



## QUARTERLY PROJECT REPORT [3<sup>rd</sup>, 2007]

**United Nations Development Programme  
Afghanistan  
Institutional Capacity Building for Gender Equality  
1 July – 30 September 2007**

**Project ID:** 00054320  
**Duration:** March 2007 – February 2009  
**Component (MYFF):** 1.6 Gender Mainstreaming  
**Total Budget:** 10,628,500 USD  
**Unfunded:** 6,066,431.03  
**Key Implementing Partners:** MoWA, MoEc

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## **I. IMPLEMENTATION PROGRESS**

A full account of the implementation progress made during the quarter—July-September 07—is provided below. The project has faced a number of challenges this quarter, but in spite of these challenges has made critical progress in a number of areas. As per the plan for the quarter, the main focus this quarter was on delivery of outputs one and two of the project, as detailed below.

### **KEY ACHIEVEMENTS IN THE QUARTER**

#### **Output 1.1: Roles, responsibilities and co-operation for gender mainstreaming among ministries clarified**

##### **1.1.1. Finalization of Implementation Strategy and Plan**

In June 2007, a mission was commissioned to develop an implementation strategy and the plan. The exercise was carried out by two international development experts in gender, institutional development and governance and was concluded during this quarter. The implementation plan was adjusted as per the new project duration agreed upon in the 2<sup>nd</sup> Project Board meeting in August 2007.

#### **Output 1.2. Capacity of MoWA and selected ministries enhanced**

##### **1.2.1. Gender Mainstreaming in the ANDS**

**Mainstream gender in sectoral strategies:** During the reporting period the Gender Equality project continued to provide technical assistance to the ANDS, particularly to mainstream gender in the sectoral strategies. Technical inputs were provided to mainstream gender in various sectoral strategies through the MoWA ANDS Secretariat (MAS)<sup>1</sup> and other mechanisms including CCCGs, Donor Dialogue sessions, and the Gender Donors Co-ordination group. On behalf of the MoWA, comments were made on sectoral strategies and MoWA representatives were briefed and coached in their preparation for various SSDGs. Efforts were made to broaden the scope of the Gender Sector Strategy to ensure that the strategy addresses critical gender issues in all sectors and within the other five cross cutting issues within the ANDS. In this respect discussions were undertaken with MoWA, the ANDS Secretariat, the donor community, and other UN agencies, and critical inputs and guidance were provided. A justification for widening the scope of the Gender Sector Strategy beyond the five sectors covered by the NAPWA was developed and presented to government, the international community, and other stakeholders. These efforts resulted in MoWA playing a proactive role in working with the ANDS to improve the draft strategy and implement this broadened focus. It also led to further consultations including an exclusive CCCG on the Gender Strategy. A Donor Dialogue was held in October 2007 and the project is also engaged with MoWA is reviewing all other strategies once they are finalised to examine the state of gender integration in the various sectors. Finally, another outcome was greater recognition by MoWA and other stakeholders of the need for gender technical capacity building within the ministries and institutions in all sectors.

Technical assistance was also provided to the drafter of the Gender Strategy in reorganising the structure of the strategy and incorporating four additional sectors as priority sectors in the strategy.

**Gender Mainstreaming Advisor for the ANDS:** Despite continued support from MoWA and the international community for the formulation of a gender responsive ANDS, a genuine capacity gap within the ANDS secretariat was observed. The view of both MoWA and ANDS is that a full-time gender specialist is needed to address the gap. The Gender Equality project is extending assistance to field a

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<sup>1</sup> MoWA ANDS Secretariat (MAS) is a mechanism that was set by MoWA to ensure mainstreaming of gender in the ANDS. This includes providing gender technical inputs to the content of the ANDS, providing assistance to various consultative groups and strategies (sectoral and cross-cutting). Technical Deputy Minister, MoWA Chairs the MAS and MoWA high officials, representative(s) of the ANDS Secretariat and TAs to MoWA are the members of MAS. Ordinarily MAS meets twice a month, discusses progress on gender mainstreaming, challenges, outstanding issues/concerns and strategies/means to overcome challenges.

