

Annual Report 2019

2019



WHAT WE DO

Capacity Building
CBHC
CME/CHNE Education
Health Education



Our Mission

To serve individuals and families in the communities, build capacities of human resources and provide health services in real sense that enable communities and civilians to have vibrant, advanced, developed and self-esteemed societies

Our Vision

Communities and individuals at the gross root level are so informed and empowered that effectively influence the implementation and sustainability of development projects.



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Message from Managing Director:

Year 2019 was another successful year for OCCD and We're excited to share our 2019 Annual Report. It is hard to believe how fast the years are going by. OCCD is now in its 8th year and every day presents new and exciting opportunities as well as challenges.

As I think back to the past year and each and every person who truly makes OCCD such a unique organization, I am filling with proud!

In this report, you will read how our long- time program continue to successfully serve community, along our new program such an initial training for 400 vaccinators. A program that was established in the last year and completed in 2019.

These pages are full of excitement and success stories which would not be possible without the amazing staff, volunteer, board members, supporters and community partners. I want to personally thank each and every one of you for your time, commitment, dedication and support over the past year. You are all amazing and I am so proud to be in this glorious and whirlwind of awesomeness with each and every one of you!

Once again we are grateful to all customers and supporter of OCCD and everyone is special for us who devote their valuable time each year to help us fulfill our mission.

We look to the future with hope and inspiration.

To all, thank you

Eng. Noorullah Aseer

Managing Director

Contents

Our Mission	1
Our Vision.....	1
Our Vision, Mission & Values	5
BRIEF DESCRIPTION OF THE ORGANIZATION:.....	5
OCCD Governance System:	5
Financial Management System:	5
Internal Auditor system	6
Project Management Control:	6
Management Structure:.....	6
PROCUREMENT MANAGEMENT:	6
Human Resource:.....	7
OCCD in 2019:	7
Initial Training for 200 Vaccinators	9
Under this project OCCD conducted the following activities:	9
Training of Trainer (ToT)	9
Clinical practice:	9
Participants / Trainees:	10
Venue and Training Hall:.....	10
Kindergarten:	10
Trainees Evaluation.....	10
Outcome of the Training:.....	11
Daikundy Project:.....	11
BPHS Implementation SEHATMANDI Project as a partner with MOVE.....	11
CME/ CHNE Schools program in Dainkundy:	11
Accreditation of CME and CHNE School By AMNEAB/MoPH	12
Strengthening of quality of Health services:.....	14
2019 Financial Snapshot	15
SUPPORT US:.....	15

Abbreviation and Acronyms

AMNEAB	Afghanistan Midwifery and Nursing Education and Accreditation Board
BDN	Baghtar Development Network
BPHS	Basic Package Health Services
BoT	Board of Trustee
CBHC	Community Based Health Care
CHNE	Community Health Nursing Education
CHS	Community Health Supervisor
CHW	Community Health Worker
CME	Community Mefwifery Educaiton
EPHS	Essential Package of Hospital Services
FHAG	Family Health Action Group
GIHS	Ghazanfar Institute of Health Science
HF	Health Facility
EPI	Expanded program on Immunization
HP	Healt Post
IMCI	Integrated Management Information System
LHC	Local Health Committee
MOPH	Ministry of Publich Health
NEPI	National EPI
PPHD	Provincial Public Health Directorate
OCCD	Organization for Community Coordination and Development
PHO	Provincial Health Office
PHCC	Provincial Health Coordinaiton Committee
RMU	Rational Medicine Use
RUD	Rational Use of Drugs
SEHAT	System Enhancement for Health Action in Transition
ToT	Training of Trainer
CAAC	Catchment Area Annual Census

Our Vision, Mission & Values

OCCD members and team develops their actions on the basis of a mission, vision and values which are common to all ordinary members. Their adherence to the vision and their respect of the core values which lay the bedrock of our identity.

Our Mission - To serve individuals and families in the communities, build capacities of human resources and provide health services in real sense that enable communities and civilians to have vibrant, advanced, developed and self-esteemed societies

Our Vision - Communities and individuals at the gross root level are so informed and empowered that effectively influence the implementation and sustainability of development projects.

