

AREU's Annual Plan for 2010

Research Plan

Study title, purpose and fit with research strategy	Related research and communication activities	Timeframe and 2010 outputs
<p>Title: Developments in local government: A view from the ground</p> <p>Purpose: The primary aim of the project is to understand the nature of provincial power dynamics through studying how local governance is changing as a result of the establishment of the IDLG, the introduction of a policy on local government and the formation of elected bodies at provincial, district and village levels. The research will observe the role of line ministries, pay attention to the nature and influence of non governmental actors and will collect relevant statistical and economic data. The conclusions reached by the research will enable policy options to be offered to GoA and other aid actors. The research will also result in the generation of a methodology that can be more widely used to assess district structures and power relations.</p> <p>Strategic fit: The project will provide information and policy options directly linked to improving local governance and through this, GoA legitimacy</p>	<p>Research activities:</p> <ul style="list-style-type: none"> • Qualitative in depth interviews at Provincial and District levels with officials, line ministries and members of elected bodies. Interviews also with informal power holders and CDCs. • Literature review and search for statistical data • Profiles planned to be undertaken in five provinces: Samangan, Dai Kundi, Saripol, Laghman and Jowzjan. <p>Audience:</p> <ul style="list-style-type: none"> • IDLG, GoA line ministries, donors, multilaterals, NGOs <p>Dissemination:</p> <ul style="list-style-type: none"> • Production of provincial profiles which serve as baseline to assess future change; Comparative analysis of profiles identifying key themes and policy issues; Stakeholder workshop 	<p>Inception: November 2009</p> <p>To be completed by Dec. 2010</p> <p>Provincial profiles and a comparative paper produced by year end</p> <p>Workshop in 2011</p>
<p>Title: Research into governance dimensions of Kunduz River Basin project.</p> <p>Purpose: To comment on the nature of legal instruments and governance arrangements as they relate to the only River Basin project operating in Afghanistan</p> <p>Strategic fit: The learning from this research will assist in the development of the legal, administrative and participatory frameworks thus directly contributing to the AREU's strategic goal of improving governance</p>	<p>Research activities:</p> <ul style="list-style-type: none"> • Study of key documents generated by KRBP • Interviews at central level in Ministry of Energy and Water, legislative actors and basin agency. • Interviews at the local level with sub-basin councils, Mirab Associations and facilitating partners. <p>Audience:</p> <ul style="list-style-type: none"> • GoA inc. MAIL, Ministry of Energy & Water, MRRD; donors; all organisations with an interest in NRM and livelihoods <p>Dissemination:</p> <ul style="list-style-type: none"> • Research paper (March 2011); workshop 	<p>Inception March 2010 Data collection until November 2010</p>

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<p>Title: Research to identify criteria relevant to the development of an impact measurement tool suitable for the use of district bodies</p> <p>Purpose: To assist the IDLG by contributing evidence-based data relevant to the generation of an impact measurement tool to be used by District councils to advocate for the needs of the district and thus contribute to demand-driven government. To increase the capacity of local bodies to render accountable the actions of government and those responsible for the delivery of development assistance through the provision of relevant and timely district level data.</p> <p>Strategic fit: Research outcomes will stimulate and contribute to the discourse on aid effectiveness and impact measurement. It will contribute to GoA initiatives to produce more effective district government by providing a tool that will allow local bodies to have improved information that will contribute to improved programming and better aid delivery. Contributions to improved effectiveness of local government will increase GoA legitimacy.</p>	<p>Research activities:</p> <ul style="list-style-type: none"> Action research undertaken in cooperation with CDCs and representative District bodies examining the range of aid being received in a district and determining impact indicators to measure its effect. Project intended to be located in Dai Kundi <p>Audience:</p> <ul style="list-style-type: none"> GoA, ANDS, donors, local govt, NGOs <p>Dissemination:</p> <ul style="list-style-type: none"> Research paper (March 2011); workshop; donor and other seminars 	<p>Inception March 2010</p> <p>Data collection until October 2010</p>
<p>Title: Rural poverty, opium poppy and policy responses</p> <p>Purpose: Multi-year study to understand how changes in social, economic and political contexts affect rural household livelihood decisions, with a specific interest in decisions around whether or not to cultivate opium poppy.</p> <p>Strategic fit: The study will focus on understanding how to improve the institutional context to support rural livelihood security.</p>	<p>Research activities:</p> <ul style="list-style-type: none"> Field work in three provinces (Nangarhar, Balkh, Badakhshan) to understand dynamics of opium poppy cultivation, durability of shifts and drivers of changes in levels of cultivation, linked to progress in supporting rural development initiatives. Addition of Southern province as security permits. Mixed qualitative and quantitative data collection at household level and interviews at level of community/village (institutions, norms, power relations); placed within understanding of policy environment (national and international) <p>Audience:</p> <ul style="list-style-type: none"> MCN, MRRD, donors (EC, DFID, Canada, US...), UNODC, nat'l & int'l NGOs working on rural livelihoods, WB <p>Dissemination:</p> <ul style="list-style-type: none"> Case studies, annual briefing paper, final study synthesis paper; press and other briefings/seminars in Afghanistan and int'lly, workshop 	<p>March 2010 start</p> <p>2-3 case studies in 2010</p> <p>1 briefing paper</p>