Gender Mainstreaming Specialist to fill this role. During the past quarter, an announcement of the post was advertised and a short list of candidates was compiled. The interview of the short-listed candidates were planned and the specialist is expected to be on board in November 2007. The post is being co-financed by UNDP and UNIFEM.

**Assessment of women's participation in the sub-national consultations:** The level of participation by women in the ANDS sub-national consultation was a milestone in itself and an achievement for both MoWA and the ANDS Secretariat. However, determining the quality of participation by women in the process and the obstacles that women as well as MoWA and the ANDS Secretariat encountered in this respect required further analysis. During the reporting period, the Gender Equality Project helped MoWA to conduct such an analysis. The support enabled MoWA to bring together the Heads of the provincial Departments of Women's Affairs (DoWA) and representatives from provincial governments, ANDS, UNAMA and convene a workshop for the purpose. This one day workshop was organised in September 07. Apart from an analysis of the quality of participation of women, the workshop enabled both ANDS and MoWA to gather a clear picture of the challenges that must be met in order to enhance women's participation at the sub-national level. These findings will also assist the project in devising ways to engage women and women's organisations in the communities of Mazar and Herat where some activities of the Gender Equality project will be implemented.

### **1.2.2. Strengthening Internal Capacity of MoWA**

#### **Support to the Training and Advocacy Department (TAD) of MoWA**

Technical support continued with the objective of strengthening the capacity of TAD. During the reporting period, this support focused on TAD's internal management practices, planning, and leadership skills. Apart from regular coaching and mentoring, TAD staff personnel were also afforded opportunities to participate in specialised trainings in development management and planning.

#### **Political participation of women**

Participation of MoWA and DoWA representatives in an international conference on *Invisible faces of Violence on Women in politics: breaking the silence* was strategic to widen their perspective on violence against women (VAW) and see its faces in the public sphere. It allowed them to view VAW from a broader perspective and identify VAW outside the domestic sphere and learn of its negative consequences on women's participation in public spheres in general and politics in particular. The knowledge and experience gained through this conference has been useful as MoWA prepares for its forthcoming campaign to eliminate VAW. MoWA is currently preparing a campaign for the 16 Days of Activism marking the International Day for the Elimination of Violence Against Women on 25 November and the International Human Rights day on 10 December.

The participation of MoWA and DoWA representatives was facilitated in a manner which also helped enhance co-ordination among the international TA providers to MoWA.

#### **Support to MoWA Website**

Support continued to help improve the MoWA website both technically and in terms of content. The two MoWA staff members handling the website were given on-the-job trainings on a regular basis to strengthen their ability to manage the website. This was done in collaboration with AIMS — which also had the benefit of promoting synergies between UNDP projects.

In addition, equipment and translation services were provided to the MoWA team to improve the quality of the content and the site itself.

#### **Strengthening the capacity of the office of the Minister**

A Translator and Special Assistant were provided to enhance business efficiency of the Office of the Minister.

### **1.2.3. Strengthening understanding of gender and technical capacity of implementing partners**

Gender technical capacity in institutions is critical for the mainstreaming of gender equality. Staff of institutions need to be able to identify gender bias, and inequality in policy guidance and practices within their workplace. Enhanced capacity of the key staff of partner ministries will be vital to developing and implementing gender mainstreaming in Afghanistan. Apart from on-going discussions on approaches to gender mainstreaming, in the past quarter an effort was also made to develop theme-based experts' teams. In this regard nine (9) senior staff members from six ministries have been identified to be trained in gender responsive governance. To begin this effort, these staff members will be participating in training in Making Governance Gender Responsive at the CAPWIP, in Manila in November. The members of this group will form the core of the gender and governance theme group within the 7 ministries that are implementing partners of the Gender Equality project.

#### **Output 2.1. A Gender Studies Institute is operationalised**

The major activities undertaken during this reporting period included the promotion of gender awareness within Kabul University and establishing and strengthening co-operation with other academic/research centers at Kabul University (KU). A significant amount of time this quarter was devoted to preparation for the construction of physical facilities.