Core Values and Principles

1. Follow no harm policy;
2. Respect human dignity and local values;
3. Obligated to provide training to project staff before implementation of the project;
4. Obligated to ensure beneficiary, donor and other stakeholders satisfaction throughout the project implementation process;
5. Committed to act as per the agreed plan and follow donor instructions;
6. Committed to keep confidentiality;
7. Obligated to obtain beneficiaries consent on activities before launching;
8. Commitment to inform stakeholders on defects in the project work; and
9. Committed to provide accurate financial and technical reports.

BRIEF DESCRIPTION OF THE ORGANIZATION:

OCCD, established and reregistered with the Ministry of Economy in 2013 with number of 3032, is a non-profit, non-governmental, non-political and independent organization.

OCCD Governance System:

OCCD has a board of trustee (BOT) which is comprised of volunteer members who are working outside the organization. They govern the overall organization and oversee if the organization is on the track of its vision, mission and the strategy. The Managing Director of the organization is selected by BOT. Daily management of organization is the responsibility of management team which is formed by the directors of relevant departments. They are competent persons having vast experience of management and leadership in international organizations and UN agencies. At the field level, the Project Management Team, directed by the Project Manager, is responsible for proper implementation of projects. The technical team of Kabul Main Office provide support, monitor and control the project field staffs and make sure that the project objectives are achieved with accepted standards.

Financial Management System:

The OCCD financial management system and procedure is designed to manage financial resource of the organization and its project in an effective manner with emphasized on strong internal control system, and segregation of duties to minimize the risk. The system respects the financial management's ethical principles and is prepared considering International Accounting Standards and Generally Accepted Accounting Principles. It ensures external audit take place and the organization produce an annual report of its activities and audited financial statements at the end of each fiscal year. Bookkeeping function of the financial management system ensure individual projects has separate bank accounts as well as separate cash books at the main and field offices. The daily transactions are recorded within the appropriate accounts on daily basis after complete documentation. The OCCD accounting system (Quick Books) is a centralized system; implements a double entry system of accounting at each cost centers. The system is able to keep track of income and expenses of each project as well as Asset, Liabilities and Capital of

the organization. The system produces complete and reliable financial information timely about the financial position of the organization. Budget management function of the system ensures budgets are followed up for the budgets are prepared on monthly basis and expenses are incurred according to approved budget considering contract requirements and applicable laws. Records for all the projects accounts such as, complete books of accounts, ledgers, original vouchers and their supportive documents are kept in main office for auditing purpose.

Internal Auditor system

The duty of an internal auditor is to independently, impartially and systematically appraise the operating units and internal controls of an organization. This unit has a sound understanding of the system and procedures of the organization as a whole, as well as the specific roles and activities of each unit within it, and The unit can to communicate freely with anyone in the organization to obtain information. An internal auditor determines whether an organization's documented operating policies and procedures are easily and clearly understand; whether they are sufficient; whether they are used effectively and consistently; whether the organization's management effectively identifies and minimizes risks; whether staff consistently adhere to written external regulations and internal policies and procedures; whether gaps in internal controls or policies and procedures are present; and whether resources are used efficiently and to the benefit of the organization. Furthermore, it is an internal auditor's function is to directly and actively concerned with detecting and preventing frauds or forgeries. Internal auditing ultimately is geared toward assisting all members of an organization to fully understand and effectively perform their duties, and toward the achievement of the organization's overall objectives.

Project Management Control:

OCCD is accountable to its partners and communities through periodic, annual progress, and financial reports, and regular evaluation of its activities. A computerized Accounting Information System is utilized to facilitate this process. External auditors carry out general annual audit of OCCD accounts. OCCD also uses an internal audit process for project accounts in accordance with international rules and practices. The Professional external audit organization was contracted to independently carry out this audit. Furthermore, OCCD has developed a strong systematic Monitoring & Evaluation Unit as an independent unit in the structure of organization. The M&E unit monitors and evaluates OCCD's programs/projects in a professional and systematic way in order to ensure timely implementation, corrective actions, quality control/quality improvement, and endorsement within the standards of the project, the organization, the funding agency and line ministries.

Management Structure:

OCCD employs a flattened hierarchy in its management structure that ensures direct senior managerial engagement with staff members at all levels including those in the field offices.

