



Bureau for Reconstruction and Development

ANNUAL REPORT 2006



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Acknowledgements

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MESSAGE FROM THE DIRECTOR

Summary of Operations

This is BRD's first Annual Report and it presents the state of its affairs from inception in 2002 to 2006.

BRD's operations have deepened in focus and widened in scope. In terms of geographic coverage, services expanded from Kabul and Central Region to the Eastern and Northern Regions. Over US\$235,000 worth of projects were commissioned, mostly in human rights and capacity building for democratic governance.

BRD's scope expanded to Capacity Building for Income Generation with the opening of its Vocational Training Centre in Kabul. In January 2007, the first batch of trainees from the Carpentry, Welding and Tinsmith class graduated. Every graduate was presented with a toolbox kit to enable him to start his own business. This marked the beginning of BRD's new strategic focus in poverty reduction, in line with a strategic review undertaken in 2006.

In the strategic review, the sustainability and relevance of BRD as an NGO in the light of current political, economic and social developments was examined. The nation's development needs were investigated and BRD aligned its strategic development goals with those needs, whilst abiding by its core values. The review has enabled BRD to develop a renewed strategic imperative, redefine its operating framework and refine its value proposition and service offerings.



In 2006, partnerships with the United Nations Assistance Mission for Afghanistan (UNAMA) and the Governments of Kapisa and Punjsher were strengthened with the completion of two Capacity Building projects. A new partnership was forged with Asia Foundation and services expanded to the Office of the President. With support from the Canadian International Development Agency/ Canadian Embassy, BRD opened its first Vocational Training Centre in Kabul. These new partnerships have since resulted in further cooperation, expanding BRD's reach to Kandahar with the opening of a Vocational Training Centre and numerous training programs for government officials in Bamyán, Punjsher, Kapisa and Parwan.

The capacity of the organization to utilize the services of volunteers to improve its quality of service has increased with the recruitment of an online Volunteers Manager to manage and build BRD's online volunteering community.

Outlook

In 2007, BRD will face significant challenges and opportunities which have the potential to impact on its operations. Arising from the strategic review recently conducted, BRD will focus on Human Rights Education and Advocacy in its Human Rights Program. It will improve the capacity for Human Rights Advocacy at the local level. Thus, a new initiative will be launched to build a network of Civil Society Organizations in Human Rights Advocacy. This network will also be used to promote related initiatives such as narcotics trade eradication, gender inequalities and poverty reduction etc. BRD will also play a key role in performing Shadow Reporting to the United Nations on human rights violations in Afghanistan.

BRD will facilitate the addressing of Human Rights issues in Afghanistan by extending its linkages with International Human Rights Organizations. Such organizations include Forum Asia, World Organisation Against Torture (OMCT) and International Service for Human Rights (ISHR).

Through its partnership with Play For Peace - a global organization teaching children to live and play together, BRD will launch Play for Peace in Afghanistan in 2007.

Although demand for services in Capacity Building for Government will increase, the establishment of Community Development Councils (CDCs) is likely to reduce BRD's role in community development. Demand for Income Generation activities is projected to increase as public infrastructure, monetary and financial systems are being rebuilt.

In response, BRD will use its experience in working with various provincial and district governments, the community including other NGOs, the regulator and international agencies to identify and expand service offerings to:

- ◆ Cater to forecasted demand for capacity building services from the government
- ◆ Include capacity building for income generation – Agriculture Extension, Marketing/Micro Enterprise
- ◆ Development and Vocational Training

The organization will also build capacities in service delivery and develop new initiatives with the help of its volunteers. Volunteers are currently helping BRD to:

- ◆ Market its service offerings
- ◆ Develop and implement its marketing and communication strategies
- ◆ Improve operations and reduce operational risks



In light of above, the Management has confidence that BRD's operations will remain viable and be able to contribute towards our country's development goals. The Management and Board would like to express our appreciation and thanks to all our staff, volunteers, partners and donors for their efforts and contributions in supporting BRD in achieving its goals.

Khan Agha Dawoodzai
Director

VISION, MISSION AND VALUES

Our Vision

BRD's vision for Afghanistan is a place where the population lives in an improved environment with integrity and prosperity. It is also a place where human rights and women rights are recognized and respected. The citizen is encouraged to play an active role in determining the future of their communities.

Our Mission

- To create an environment in which men and women are able to improve their standards of living through equitable and sustainable resources.
- To improve service delivery of both public sector institutions and non-profit sector institutions by building their capacities in order to facilitate long term development in Afghanistan.
- To support the development of a strong, viable and pluralistic civil society in post-constitution Afghanistan.



