

QUARTERLY PROJECT REPORT [Q1 & Q2, 2007]

**United Nations Development Programme
Afghanistan
Centre for Policy and Human Development
(Capacity Building for Human Development Teaching, Research, and
Policy Advocacy)
01 January 2007 – 30 June 2007**



AHDR 2007 English Version



12-01-2007 AHDR Pilot Consultation in Jalalabad

Project ID: 00050008
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Component (MYFF):
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Unfunded: 0
Implementing Partners/Responsible parties:
Centre for Policy and Human Development and Kabul University

TABLE OF CONTENTS

I. PROJECT IMPLEMENTATION CHALLENGES	3
UPDATED PROJECT RISKS AND ACTIONS	3
UPDATED PROJECT ISSUES AND ACTIONS.....	4
II. IMPLEMENTATION PROGRESS	6
III. FINANCIAL STATUS AND UTILISATION	9
Financial Status	9
Financial Utilisation	9
ANNEXES.....	10
(1) Annual Work Plan (or RRF)	10
(2) AHDR 2007 English Version.....	10
(3) AHDR 2007 Advocacy Strategy	10

I. PROJECT IMPLEMENTATION CHALLENGES

The Centre for Policy and Human Development (CPHD) has been established in Kabul University, by UNDP in partnership with the Government of Afghanistan, with the core objective of supporting long-term capacity building for research, advocacy, and teaching on human development in Afghanistan. Despite the successful inauguration in 2006, CPHD has a long way to go to achieve its core objectives. Since its establishment, the CPHD has been facing numerous challenges that need to be addressed in order to establish and consolidate its reputation as a sustainable policy research institution with the capacity to lead Human Development agenda in the country. In this regard, following is a snapshot of some relevant risks and issues that need to be mitigated and addressed during the next quarter.

UPDATED PROJECT RISKS AND ACTIONS

Lack of Kabul University's involvement

According to the project document signed between UNDP and Kabul University, it was agreed that Kabul University, as the 'Executive Agency' of the project, would be responsible to oversee the implementation of the programme and liaise with partner institutions through the allocation of staff time, premises, direction and ownership of the project.

To date, little has been done from the project side to involve KU in the implementation of the programme and to ensure KU's ownership of the project. This includes lack of proper reporting to KU Chancellor and briefing him on regular basis. Only recently, the Chancellor was invited to visit CPHD and was briefed by the project staff on its activities. Little involvement of KU students and lecturers in CPHD activities is another shortcoming of the project.

This has led CPHD to an unfriendly relationship with Kabul University management, lecturers and students; and as a result CPHD is more isolated and seen as an outsider than resembling a research centre established to address the needs of Kabul University in the areas mentioned in the project document. This lack of integration within the KU by the CPHD has serious implications for the sustainability of the centre.

A reorientation in management strategy is required to redress this lacunae by the CPHD management. Regular communications and reporting to KU Chancellor and briefing him on project activities, involving KU management in the decisions made by CPHD in implementing its programmes, involving KU students and lecturers in CPHD activities such as research work in the area of Human Development, and starting CPHD induction sessions for students and lecturers of relevant faculties are some of the necessary steps that need to be taken to build trust and bridge the gap between CPHD and KU. These steps will increase ownership of the centre by KU and assist in eventual handover of the centre to KU.

Lack of adequate leadership

At this stage, CPHD is led by the Afghanistan Human Development Report (AHDR) Coordinator who is appointed by UNDP. However to establish early on an effective strategic and leadership vision for the centre it is important to separate the management of the CPHD project from the leadership of the Centre itself. This has serious implications on the national ownership of a research centre with the aim to produce independent reports.

The Project Steering Committee should deliberate on this issue on guiding establishing a clear strategy for the centre to achieve its goals. This would also help CPHD to become a sustainable policy research institution with a strong leadership.

Lack of adequate human resources

With the departure of the AHDR project coordinator, the CPHD has a deputy, a data analyst, an admin/finance assistant, a research assistant, and two translators for AHDR. One of the three AHDR 2007 authors continues working for CPHD. Including five support staff, total number of CPHD staff is twelve. This arrangement needs to be reconsidered in accordance to the annual work plan to efficiently achieve results.

Need for the following human resources is foreseen at this stage;

1. **A project coordinator**
2. **A media and information/resource centre associate** instead of a research assistant as the project is entering outreach and advocacy stage and there is need for a full time resource centre assistant to manage it.
3. **A security guard** – CPHD has two security guards at this stage who work 84 hours a week each, which is almost double of the UNDP standard.
4. **A part time interpreter** to help during lectures, launches and media events

The project will also need services of two short term consultants to design the capacity building and exchange programmes.

UPDATED PROJECT ISSUES AND ACTIONS

Lack of coherence between project objectives, results framework and annual work plan

One of the urgent issues to be addressed is the lack of coherence between objectives, results framework and annual work plan of the project. There are instances that the objectives and results framework do not share consistent arrangements. In addition, this has complicated the process of annual planning. For example, the promotion of scholarly exchanges among faculty and students of Afghanistan universities with faculty and students from universities outside of Afghanistan is one of the specific aims of the project which is not reflected in the results framework. In contrast, the annual work plan reflects this as one of the three project components – the other two components are preparation/follow up of Afghanistan Human Development Report and capacity building for Human Development.