Study title, purpose and fit with research strategy	Related research and communication activities	Timeframe and 2010 outputs
<p>Title: Afghanistan Livelihood Trajectories (ALT)</p> <p>Purpose: To improve understanding of processes of rural change through examining rural households' resilience and adaptation over time in contexts characterised by a weak central state and a range of potentially predatory institutional actors. The results will inform rural livelihoods policy and programming through the studies' in depth analysis of drivers of change at the macro, meso and micro levels.</p> <p>Strategic fit: The study will explore how families make livelihood decisions within their institutional environment (state, market, community, family, etc) therefore developing an understanding of the functioning and legitimacy of institutions in relation to livelihood security outcomes.</p>	<p>Research activities:</p> <ul style="list-style-type: none"> • Data collection completed in 2009 • 2010 focus is on data analysis, writing and dissemination <p>Audience:</p> <ul style="list-style-type: none"> • MAIL, MRRD, MoLSAMD, nat'l and int'l NGOs working on livelihood issues, donors investing in rural development, WB <p>Dissemination:</p> <ul style="list-style-type: none"> • Saripol, Kandahar and Faryab case studies; 2 Issues papers; 1 Synthesis paper; 1 briefing paper • Informal seminars to share findings and discuss recommendations; final study workshop; briefings 	<p>On going</p> <p>Study ends Dec 2010</p> <p>Case studies by Mar 2010</p> <p>Remaining papers by Dec 2010</p>
<p>Title: Representative governance: Parliamentary functions and dynamics</p> <p>Purpose: To provide a solid background in parliamentary dynamics before the upcoming elections for all stakeholders, especially those international staff coming to work on the 2010 elections; to look both retrospectively at parliament's first five years and forward to the next term in a critical and constructive manner; to highlight ways forward for both the elections and parliament's better functioning in the future.</p> <p>Strategic fit: parliament as an institution of national governance/perceived legitimacy of political representation at the national level</p>	<p>Research activities:</p> <ul style="list-style-type: none"> • Up to 100 semi-structured interviews, FGDs and sets of field notes taken with MPs, constituents, parliamentary secretariat and others on the subject of key issues in parliament at present in the run up to parliamentary elections planned for 2010. <p>Audience:</p> <ul style="list-style-type: none"> • National and international policy makers on national governance, agencies working in parliament eg SUNY, UNDP SEAL; MPs, Civil society organizations, the government of Afghanistan, constituents (in a certain area, yet to be specified). <p>Dissemination:</p> <ul style="list-style-type: none"> • Parliament brief + Briefing paper, presentations (in parliament + international agencies) 	<p>October 2009 - May 2010</p> <p>Brief to be produced by Feb/March 2010, briefing paper to follow in May, presentations in April/May.</p> <p>Because of the ambiguity over the timing/ occurrence of the wolesi jirga elections, the project will have to remain flexible</p>

Study title, purpose and fit with research strategy	Related research and communication activities	Timeframe and 2010 outputs
<p>Title: Representative governance: Citizen views of Parliamentary elections</p> <p>Purpose: To examine Afghan citizens' views of parliament and parliamentarians in the context of the 2010 elections. It will examine issues of representation, mobilization and power as it plays out in the run up to and during the elections. It will provide in depth analysis of how electoral manoeuvrings play out in selected districts to understand the importance of local relationships and issues to political processes.</p> <p>Strategic fit: exploring parliament as an institution of national governance and perceived legitimacy of political representation at the national level</p>	<p>Research activities:</p> <ul style="list-style-type: none"> Semi-structured interviews, FGDs, and field notes taken with WJ candidates, constituents, and voters on the subject of key issues in the run up to parliamentary elections in 2010. <p>Audience:</p> <ul style="list-style-type: none"> National and international policy makers on national governance, agencies working in parliament eg SUNY, UNDP SEAL; MPs, Civil society organizations, the government of Afghanistan, constituents (in districts, yet to be specified). <p>Dissemination:</p> <ul style="list-style-type: none"> Issues paper + Elections brief, presentations 	<p>January 2010</p> <p>Field work aligned with electoral calendar or responsive to a postponement of the elections</p> <p>Issues paper released prior to election</p> <p>Brief just after elections</p>
<p>Title: Representative governance: Democratisation 2</p> <p>Purpose: To continue a 2009 study on perceptions of democratisation in three further provinces (adding to the three already studied), in order to present a more representative study of Afghan perspectives of democracy.</p> <p>Strategic fit: public perceptions of the political system of democracy in Afghanistan; legitimacy of governance institutions at all levels.</p>	<p>Research activities:</p> <ul style="list-style-type: none"> Data collection in three further provinces (yet to be specified, although will be majority Pashtun areas) in the format of up to 70 semi-structured interviews with individuals/FGDs/sets of field notes. Respondents will include a broad range of people including civil servants, teachers, traders, students and others in both rural and urban settings, and will be literate and illiterate, men and women. <p>Audience:</p> <ul style="list-style-type: none"> National and international policy makers on governance issues, the government of Afghanistan, international agencies working on democracy/state building, elected representatives. <p>Dissemination:</p> <ul style="list-style-type: none"> A discussion paper + presentations to a variety of the above audiences. These products will combine data from the first and second studies on democratisation. 	<p>January - June 2010</p> <p>Discussion paper to be completed by end-June 2010, presentations given May-July 2010</p>