In collaboration with the research centre and students, gender awareness raising activities, particularly to eliminate sexual harassment on the campus, were undertaken. GSI initiated a process to develop a sexual harassment prevention and grievance handling policy. This was undertaken with the longer term objective of encouraging attendance by female students, engaging their parents/families, and securing an enabling academic environment for girl students.

Preparation for the construction of the physical facilities was initiated in the past quarter. A Brief including a timeline for implementation has been developed. KU has identified the site for the construction, and various architectural/engineering firms operating in Afghanistan have expressed interest in assisting.

Recruitment for key national and international positions within the GSI has also been initiated during the past quarter. An inventory of the gender training materials is being developed in order to better understand the available resources and their usefulness, particularly for the short training courses that GSI will soon begin to offer.

#### **✚ Staff Recruitment (this initially will contribute to the delivery of 7 outputs of the three components)**

Staff recruitment is an on-going activity. In the past quarter recruitment of six national staff members (Deputy Programme Manager, Programme Associate, Admin/Finance Associate, Translator/Assistant and two drivers) was completed. Recruitment for three international posts (GSI Curriculum Development Specialist, M&E and Learning Specialist, and Gender Planner) another five national posts (GSI Co-ordinator, Provincial Co-ordinators, and Trainers) were initiated.

#### **✚ Procurement of equipment**

Procurement for priority outputs was initiated during the past quarter. This includes various office equipment, vehicle, and office furniture.

## **II. PROJECT IMPLEMENTATION CHALLENGES**

The concern of the Ministry of Finance over the project budget and duration continued to delay the commencement of project implementation. The main challenge in the 3<sup>rd</sup> Quarter for the Institutional Capacity Building for Gender Equality (Gender Equality) project was to bring this matter to closure. The proposal of the MoF to review the budget and extend the project period from two to three years was presented to the Project Board. At the 2<sup>nd</sup> Project Board meeting, in August, the matter was finally resolved and it was agreed upon that a phased approach will be adopted. Instead of two years the project will be implemented over three years; the project budget will be revised accordingly and the implementation of the Gender Studies Institute (GSI) will be given priority. Although the concerns of the MoF have now been addressed to the Ministry's satisfaction, this process has delayed the commencement of the activity implementation of the project by several months and continues to impact the pace of implementation.

## UPDATED PROJECT RISKS AND ACTIONS

### Delivery

Resolving the concerns of the MoF over the budget and timeline of the project required months of discussions, rethinking and negotiation. This delayed the commencement of the project implementation. Overall implementation was delayed by five months, which has affected the project delivery. General preparatory activities such as recruitment, procurement, and setting up an office were all delayed. Although we are now moving forward as quickly as possible and trying to make up for lost time, these delays mean that delivery will continue to lag behind schedule in the coming months.

### Actions taken

A priority setting exercise was undertaken to address and overcome the risks. The most critical actions are being prioritized and the original work plan has been revised to reflect this. Both the work plan and the budget have been reworked to adjust to the new situation.

## UPDATED PROJECT ISSUES AND ACTIONS

### Project duration

In the second Project Board meeting it was agreed that the project duration will be extended by one year. Hence the implementation of this phase will continue till February 2010.

**Consequence/results:** The extension of the project by one year will impact upon the outputs and financial budget of the project. The extension will allow additional time for the project implementation; however this will have an impact on the budget, particularly the overhead cost, which will increase.

### Phased approach

It was also agreed in the 2<sup>nd</sup> Project Board meeting that a phased approach will be adopted for the implementation of the project. In the initial phase, the GSI will be given utmost priority. The importance of the GSI and its potential to help improve gender technical capacity of the national institutions were the key reasons for this prioritization.

**Consequences/results:** This will enable the project team and the institutions involved to take focus rather than trying to do everything at once, and will also allow learning from the experiences of one component to inform the implementation of subsequent components.

### Recruitment

Staff recruitment was delayed, like other activities, for the same reason. Delays in recruitment, however, hadve particularly serious consequences in terms of delivery of the project outputs, as the technical nature of the project demands that the right people be on board from the very onset. After the 2<sup>nd</sup> Project Board meeting the recruitment of some of the critical posts has been initiated. For some posts, the process has been completed, and for the rest they are on-going.

