs expenditure, funding by donor and types for the year 2021.



## 10. BRD AUDITED FINANCIAL STATEMENT



**IJAZ TABUSSUM & CO**

CHARTERED ACCOUNTANTS

### INDEPENDENT AUDITOR'S ON GENERAL PURPOSE FINANCIAL STATEMENTS

We have audited the accompanying financial statements of Bureau for Rights-Based Development (BRD) which comprise the balance sheet as at June 2, 2022 and income and Expenditure account period from Jan-1<sup>st</sup>-2021 to December-31<sup>st</sup>-2021 and a summary of significant accounting policies and other explanatory notes.

#### Management's responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards. This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatements, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

#### Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with international Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the management, as well as evaluating the overall presentation of the financial statements.

---

Opposite Aliabad Orthopedic hospital's Car Parking End Bus Stop Kabul University, Dainu Daburee Kabul Afghanistan.  
E-mail [hlb.kblfirm@gmail.com](mailto:hlb.kblfirm@gmail.com), [kabul@hlbitc.com.af](mailto:kabul@hlbitc.com.af).



**IJAZ TABUSSUM & CO**

CHARTERED ACCOUNTANTS

We believe that audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

**Opinion**

In our opinion financial statements give a true and fair view of the financial position of the Bureau for Rights-Based Development (BRD) as June-2-2022 and of its financial performance From January -01<sup>st</sup>-2021 to December- 31<sup>st</sup>- 2021 in accordance with international Financial Reporting Standards.

We wish to take this opportunity to express our appreciation of the cooperation and courtesy extended to us by the management and staff of BRD.

Yours truly,

Kabul

Date: 02-Jun-2022



Ijaz Akbar-FCA

Opposite Aliabad Orthopedic hospital's Car Parking End Bus Stop Kabul University, Dainu Daburee Kabul Afghanistan.  
E-mail [hlb.kbfirm@gmail.com](mailto:hlb.kbfirm@gmail.com), [kabul@hlbitc.com.af](mailto:kabul@hlbitc.com.af).





## 11. THANKS TO ALL OF OUR PARTNERS, SUPPORTERS AND DONORS

### Institutional Donors

MSI/USAID

Center for Victim of Torture (CVT)

### Technical and Grant Support from International Organizations and Agencies

Let's Do World Foundation Estonia

Prince Clause Fund, The Netherlands

UN Online Volunteers- Bon Germany

TechSoup Afghanistan

Microsoft

Google Ince

### Individual Donation and Giving by Private Business

## 12. WE NEED YOUR HELP AND SUPPORT

The outlined achievement and significant progress toward our mission, was the result of your help and support received in 2021. The achieved result indicates how we can make a difference together, therefore we need your continues support during this journey for the coming years for serving humanity and change the life of poor and marginalized people suffering from the conflict and extreme poverty. Support street children to attend schools, empowering youth to be the agent of social change, provide livelihood to poor and vulnerable women, bring peace and harmony through peace building at the community level, empowering people to exercise their rights by educating them to know their rights, community action for protection of environment and support to building capacities of communities to cope with climate changes and disasters.

*Send your donations by going to our causes and programs by visiting our websites: [www.brd.org.af](http://www.brd.org.af)/[www.brd-org.se](http://www.brd-org.se). send your equerries on how to donate to [info@brd.org.af](mailto:info@brd.org.af).*



## 13. VOLUNTEER AND HELP MAKE A DIFFERENCE

Onsite/Online volunteers have been a great source of expertise and assistance to BRD in the past years. They have completed varied assignments ranging from strategic planning to training curriculum development, website design, proposal writing, project design, fund raising and newsletter and brochure development. We thank all of volunteers for their generous contribution to BRD work. As BRD continues to grow, it will need more volunteers to help achieve its development goals. We are always looking for people with varied talents to join us, to expand the community and increase our depth of expertise.

***If you have questions about volunteering, email our Volunteers Manager, at: [volunteer@brd.org.af](mailto:volunteer@brd.org.af) or go to our website [www.brd.org.af](http://www.brd.org.af) to apply for volunteer assignments.***





# ANNUAL REPORT

## 2021

Bureau for Rights Based Development (BRD)

Address: Street 3, Part A, Khushal Maina  
1010 Kabul Afghanistan  
+93 794072726  
info@brd.org.af  
<https://www.brd.org.af>