OCCD's main office is based in Kabul province, but currently operates in three provinces across Afghanistan. The main office in Kabul houses the Managing Director, Deputy Managing Director, Programmes Manager, Capacity building Manager, Finance Manager, M&E Manager, Logistic Manager, and some support staff; while all provincial offices are led by the provincial deputy technical manager supported by the Project Finance Staff and Administrative support staff as required. OCCD employs both male and female staff in all of its offices across Afghanistan, and has the capacity to facilitate working with men and women in almost all parts of these three province.

PROCUREMENT MANAGEMENT:

OCCD has strong procurement system in place with a team of experts. OCCD Procurement Section undertakes procurement, logistics and supply by following proper procurement and supply procedures. OCCD all procurements are aligned with National Procurement Law of the Government of Islamic Republic of Afghanistan and all its donors. OCCD has segregated duties of procurement commitments and disbursements and has put in place proper thresholds for authorization of procurements. OCCD has developed proper formats for Requisition of Goods/Services, Purchase Order, Quotations, Financial and Technical Evaluation of Quotations and Bids, Goods Receipt Note, Goods Release Note, Inspection of Items Purchased, and etc. OCCD has developed a procurement and logistic policy. This policy and procedure are designed to ensure timely, efficient and economic procurement, within the guidelines of good

business practices, this policy and procedures apply to all procurement action irrespective of funding source and payment method.

Human Resource:

The Admin/HR Unit is one of the operational support units of the OCCD. The purpose of this department is to provide administrative support and services to OCCD management and other units. The Admin/HR Unit assists OCCD management in developing appropriate and efficient administrative rules, regulations, and guidelines. The Admin/HR Unit coordinates and responds to the short and long-term needs of OCCD in terms of administration and human resource management. The Admin/HR Unit in Kabul Main Office renders administrative development support to the Provincial Office Admin/HR Units, and ensures the system is functioning based on the rules and regulations already set and approved. The Admin/HR Unit in OCCD's Main Office is led by the National Admin/HR Manager; and at the provincial level the units are led by the Project Admin/HR Officers. The National Admin/HR Manager reports to the National Operations Director and the Project Admin/HR Officer report to the Project Manager. The Admin/HR Unit reviews and circulates job announcements for OCCD departments. They are also required to help the departments in screening applications, preparing shortlists, conducting tests and interviews, maintaining contracts, administering staff benefits, resolving personnel disputes, and facilitating service documents. The Admin/HR Unit is an important source of information within the organization. The unit is responsible for answering questions in regard to staff benefits and clarifying personnel policies when required.

OCCD in 2019:

BPHS Implementation SEHATMANDI Takhar Project:

SEHATMANDI project has started on January 2019. OCCD implemented BPHS project in partnership with AHEAD. Part of the BPHS, implementation of Community Based Health Care through the SEHATMANDI project was the assignment of OCCD. The project covered the city of Taloqan and 17 districts of Takhar province. OCCD provided health care to the community through 547 active health posts. During the life of project, CHWs refresher trainings conducted for the first semiannual for 941 CHWs, and as well CHWs and CHSs have been received CAAC training and its operational plan developed. Furthermore, CAAC implemented in all 17 districts of Takhar province. the SEHATMONDY project was P4P and MoPH identified priority services for the service provider to receive fixed amount based on set targets for each province. the payment was based on the actual numbers achieved activities and 11 P4P indicators has assigned for service provider to achieve. According to MoPH official letter issued on 15th of May 2019, about paying 80% base salary to all employees of the health facilities and remaining 20% on the basis of employee performance, AHEAD as a prim partner pretend that they are under extreme financial pressure to cover the costs and meet financial obligations. OCCD wanted to prevent people and health service from unpleasant effect of this pressure and avoided to have a low quality of the services. On other hand we wanted to shoulder and support our partner and decrease financial burden on AHEAD at this sensitive stage which happened due to this new decision. Therefore, OCCD withdrew from the project on 2nd of July 2019 and close out contract has been signed with our partner and shared with MoPH.

In spite of this short period OCCD conducted the following activities: (January to 2nd July 2019)

1. Community Based Health Activities:

During this two quarters 413485 family visits were carried out by CHWs and 83 males and 82 female health Shuras, 505 males' local health Shuras and 509 Females local health Shuras and 473 FHAG were active and functional during this period. In total 4811 CHWs and 94 HPs supervised through the CBHC team and community health supervisors.