Our Values

An essential part of its mandate, BRD's core values are based on social justice, commitment, openness, accountability, transparency and respect of all segments of society without prejudice to gender, caste, religion, language and ethnic considerations. An essential part of its mandate, BRD's core values are based on social justice, commitment, openness, accountability, transparency and respect of all segments of society without prejudice to gender, caste, religion, language and ethnic considerations.



OUR APPROACHES

Participatory Rural Assessment

A qualitative participatory assessment approach that incorporates local level conditions and local people perspectives for project development, appraisal, implementation and evaluation.

People Oriented Planning

A framework or methodology that helps to identify key stakeholders and activities. It identifies how resources are distributed, who has say over their use, what resources are lost, what resources people brought with them and what resources must be provided.

Objective Oriented Project Planning

A bottom up planning approach which identifies and analyses problems, define the objectives and develop the project framework with the participation of all concerned parties.

Approach 1: Participatory Involvement with Communities

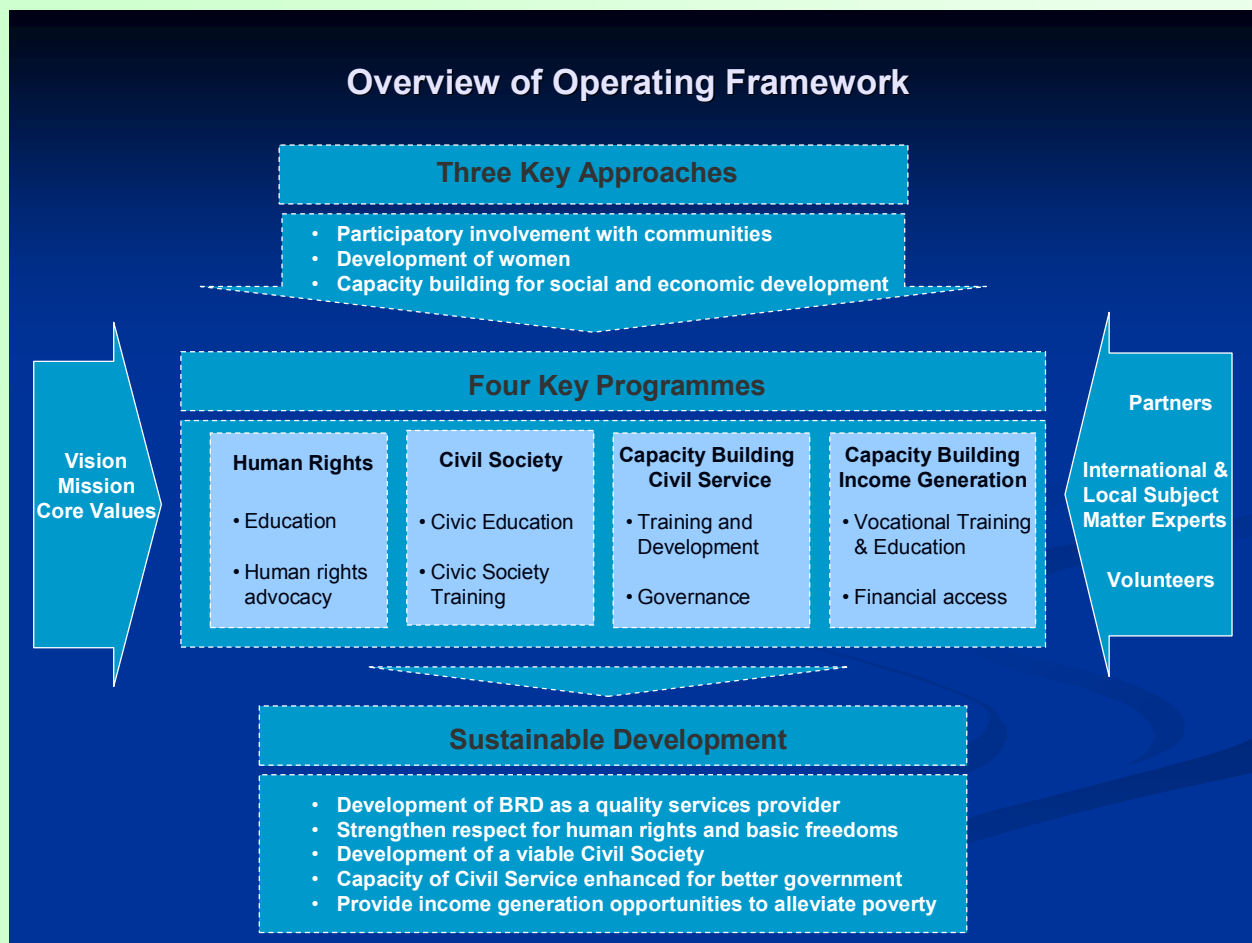
BRD seeks to implement projects in areas of Afghanistan where it is practical and feasible to do so, i.e. where it can be most effective. It identifies these areas by considering the community's needs and the viability of a project in the target area. When designing its projects, a detailed analysis is performed in terms of competence, ability and effectiveness. A range of techniques and tools are used to assess how BRD may work in an area, what work it may carry out and what shape it will take the form of. Techniques used include *Participatory Rural Assessment*, *People Oriented Planning* and *Objective Oriented Project Planning*. In addition, BRD continually assess the political climate where it works to ensure that it is possible to carry out work. Community participation and contributions make up a crucial part of the implementation process. Working with as many stakeholders in the community as possible, this strategy has a greater impact than simply imposing resources or activities without consultation.