### Financial Advisor

During the quarter it was realized that a lone Admin and Finance Associate (part of the project management team) will not be able to manage the financial workload and ensure financial control of the project. The matter was discussed at UNDP level and with the Ministry of Finance—the co-chair of the Project Board. It was agreed that an International Financial Advisor will be recruited. MoF advised that efforts should be made to recruit an advisor from the Region.

**Consequence/results:** Effective management of financial resources and higher possibilities of ensuring compliance with procedures.

### III. FINANCIAL STATUS AND UTILISATION

**Table 1: Gender Equality Project Contribution Overview [1<sup>st</sup> April 2007-30<sup>th</sup> June 2007]**

DONOR NAME	CONTRIBUTIONS		CONTRIBUTION BALANCE
	Committed	Received	
CIDA	862,068.96	862,068.96	0
UNDP	281,609.00	281,609.00	0
ITALY	3,108,108.11	3,108,108.11	0
<b>TOTAL</b>	<b>4,251,786.07</b>	<b>4,251,786.07</b>	<b>0</b>

**Table 2: Gender Equality project Quarterly Expenditure by Activity [1 July 2007 – 30 September 2007]**

<b>Activity</b>	<b>Budget 2007</b>	<b>Q1 &amp; Q2 Expenditure</b>	<b>Q3 Expenditure</b>	<b>Accumulative Amount</b>	<b>Balance</b>	<b>Delivery Rate</b>
ACTIVITY01:Roles/responsibilities for GM	46,545.00		15,941.83	15,941.83	30,603.17	34.25%
ACTIVITY02:Capacity MoWA & selected ministries	104,660.00		26,431.16	26,431.16	78,228.84	25.25%
ACTIVITY03:Gender responsive planning/practice	35,095.00		7,189.95	7,189.95	27,905.05	20.49%
ACTIVITY04:GM strategy for MoA	-		4,451.95	4,451.95	(4,451.95)	
ACTIVITY05:Gender responsive budgeting				-	-	
ACTIVITY06:Gender mainstreaming M&E system	63,700.00		-	-	63,700.00	0.00%
ACTIVITY07:Gender Studies Institute	523,755.00		2,994.67	2,994.67	520,760.33	0.57%
ACTIVITY08: Model framework/data collection				-	-	
ACTIVITY09:Sensitization on women's right			3,240.20	3,240.20	(3,240.20)	
ACTIVITY10: Women's access to justice				-	-	
ACTIVITY11: Gender sensitive media				-	-	
ACTIVITY12:Other project cost	277,969.14	21,884.90	184,553.12	206,438.02	71,531.12	74.27%
GMS 7%	60,344.83	1,647.25	13,935.37	15,582.62	44,762.21	25.82%
<b>Grand Total</b>	<b>1,112,068.97</b>	<b>23,532.15</b>	<b>258,738.25</b>	<b>282,270.40</b>	<b>829,798.57</b>	<b>25.38%</b>

**Table 3: Gender Equality project Quarterly Expenditure by Donor [1 July 2007 – 30 September 2007]**

Donor	Activity	Budget 2007	Q1 & Q2 Expenditure	Q3 Expenditure	Accumulative Amount	Balance	Delivery Rate
UNDP	ACTIVITY01:Roles/responsibilities for GM	46,545.00		15,941.83	15,941.83	30,603.17	
	ACTIVITY02:Capacity MoWA & selected ministries	104,660.00		26,431.16	26,431.16	78,228.84	
	ACTIVITY03:Gender responsive planning/practice	35,095.00		7,189.95	7,189.95	27,905.05	
	ACTIVITY04:GM strategy for MoA			4,451.95	4,451.95	(4,451.95)	
	ACTIVITY06:Gender mainstreaming M&E system	63,700.00		-	-	63,700.00	
	ACTIVITY12:Other project cost			5,646.67	5,646.67	(5,646.67)	
<b>UNDP Total</b>		<b>250,000.00</b>		<b>59,661.56</b>	<b>59,661.56</b>	<b>190,338.44</b>	
CIDA	ACTIVITY07:Gender Studies Institute	523,755.00		2,994.67	2,994.67	520,760.33	
	ACTIVITY09:Sensitization on women's right			3,240.20	3,240.20	(3,240.20)	
	ACTIVITY12:Other project cost	277,969.14	21,884.90	178,906.45	200,791.35	77,177.79	
	GMS 7%	60,344.83	1,647.25	13,935.37	15,582.62	44,762.21	
<b>CIDA Total</b>		<b>862,068.97</b>	<b>23,532.15</b>	<b>199,076.69</b>	<b>222,608.84</b>	<b>639,460.13</b>	<b>25.82%</b>
<b>Grand Total</b>		<b>1,112,068.97</b>	<b>23,532.15</b>	<b>258,738.25</b>	<b>282,270.40</b>	<b>829,798.57</b>	<b>25.38%</b>