2. CHWs Refresher Trainings:

To maintain and improve CHWs performance, a total 941 CHWs including 458 males and 483 female trained during this period of project. We provided at least a three-day refresher training for the all CHWs. To prepare the refresher training plan, first of all we considered the job description of CHWs, the gap of knowledge and skills in their performance, health need of the community and feedback from supervisory visits. These training sessions conducted in the HFs and we emphasized on improving the skill through practical work by participants.



CHW Refresher Training by Female CHS in Chah Awb District

3. Refresher Trainings for Community Health Supervisor CHS:

Since the CHSs is playing a crucial role in strengthening the CBHC and CHWs performance through the supervision of CHWs and their involvement in health activities at the community level, refresher training provided for 52 CHSs as it was scheduled in the project work plan. Furthermore, all CHS were provided job aids to have a clear understanding of their role as part of CBHC system .



CAAC Trainings and Survey:

Base on project work plan, CAAC survey conducted by CHWs in entire province. Before the beginning of survey, a 3 days training organized to all 52 CHSs and one-day training for CHWs. Besides the CHSs, totally 941 CHWs activity participated in CAAC survey. CHWs were the main responsible to collect data at village level.



CAAC Training Sessions for CHSs by CBHC team

BPHS Implementation SEHATMANDI Nuristan Project:

SEHATMANDI project has started on January 2019. OCCD implemented BPHS project in partnership with AHEAD. Part of the BPHS, implementation of Community Based Health Care through the SEHATMANDI project was the assignment of OCCD. The health service provided through 168 active health post in Nuristan province.

The referral system was functional in all HFs and HPs. During this quarter there were 7416 cases of referred out by CHWs to the HFs. In addition, 28268 family visits were carried out by CHWs. 37 male health Shuras, 168 males' local health Shuras and 60 FHAG were active and functional. In total 912 CHWs and

55 HPs supervised through CBHC team and Community Health Supervisor and insisted on the strengthening of community based health care services.

Bothe province Takhar and Nurstan project had the same nature and SEHATMONDY project was P4P and MoPH identified priority services for the service provider to receive fixed amount based on set targets for each province. the payment was based on the actual numbers achieved activities and 11 P4P indicators has assigned for service provider to achieve. According to MoPH official letter issued on 15th of May 2019, about paying 80% base salary to all employees of the health facilities and remaining 20% on the basis of employee performance, AHEAD as a prim partner pretend that they are under extreme financial pressure to cover the costs and meet financial obligations. OCCD wanted to prevent people and health service from unpleasant effect of this pressure and avoided to have a low quality of the services. On other hand we wanted to shoulder and support our partner and decrease financial burden on AHEAD at this sensitive stage which happened due to this new decision. Therefore, OCCD withdrew from the project on May 2019 and close out contract has been signed with our partner and shared with MoPH.

Initial Training for 200 Vaccinators

The second batch of initial training for 200 vaccinators officially commenced in 29 October 2018 and successfully completed in 01 March 2019 in Kabul. The project duration was 6 months including preparation, reporting and closeout period. The project funded by UNICEF and implemented by OCCD in close coordination and contribution of MoPH/NEPI. The training participants selected from the 22 provinces where the shortage of qualified and trained vaccinators were serious. According to the project work plan the initial training for 200 vaccinators have successfully completed in Kabul and EPI curriculum have been taught. The second batch of training venues organized in Kabul for 200 trainees. The training included full day classroom training during the first 45 days and by 45 days combined field/practical work in HFs plus classroom training and Natational EPI/MoPH standard guideline were taught.

Meanwhile the trainees have been taught supplementary topics and conducted their practical work within the model and clinical sites. The second batch of training has been monitored by OCCD, NEPI which followed up by comprehensive action plan and face to face meeting to ensure implementation of findings. Furthermore, the training centers have been supervised regularly by OCCD team and Training Coordinator from classrooms, hostel, kindergarten and overall management of training. The training coordinator and OCCD technical team participated in NEPI coordination meeting at central and provincial level. The training hostel was active since establishment in the first batch and 180 trainees have been accommodated in the hostel. 25 children kept in the kindergarten and received health care and placed under the two kindergarten teachers' guardianship.

The overall objectives of this project were, to fill the existing gap of qualified/ trained EPI personnel by training of 200 vaccinators, strengthen routine immunization through training of new vaccinators and strengthen and provide quality EPI services and reduce the drop-out and vaccine wastage rates.