Approach 2: Development of Women

BRD puts female participation at the center of its work. Regardless of status or ethnicity, all community stakeholders, particularly women must be allowed to freely voice their ideas, opinions and needs. Women's access to rights has to be strengthened by enabling women to fulfil their potential so that they are able to improve their economic and social positions. BRD's approach to women's development comprises the elevation of income levels of women in impoverished communities. It also encompasses the enhancement of the institutional capacity of NGOs involved in women development. By improving their planning, coordination, project design and understanding of gender issues, it enables NGOs to provide services in a sustained and programmatic way.

Approach 3: Capacity Building for Social and Economic Development

BRD believes in capacity building as a critical component for nation building and the creation of a sustainable society. It aims to improve service delivery of governmental agencies by enhancing their capacity to plan and execute and increase their collaboration with the society to promote transparency and accountability. The community's capacity needs to be built up to enable them to sustain their



development goals. Education, vocational training and skills training; along with financial assistance are means by which the community is able to protect their rights, gain financial independence and freedom and become responsible and active citizens.

Operating Framework

BRD provides quality services to the Afghan community for the development of a sustainable society. Our work is guided by our Vision, Mission and Core Values. Four key programs have been designed for the sustainable development of human rights, civil society, government and the economic environment. To achieve this, we work in collaboration with our Partners, international and local subject matter experts and Volunteers.

FOUR KEY PROGRAMS

Education Human Rights and Peace Education

Afghanistan has experienced two decades of war, during which human rights violations were arbitrarily committed. Due to the lack of awareness of human rights and sources through which the people could get informed, these abuses have continued unabated.

BRD believes that education is the key to the protection of human rights. The respect for rights by the majority of the population is the only guarantee that rights will be respected. The outcomes BRD expects to build through its human rights education programs are:

- ◆ Strengthen respect for human rights and basic freedoms
- ◆ Promotion of tolerance, gender equality and friendship among nations, indigenous people and racial, national, ethnic, religious and linguistic groups
- ◆ Enable persons to participate in a free society.
- ◆ Furtherance of activities of the United Nations towards peace



BRD focuses its Human Rights Training Courses on tolerance education. Respect for the rights of others by the majority of Afghan citizens best allows rights to be respected. Human rights contains a personal value system. This system is a mirror of the culture and region where we live. Our experience in our circles of identity, such as gender, class, religion, and family status, further defines our value system. BRD strives to make its education participants aware of their own assumptions in this regard.

Even though our human rights education curriculum is guided by the Universal Declaration of Human Rights (UDHR), it also incorporates Islamic perspectives of human rights into its curriculum. With local knowledge of traditions and customs, BRD prides itself in being able to offer Human Rights Courses that are sensitive to local culture and traditions.

Enhancing the capacity of Civil Society in reporting human rights violations is a critical part of our Human Rights Strategy. This is conducted through training programs in the education of NGOs in UN Shadow Reporting and the monitoring of treaties ratified by Afghanistan.

Capacity Building for Government

As part of Afghanistan's National Development Strategy in Governance, Rule of Law and Human Rights, the government is reviewing its public administration structure and rationalizing it to ensure a fiscally sustainable public administration. The capacity of the government is also to be strengthened so that it is able to deliver services to the people effectively and efficiently. BRD is very actively involved in the capacity building of the Government. It aims to equip public administrators with proper management, process/skills, knowledge and techniques to become self-reliant and effective.