**ANNEXES**

1. Future Work Plan
2. Risks

**Future Work Plan: October-December 2007**

Description of planned expenditure	October	November	December	Notes
<b>Activity 1: GM Roles, responsibilities</b>				
Provincial consensus building workshops (2)				Two one-day consensus building workshops at provincial levels will be organised. Each workshop will have 40 participants with seven (inclusive of Ministerial representative) travelling down from Kabul
Consensus building workshop with MoA partners				This will be held in Kabul with the MoA and its other partners. 20 participants
Set up advisory groups at the sub-national level				This will not have any cost implications as this will be done at the same time the provincial CBW workshops take place.
<b>Activity 2: Capacity of MoWA and selected ministries enhanced</b>				
2.1. Setting up technical committees at the sub-national level to guide and facilities process for co-ordination and synergies among departments				Two technical committees will set up in Heart and Mazar. Two teams will be traveling out
2.1. Review of TAD/MoWA internal planning processes 2.2 Undertake a Training Need Assessment (TNA) to design the methodology to provide Leadership Training 2.2. Develop a leadership development training plan for staff of MoWA and other ministries				These activities will be initiated in October 07 and will continue till March 08. An International consultant will be hired for the purpose. Total cost shown includes, fees, DSA and travel cost of the consultant up to Dec 07 and logistics, communication. The consultant will be on board on 17 November 2007.
Gender Technical support to ANDS				Continue Gender Technical support to ANDS
Training/Capacity building of MoWA and other selected Ministries				To cover participation of 7 ministerial officials from 5 ministries and one project staff

Contractual services				Salary for the Translator and Special Assistant to MoWA Minister
Equipment				to support TAD/MoWA
Conference and meeting facilities refurbishing				Assisting MoWA to refurbish its only conference hall.
Audiovisual and printing and publication				EVAW campaign, MoWA publications, website and internet
<b>Activity 3: Gender responsive planning and practice in place and use</b>				
3.1.Situation analysis/assessment of current planning practices 3.2 Development of an inventory of existing tools/instruments/trained personnel				This will be initiated sometime late November and early December and continued until February 2008. The Gender Planner will be responsible for this. Thus no direct cost implication.
Staff Salary (Translator and Special Assistant, Driver)				This is for the month of November and December. In November only Translator and Special Assistant will be on Board.
Mobilisation of the Gender Planner				This includes one month's salary, mobilisation and Intl travel
Equipment and Furniture				This includes office equipment; security related equipment, a vehicle and office furniture. Component one of the project is not yet funded by any external donors and it is supported by CORE resources only.
Office supplies and logistics				
<b>Activity 6: Monitoring Gender Mainstreaming Programme</b>				
M&E and Learning Specialist				Part of the Project Management team
Equipment				
<b>Activity 7: Gender Studies Institute</b>				
Recruitment of GSI Coordinator				
Recruitment of Curriculum Development Specialist				
Engage an engineering firm for the construction of GSI physical facilities				
<b>Activity 12: Other Project Costs</b>				
Contractual services				Dari Editor/National Consultant
NUNV Translator				National UNV Translator

Consultant



This will be an implementation specialist in the pre-project roll out phase

**Risks**

The main risks anticipated in the coming quarter are related to the recruitment of staff, particularly the international advisors who will ensure the substantive expertise and be responsible for implementation of the first phase.