Under this project OCCD conducted the following activities:

Training of Trainer (ToT)

To enhance the capacity of trainers and enable them to efficiently and effectively manage the teaching and lessons, OCCD conducted two days ToT for all 16th trainers.

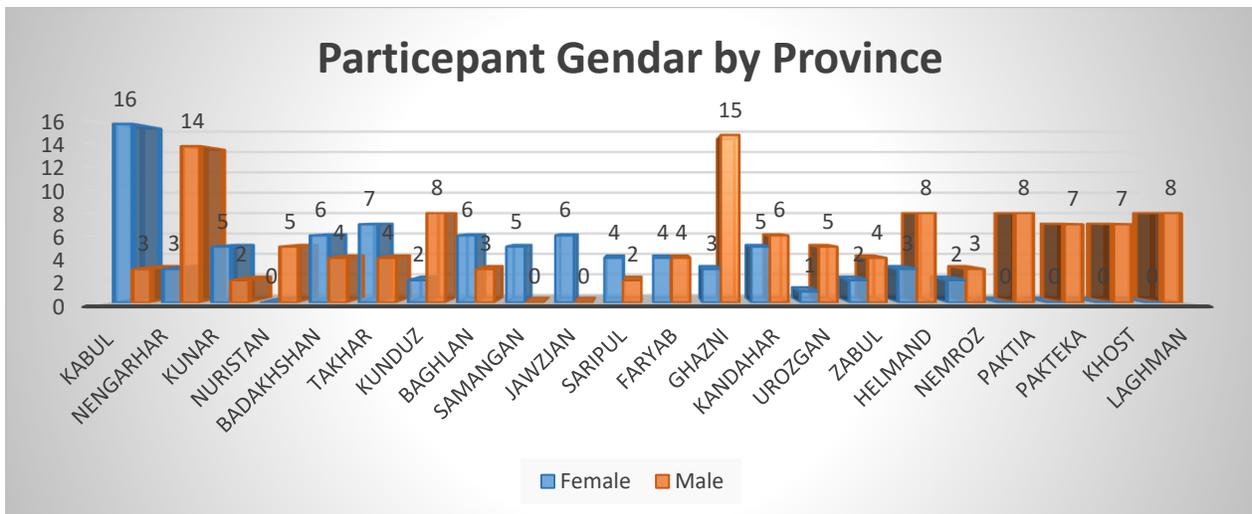
Clinical practice:

The clinical practice sites were identified in consultation with NEPI, PPHD and BPHS implementers. The nearest HFs selected based on the number of clients, medical supply and availability of skilled

vaccinators in the HF's and utilized as clinical sites. Each group of trainees were led by a qualified clinical preceptor.

Participants / Trainees:

200 vaccinators were received their professional training from differed BPHS implementers and MoPH from 22 provinces. 20 participants from Nengarhar province, 7 Participants from Kunar, 5 participants from Nuristan, 8 participants from Laghman, 10 participants from Kunduz, 11 participants from Takhar 9 participants form Baghlan, 10 participants from Badakhshan, 19 participants from Kabul, 6 participants from Jawzjan 8 participants from Faryab, 5 participants from Samangan, 6 participants from Saripul, 8 Participants from Pakteya, 7 participants from Pakteka, 18 participants from Ghazni, 7 participants from Khost, 11 participants from Kundahar, 11 participants from Helmand, 6 participants from Uruzgan, 7 participants from Zabul and 5 participants from Nemroz. Totally 80 females and 120 males graduated from the program.



Venue and Training Hall:

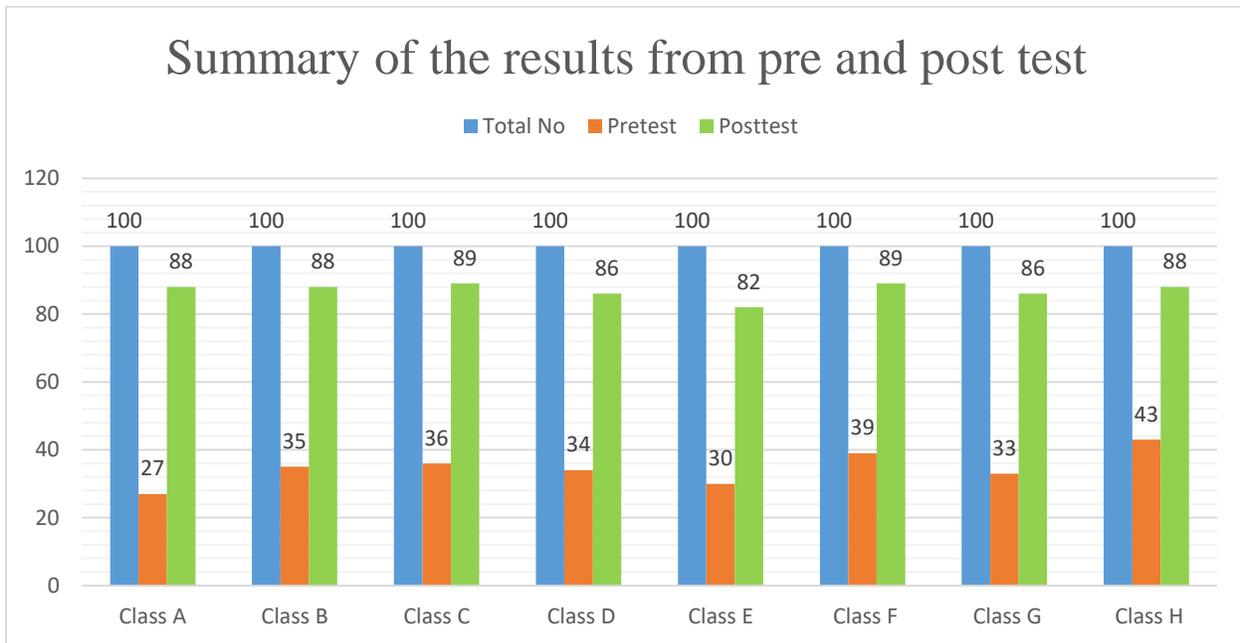
The training was held in secure and easily accessible for the trainees located in center of the city. The Training hall comprised of 8 classes and equipped with all necessary furniture, training and teaching materials, models and had adequate lighting and enough space for group working as well. In addition, there are enough area for recreation, places for prayer and separate wash rooms for female and male participants and trainers inside the training center.

Kindergarten:

To let and allow trainees to concentrate and focus on study, a well-equipped kindergarten provided for the children of students. 25 children looked after and cared by two kindergarten teachers.

Trainees Evaluation

In order to measure the improvement and output of the training various and specific evaluations were carried out during the project implementation period, the trainee's evaluation was taken both on daily basis and at the end of each week. The pre and post teas was given to 200 trainees, comparing of these test, the average score showed the outstanding result as shown below:



Outcome of the Training:

1. 200 trainees were enrolled in the second batch of initial training program by using the selection guidelines and required standards
2. 200 trainees were in the program and the training location was in Kabul
3. 200 trainees were successfully completed the whole training duration
4. 180 trainees were housed in the hostel.
5. Appropriate accommodation venue provided for trainees
6. 200 trainees were passed the exam and graduate from the program
7. The trainees spent 50% of their time in the class and 50% in clinical site
8. 200 trainees were successfully completed the whole training duration
9. The NEPI training guideline was taught and covered at end of training program
10. The trainees were met the percentage of times which was devoted for clinical practice (45 days)
11. There were 8 classrooms for trainees and each classroom session consisted of 25-30 trainees
12. Required monitoring and supervision visits conducted during the life of project
13. Based on project requirement, the inception, med-term and final report submitted to UNICEF and NEPI
14. All trainees were received their graduation certificate at the end of program

Daikunidy Project:

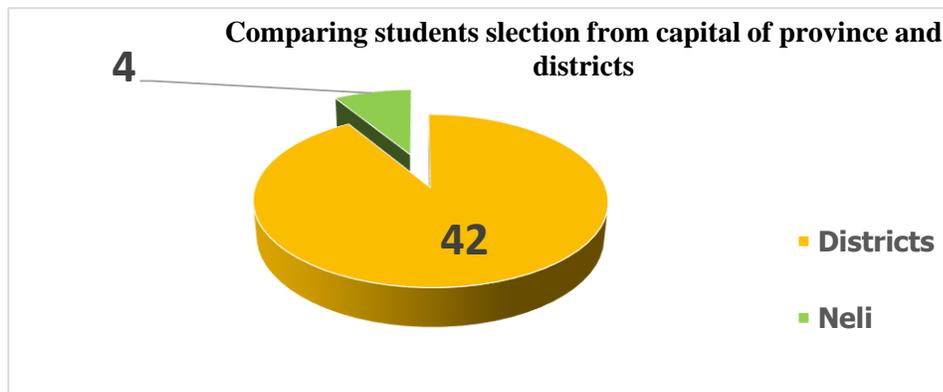
BPHS Implementation SEHATMANDI Project as a partner with MOVE