Capacity Building for Income Generation

In 2004, Afghanistan became a signatory to the Millennium Declaration. Under the National Development Strategy, the government's strategy in economic and social development to achieve the Millennium Development Goals, aims to achieve pro-poor, private sector-led growth while eliminating the narcotics economy. To enhance the productivity of the labour force in the legal economy, the government prioritizes education, skills development and health.

To assist Afghanistan in achieving its poverty reduction goals, BRD is adopting capacity building for income generation as one of its major strategic imperatives. Its main thrust is in agriculture extension and micro enterprise development.

BRD's approach seeks to introduce small-scale credit schemes so that the poor, disabled and disadvantaged can achieve financial access through dependable and equitable credit opportunities. It also seeks to promote vocational training and education for income generating activities in response to private sector demand.

The cultivation of good financial management habits such as willingness to save and repay and the building of credit worthiness are key to our programs. Education and vocational training are essential to enable the community to sustain any income generating activities. Such income generating activities must also respond to private sector demand in order to be self-sustaining.

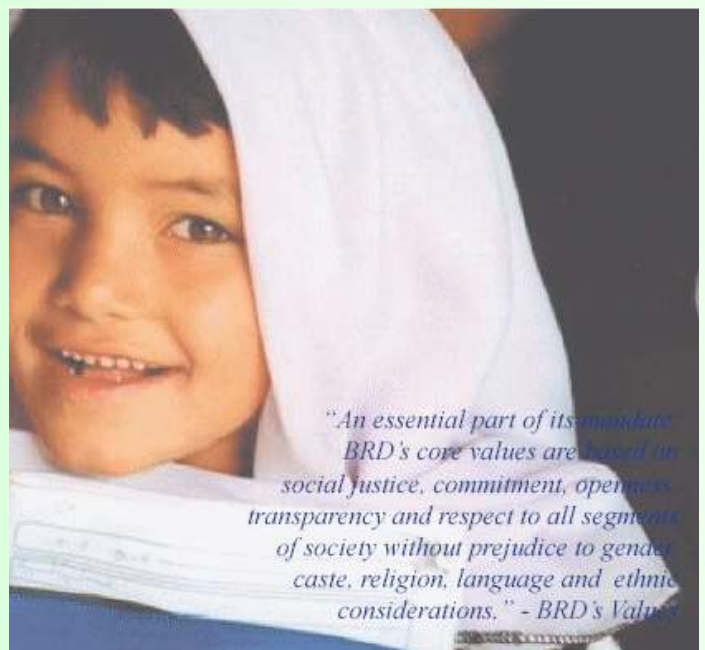


Development of a Viable Civil Society

Under Afghanistan's new constitution, women are given equal rights with men. This has brought great opportunities to the women and men in Afghanistan to engage effectively in the promotion of democracy, prevention of violence against women and the reduction of gender inequality.

BRD envisions a society based on the rule of law and increased participation by ordinary citizens in determining their future. It opposes violence and extremism and promote the rebirth of civil society. By working with scholars, experts and ordinary citizens, BRD hopes to promote cross-cultural understanding for a unified Afghanistan.

Through BRD's Civic Education program, we aim to provide the knowledge and information on democracy and the importance of voting to women and men in the community to ensure their active participation in the political process and social activities.



"An essential part of its mission, BRD's core values are based on social justice, commitment, openness, transparency and respect to all segments of society without prejudice to gender, caste, religion, language and ethnic considerations." - BRD's Values

FINANCIAL HIGHLIGHTS

- From inception in 2002 to 2006, a total of US\$235,653 was received as funding for projects.
- Funding received from projects increased from US\$9,000 (inception) to US\$91,800 (2006).
- Grants is the major source of financial support for BRD. Sale of items made in Vocational Training Centre in Kabul contributed to the funding of the Vocational Training Centre and defrayed some administrative costs of BRD.
- Gifts in kind comprise computer equipment, office equipment and office furniture donated by project donors.
- Project expenses are financed by grants, as are operational/administrative expenses of BRD.
- All project income and expenses are certified by BRD and submitted regularly to Ministry of Economy. Audited financials are not required by the Ministry of Economy due to the scale of BRD's projects.