It is important to build coherence between objectives, results framework and the annual work plan of the project in order to ensure timely and envisaged deliverables. This could be done through a thorough analysis of the project aims/objectives and harmonizing results framework and annual work plan in accordance with those aims/objective. A one day workshop for the CPHD management with the help of Policy and Programme Support Unit is recommended to carry out this analysis and propose possible corrections to the results framework and/or the annual work plan. Sub plans should follow this process in order to achieve deliverables.

Performance of authors and their inadequate monitoring

One of the major issues faced in the preparation of AHDR 2007 was performance of qualified national authors. The quality of the work of two out of the three authors was below par due to weak analysis, lack of proper referencing, plagiarizing and low quality drafting. This came to the attention of the project management board only after three months and little attention was given to it in the next three months.

Two copy editors and one text editor were recruited to improve their work. Project staff, Afghanistan Research and Evaluation Unit (AREU) researcher and colleagues from UNDP were all involved during the period of May-June 2007 to bring the work of the authors to an acceptable level.

For future reports, it is recommended that the planning process is undertaken well in advance, the international consultant is recruited in time with the recruitment of team of authors in order to

guide them properly and to ensure the quality aspect that is required for a Human Development Report. A more careful selection of authors would help prevent the reoccurrence of such last minute frantic efforts as was experienced during the finalisation of this years NHDR. In addition, more attention should be paid to the work of authors in terms of monitoring through product quality assurance mechanism.

Support training and mentoring for project staff

As a knowledge based organization, one of the major commitments of UNDP is providing a learning environment. A learning management plan and allocation of resources for strengthening the skills of the CPHD staff is recommended.

II. IMPLEMENTATION PROGRESS

Preparation of Afghanistan Human Development Report 2007

The Afghanistan Human Development Report 2007, produced by CPHD, is the first study of its kind to define the distinct traditions, yet firm linkages between the rule of law and human development. This Report highlights key challenges to the expansion of the rule of law in Afghanistan and proposes bold new approaches that bridge modernity and tradition in the search for social justice, including:

- A detailed review of progress towards Afghanistan's Nine Millennium Development Goals for the year 2020, all central to creating conditions conducive to the rule of law.
- Major threats to the rule of law, such as personal insecurity, past human rights violations, injustice towards women and children, the narcotics trade, corruption, and land disputes.
- A hard-hitting analysis of why the judiciary, police, and legislature are failing to respond to these threats and to meet the changing needs of Afghan citizens.
- Extensive consultations and a groundbreaking national survey, which suggest that the far majority of Afghans access affordable justice through traditional justice bodies viewed by a majority as practical and legitimate.
- A visionary and transitional "hybrid model of Afghan justice" that realistically combines the features of all relevant systems—old and new, Islamic and positivist—for the promotion of the rule of law and human development.



Engaging traditional rule of law institutions should not be viewed as a panacea to resolve immediately the multitude of complex problems discussed in this Report. It must become, however, an integral component of the Afghanistan National Development Strategy and related efforts to move towards an effective, modern system of justice. The Report concludes that only when Afghans secure their rights and uphold their responsibilities will justice prevail and the country and surrounding region build the foundations for a durable peace.

The Afghanistan Human Development Report 2007 has been prepared by the team of authors, a statistician, a data analyst and two research assistants. Coordination and support was provided by the project management team with the overall guidance from the National Advisory Panel. An international expert committee and peer reviewers also helped improve the AHDR 2007 along with the HD consultant and copy editors.

Collection of literature

Literature was collected on Human Development through the internet and from national and international organizations in Afghanistan. Literature on HD and NHDRs was gathered from other countries/languages which were relevant to:

Gathering information

Studies reports and data available on Afghanistan through websites and meetings with government agencies especially CSO, international agencies and donors were collected and used in preparing the Afghanistan Human Development Report 2007.

Methodologies used for the verification of data collection and analysis with CSO

Meetings with CSO were held to discuss methodologies used for data collection. CSO provided the available data on human development indicators. It was also discussed to include human

development indicators in the up coming surveys and census.

Calculating Human Development Indices and Identify gaps in HD indicators

The National Risk and Vulnerability Assessment (NRVA) is a major source of key and vital indicators for Afghanistan. In the absence of an effective statistics generation and storage entity, the Central Statistics Office (CSO) with the help of WFP, MRRD and other organizations develop and publish this report. Other sources of data included survey and study reports from the World Bank, IMF, UNESCO, UNIFEM, UNICEF, UNODC, UNDP and other organizations. Data collected were verified with these sources as well, HDRO statistics colleagues and studied by the project statistics team.

Calculating the composite indicators of HDI, GDI, GEM and HPI are quite complex and require a wide range of data from credible sources. Building on the efforts made during the preparation of the 2004 NHDR, the project statistical team gathered data from the above mentioned sources and conducted consultations with CSO, and several data producing UN agencies.