Daikunidy is one of the most under-served and remote province of the country. Upon completion of SEHAT III project, OCCD has kept its physical presence in the province through the implementation of community based health care, capacity building of health worker and community midwifery/ community nursing education in Sehatmondi project. During the year 2019, the community midwifery and community nursing education have completed their professional education and 47 student graduated from the program.

CME/ CHNE Schools program in Daikunidy:

The Daiundy CHNE and CME schools commenced in October 2017 in close coordination with MoPH, PHO, MOVE and other local authorities and stakeholders. The project duration was 28 months including three month of preparation, 24 months of training and one month for closeout. The project is funded by the Moph/world bank and implemented by OCCD with partnership of MOVE in close coordination with MoPH/GIHS. This was the 3th batch for CHNE and CME Schools in Daikondy, which provided local female health staff for the health service delivery in the province. The project aimed to train 48 students as professional nurse and midwife, using community health nursing and midwifery education strategy, whom they employed after completion of training in the remote areas where the students already agreed and guaranteed by the community. The graduated nurses and midwives will work at least five years in such areas in order to fill out the shortage of female staff.

Before the startup of the program, the program announcement conducted through all Daikondy HFs in close coordination with Daikondy PPHD and MOVE central and provincial team, that were lack of midwives and nurses and the official letter along the CME and CHNE selection criteria were shared with them and then the application form of all eligible candidates were collected. The project team invited all members of selection committee and conducted the steering committee meeting in Daikondy PPHD meeting room. Among 320 candidates 150 were shortlisted, the entry exam was taken and 46 qualified students were succeeded and enrolled for midwifery and nursing program. There were 46 students from 9 districts of Daikondy enrolled in 3rd batch of CME and CHNE schools. During the education period, OCCD offered high quality teaching by using update national CHNE/CME standards. According to the CHNE and CME policy requirement the program have been assessed by GHIS and AMNEAB and completed all phases of assessment (Baseline, Non-Binding and Binding Assessments). The CME and CHNE Program officially completed in October 2019 and 46 midwife and female nurse graduated from both schools.

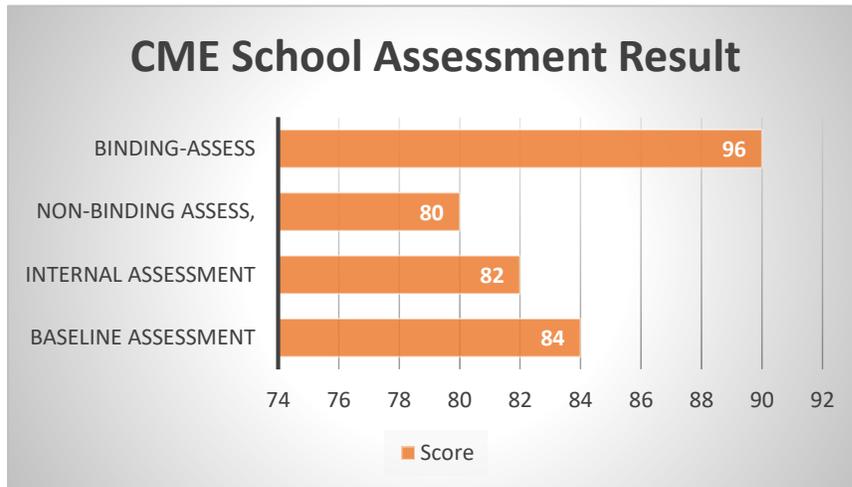


No of CME and CHNE students per districts:

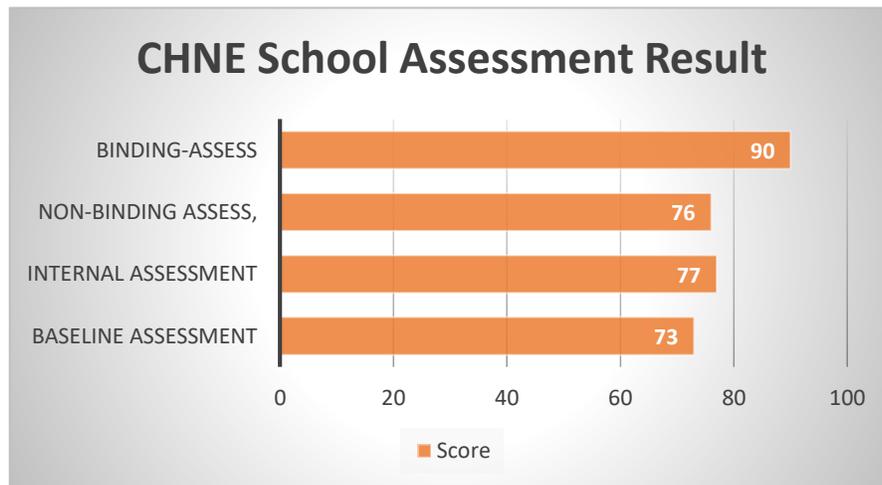
Districts	Shahrustan	Miramor	Ashtary	Keti	Patu	Kejran	Namish	Sangtakhat	Khadir	Nili
No of students	6	6	4	3	8	2	6	2	5	4

Based on project work plan and timeline consideration the application forms for assessment of the CME and CHNE schools submitted to AMNEAB and MoPH. OCCD invited the accreditation board to conduct a baseline, Non-binding and Binding assessment and OCCD conducted the internal assessment for both schools. OCCD facilitated the visit of board team in all these assessments and developed a comprehensive follow up action plan to take required action against their findings and recommendations.

AMNEAB performed all assessment of CME and the result of Binding was 96%.



AMNEAB performed all assessment of CHNE School and the result of Binding was 96%.



Strengthening of quality of Health services:

OCCD has established PME (Project Monitoring and Evaluation) unit in main office and the responsibility of this unit is to develop the monitoring and evaluation plan at beginning of each project and travels to project site regularly and without prior notification to province team to assess their work and quality of the services delivered. OCCD’s M&E staff follow standard project management guidelines set out in OCCD’s M&E guide.

OCCD monitoring and supervision team including technical and operational managers and supervisors visited and supervised all projects including hard geographical are like daikundy province.

Monitoring and supervision activities included monthly, quarterly, mid-term and final monitoring activities. Monitoring and supervision activities aimed at screening and examining whether project activities had been completed with their term of reference (TOR) and contract requirement since the beginning of the project to Dec 2010.

Through the supervision and monitoring visits the strengths and weakness of services were investigated via relevant monitoring tools and necessary action plan developed accordingly. Furthermore, join supervision and monitoring visits carried out by OCCD technical and operational team, NEPI, and MoPH. The monitoring team shared their feedbacks for improvement and the action plan prepared for follow up of the findings and fill the gaps.



2019 Financial Snapshot

S. No	Expense Line	EPI- UNICEF	SEHATM ANDI Daikundi	SEHATMA NDI Takhar	SEHATM ANDI Nuriatan	Total
Bank Balance						
1	Opening Balance					13217421.4
2	Total fund received	14,536,294	14,085,404	2,041,944		30,663,642.02
3	Total Expenditure	9,601,375	12,196,976	11,777,036	3,246,207	36,821,593.65
Break down of the year Expense						
4	Operational Expenses	1,064,771	3,429,415	1,138,991.00	546,807.00	6,179,984
5	Office Supply	254,851	1,513,354	4,120,066	700,333	6,588,604
6	Wages and Salaries	1,030,869	4,279,907	3,128,372	1,790,095	10,229,243
7	Travels	4,962,198	905,762	265,219	55,900	6,189,078.88
8	Utilities	2,288,685	1,958,399	30,876.00	1,250.00	4,279,210.00
9	Repairs and Maintains		110,140	144,230.00	72,430.00	326,800.00
10	Training			2,949,283	79,392	3,028,675.00
Total		9,601,375	12,196,976	11,777,037	3,246,207	36,821,595

SUPPORT US:



د هر ماشوم لپاره
برای هر طفل