Table 1. Unaudited Income (in US\$)

	2002	2003	2004	2005	2006
INCOME					
Contributed Support					
Grants Received	9,000	15,425	19,813	89,615	91,800
Donations					
Gifts in Kind			1,000	3,000	6,000
Total Contribution Support	9,000	15,425	20,813	92,615	97,800

Fig. 1 Comparative Yearly Income

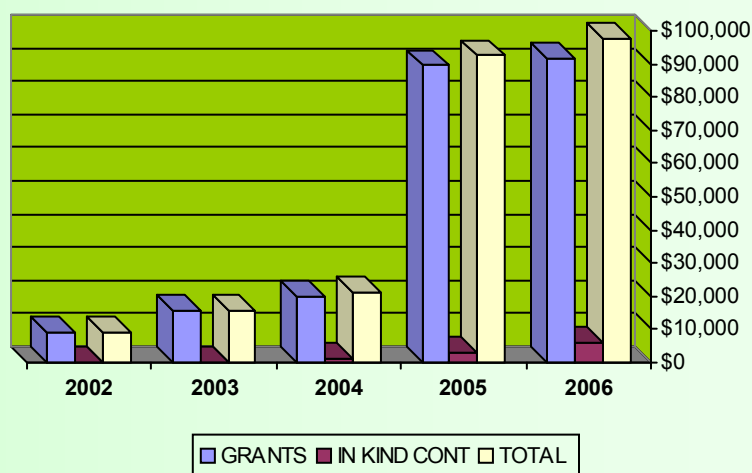


Fig. 2 Unaudited Expenditures (in US \$)

EXPENSES 2006	
Salary and Wages	19,410
Consultant Fee	800
Per diems and incentives	300
DSA	1,480
Travel/transportation	365
Trainers accommodation	300
Computer equipment	8,980
Office equipment	4,549
Workshop equipment and materials	24,300
Stationery	2,777
Postage	200
Computer manuals	800
Printing	1,000
Telephone	1,040
Internet	1,200
Refreshments	1,320
Training facilities rental	1,650
Office rental	4,800
Fuel for generator	1,590
Fuel for vehicle	1,200
Vehicle rent	4,600
Utilities, electricity, gas, water and firewood	600
TOTAL EXPENSES	83,261

OPERATIONAL HIGHLIGHTS

Staff

- ◆ BRD has 18 full-time staff.
- ◆ There are 11 full-time staff in the Kabul office and 7 full-time staff in the Ningarhar and Kandahar Regional Offices.

Organizational Development

- ◆ BRD was successfully re-registered as an NGO after the approval of the latest NGO law by the Ministry of Economy. The new stringent screening criteria of the Ministry of Economy ensures that only NGOs that have properly performed their regulatory reporting and were recommended by sector ministries and donors were re-registered.
- ◆ BRD is a member of the following organizations:
 - ◇ United Nations Volunteers Network, Bonn Germany
 - ◇ NGO Network, Education Instrument for Peace (EIP), Geneva Switzerland
 - ◇ Afghan NGOs Coordination Bureau
 - ◇ NGOs Collation on Shadow Reporting
 - ◇ Play for Peace Global Network
- ◆ In 2006, an online Volunteer Manager was recruited to manage and build BRD's online volunteer community. **eVolunteers@BRD** was launched to recruit and build volunteer and expert resources to enhance BRD's capacity and improve its operations.
- ◆ Various initiatives were undertaken to improve marketing, promotion and communication capabilities such as the production of a newsletter, development of brochures, and the on

-going re-development of BRD's website.

Project Implementation

- ◆ A total of 13 projects were commissioned from inception to 2006. 10 have been successfully completed as at 31 Dec 2006.
- ◆ Estimated average dollar spent per direct beneficiary is estimated to be US\$207. This estimate is based only on projects where direct beneficiaries can be clearly identified. For example, consultancy projects on evaluation of Afghanistan's Stabilisation Programme is not included, as direct beneficiaries cannot be identified.
- ◆ Project direct expenses (excluding contingencies) such as evaluation/monitoring, financial, audit and visibility/promotion costs are kept low. As a guide, it is estimated to be 3-3.5% of project budget.
- ◆ As a guide, administrative expenses is about 5% of project budget.
- ◆ BRD has a strong reputation in project implementation, progress reporting and evaluation. Various donors have provided favourable feedback.