HDI, GDI, and HPI were calculated for Afghanistan while enough data was not available to calculate GEM this time.

Creation of the "Friends of NHDR" Circle

People have been identified from ministries CSO, NGOs and Kabul University, to create the "Friends of NHDR" Circle, who will be provided with information on Human Development and will partner with CPHD to server as HD advocates.

AHDR Consultations

One of the main requirements of any HDR is to be participatory. To ensure this, consultations were carried out on the key finding and messages of the report in all regions of Afghanistan. AHDR 2007 authors, consultant, UNDP focal point and CPHD management visited Jalalabad in early January for a pilot consultation. This followed consultations in Mazar-e-Sharif, Herat, Kandahar, Gardez, Jalalabad and Bamyan. Views of people, government authorities, judges, jirga/shura leaders were gathered and reflected in the report.



01-04-2007, a photo from AHDR consultations in Gardez with Jirga leaders

CPHD Perceptions Survey

A perceptions survey was carried out in 32 out of 34 provinces in the country on effectiveness of formal and informal (traditional) dispute resolution and justice institutions. The survey was carried out by ACSOR survey firm. The findings of the survey create basis for very important arguments, analysis and recommendations of the report.

AHDR Production

With less than a month for editing a very rough draft of the report and about two weeks for designing, proof reading and printing of the English version of the report, the CPHD team had to work hard to prepare the report to be presented during the Rule of Law Conference on Afghanistan in Rome. The translation of the report into Pashto and Dari is underway and will be completed soon.

AHDR 2007 Advocacy and outreach

AHDR Outreach and Advocacy Strategy

The AHDR 2007 outreach and advocacy strategy has been prepared by its focal point and is ready

to be implemented. In fact, the implementation of some of its parts has already started. One of the very important components of the strategy is to build coalition with media, civil society and the Government of Afghanistan. Therefore, a detailed planning is needed to implement the strategy more effectively.

Dissemination of HD concepts through media and other sources

The media has a big role to play in advocating for Human Development. CPHD has been in contact with local and international media to disseminate AHDR 2007 messages and key findings. A one day workshop for local media will be held before the launch to train the journalists on Human Development concept, enhance their conceptual understanding and enable them to effectively deliver key messages.

The Human Development Report Office in York has kindly offered assistance in delivering message and key findings to the international media.

Preparation of AHDR in local languages

Another important component of the AHDR 2007 advocacy and outreach strategy is the preparation and dissemination of the report in local languages (Pashto and Dari). The translation of the report is underway and will be ready soon for editing and printing.

CPHD Website

The CPHD website has been launched and ready to host AHDR 2007 online. Website as a useful communication tool is one of the key components of the advocacy and outreach strategy which CPHD has been able to develop using its in-house capacity.

Organization of Lectures through the university

The lecture series was interrupted by the winter vacations of Kabul University. Only two lectures were organized during the reporting period. Professor William Maley, Director of the Asia-Pacific College of Diplomacy delivered a lecture on *Transitional Peace Building in Afghanistan: Problems and Prospects* on Wednesday, April 18, 2007. Dr. Antonio Giustozzi, Research Fellow at the Crisis States Research Centre delivered a lecture on *The Daunting Challenges of State Building in Afghanistan* on Thursday, May 10, 2007.

HD Resource Centre

Around 1000 titles of books, journals and periodicals were obtained for the HD Resource Centre from The Asia Foundation (TAF) which runs a book donation programme. The resource centre was also provided with materials like shelves and other necessities and is now open for the KU students.

NHDRs from a number of countries, global reports and copies of Afghan NHDR 2004 in English and local languages are also available at the centre and used by project staff, students, faculty and government policy workers as resource materials.

The centre needs a full time manager to run smoothly. Please refer to human resources needed detailed in part one (Project Implementation Challenges).



III. FINANCIAL STATUS AND UTILISATION*Financial Status:***Table 1: Financial Status and Donor contributions**

As of 1st Jan 2007 to 30 June 2007

DONOR NAME	CONTRIBUTIONS (USD)		CONTRIBUTION BALANCE (USD)
	Committed	Received	
UNDP	556,000	556,000	-
TOTAL	556,000	556,000	-

*Financial Utilisation:***Table 2: Quarter 1 and 2, 2007 expenditure by Activity (01-01-2007 to 30-06-2007)**

ACTIVITIES	BUDGET (Annual)	EXPENDITURES	BALANCE	DELIVERY RATE %
ACTIVITY01	185,800.00	296,806.2	(111,006.16)	159.7%
ACTIVITY02	226,000.00	7,641.57	218,358.43	4.1%
ACTIVITY03	144,200.00	725	143,475.00	0.4%
Total	556,000.00	305,172.73	250,827.27	54.9%

ANNEXES

- (1) **Annual Work Plan (or RRF)**
- (2) **AHDR 2007 English Version**
- (3) **AHDR 2007 Advocacy Strategy**