Management and Staff

Amanullah Salim, Director

Khan Agha Dawoodzai, Program Director and Head of Human Rights and Civil Society Development Section

Abdullah Noori, Deputy Director and Head of Capacity Development and Training

M. Qasem Adil, Head of Admin/Finance

Eng.Zarin, Logistic and Procurement Officer

Eng.Zakrai, Project Manger Vocational Training

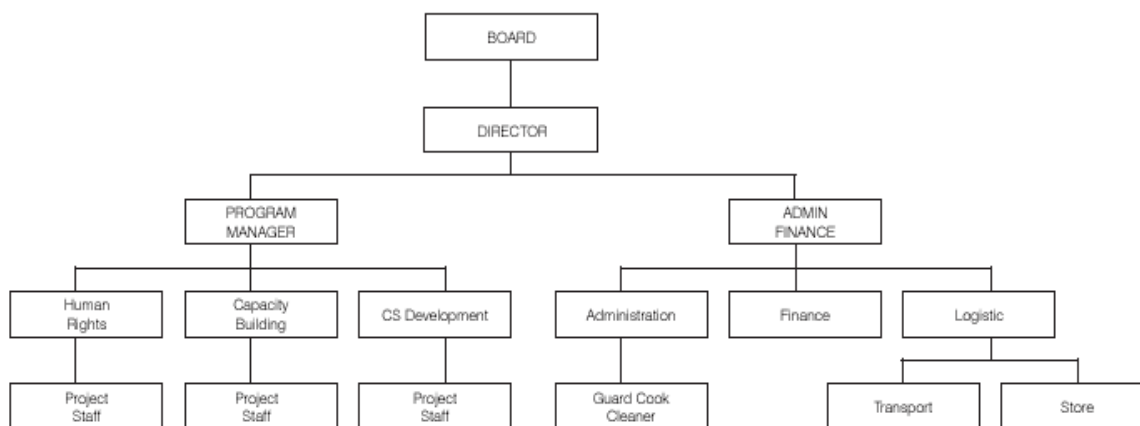
Dr. Nasir Durani, Trainer

Miss. Yasamin, Trainer

Nasir Ahamad, Trainer

Miss Moska Muhamand, Admin/ Account Assistant

Azizullah, Store Keeper Vocational Training Project.



No.	Project	Program	Description	Project Location	Donor
1	Information Management Project	Capacity Building of Government	Provision of English Language and Computer Skills Course, GPS and Survey technique training to 45 Provincial Government officials of Kapisa Province.	Kapisa Province	United Nations Assistance Mission for Afghanistan
2	Performance Review for Support to Counter Narcotics and Afghanistan customs	Consulting	Performance Review for Support to Counter Narcotics and Afghanistan customs	All	Department of International Development
3	Punjsher Capacity Building Project	Capacity Building of Government	Provision of IT and Office Equipment to newly established provincial administration of Punjsher Province.	Punjsher Province	United Nations Assistance Mission for Afghanistan
4	Vocational Training for Afghan Vulnerable	Capacity Building for Income Generation	Providing vocational Training to Afghan Vulnerable in Kabul City	Kabul Province, District 8	Canadian International Development Agency/Canadian Embassy
5	Communications Training for Office of the President	Capacity Building of Government	Communication skills training for staff of President Office	Kabul	Asia Foundation

PARTNERS



[Friedrich Ebert Stiftung \(FES\), Afghanistan](#)

FES is the funding partner for the Civic Education Program, which is on-going in different parts of Afghanistan.



[EIP-CIFEDHOP, Geneva Switzerland](#)

EIP-CIFEDHOPE is the funding partner for Human Rights and Peace Education for School Teachers. EIP also provided training materials and training for BRD Staff.



[United Nation Volunteers Bonn, Germany](#)

BRD is a member of UNV, through which it recruits online and on-site volunteers and experts to assist in the planning and implementation of its program.



[United Nation Assistance Mission In Afghanistan \(UNAMA\)](#)

UNAMA is the funding partner for the Civil Service training of mid-senior officials of local government in the Central Region provinces.



[Management Concepts Asia Pacific \(MCAP\)](#)

MCAP is the regional office of Management Concepts International (MCI) based in Auckland New Zealand, MCAP is BRD's partner for provision of Civil Service Training.

PART NERS



Atos Consulting (AC)

AC is an International Consulting and IT Agency based in United Kingdom, AC and BRD are partners for consultancy and other call out work under Governance and Political Framework Agreements for Afghanistan funded by DIFID.



Centre for International Law, University of Hertfordshire UK

UH-CIL and BRD are working on a joint Rule of Law Training Program for staff working in the Justice system

The Canadian International Development Agency (CIDA)



The Canadian International Development Agency (CIDA)

CIDA is the funding partner for the vocational training program in Kabul.



Asia Foundation

Asia Foundation is the funding partner for the training of the President's Office program in Kabul.

Bureau for Reconstruction and Development

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