Study title, purpose and fit with research strategy	Related research and communication activities	Timeframe and 2010 outputs
<p>Title: Sub-national corruption (Pilot and continuation)</p> <p>Purpose: To analyse corruption and corrupt activities at the sub-national level, and provide suggestions as to how anti-corruption policies might be amended to be more effective at this level. The research will also explore perceptions of corruption and corrupt practices.</p> <p>Strategic fit: Corruption affects the efficiency of governance institutions, influencing the ways in which people view and interact with them and their legitimacy. Anti-corruption is also a key policy priority both of the GoA and international community.</p>	<p>Research activities:</p> <ul style="list-style-type: none"> This study will take place in two phases - a pilot study (starting November 2009) based in Kabul, drawing on previously collected data in provinces, and (depending on resources) a larger study with provincial fieldwork, beginning in late spring 2010 and continuing until the end of the year. The pilot will be jointly conducted by three consultants (one in an oversight role). The larger study will involve the return of one of these consultants who will collect data in three provinces (yet to be selected) with a research team. Semi structured interviews and FGDs will be conducted with a wide sample of respondents. <p>Audience:</p> <ul style="list-style-type: none"> Policy makers on anti-corruption initiatives, including MPs, GoA, international agencies (especially UNDP and the World Bank). <p>Dissemination:</p> <ul style="list-style-type: none"> One discussion paper after the pilot study and one briefing/issues paper after the larger study. Presentations after each study. 	<p>Pilot: November 2009 - February 2010</p> <p>Discussion paper to be completed by end-Feb 2010, presentation also given in Feb/Mar.</p> <p>Larger study: May-December 2010</p> <p>Briefing/Issues paper to be completed by December 2010.</p>
<p>Title: Aid & Security/State building/SSR</p>	<p>Consultant led; topic decided based on responses to a call for concept notes</p>	

Study title, purpose and fit with research strategy	Related research and communication activities	Timeframe and 2010 outputs
<p>Title: Legacies of conflict in Afghanistan: Justice, Reconciliation and Ways Forward.</p> <p>Purpose: AREU's project seeks to contribute to efforts to promote transitional justice in Afghanistan through the development of in-depth, qualitative knowledge about the legacies of conflict and perceptions and desires for justice, peace and reconciliation at the community-level.</p> <p>Strategic fit: This will encompass the role of justice in promoting governance. It also aims to suggest ways forward, including an exploration of the role of informal and formal structures in promoting justice, peace and reconciliation. By producing credible and in-depth information about how Afghans view issues of justice, reconciliation and peace, the project aims to contribute to AREU's emerging efforts to hold state and non-state (including the international community) to account.</p>	<p>Research activities:</p> <ul style="list-style-type: none"> In-depth qualitative research in 4 provinces, 2 sites in each - 1 urban/1 rural exploring the legacies of conflict and individual and community perceptions and desires for justice, peace and reconciliation. <p>Audience:</p> <ul style="list-style-type: none"> Government of Afghanistan, international diplomatic and military community, civil society, transitional justice scholars. <p>Dissemination:</p> <ul style="list-style-type: none"> Production of case studies, briefing papers and synthesis papers, conferences, presentations in Kabul and in the provinces. Also, a Steering Committee composed of relevant transitional justice actors to disseminate and share research findings throughout the project. 	<p>On going through end of Oct 2011</p> <p>Discussion Paper Feb 2010</p> <p>Kabul Case study End Aug 2010.</p> <p>Uruzgan case study end of 2010/early 2011.</p>
<p>Title: Access to justice/human rights</p>	<p>Pending appointment of senior research manager; or consultancy</p>	
<p>Title: Women's Participation in Development Initiatives and its Impact on Gender Dynamics in Afghanistan:</p> <p>Purpose: This research explores the effects of women's participation in development programs, specifically NSP and microcredit, on gender roles and relations in the family and community. It will identify which forms of women's participation have a positive impact, for women, in their daily lives.</p>	<p>Research activities:</p> <ul style="list-style-type: none"> FGDs and in depth interviews with male and female household members among households both participating or not in MISFA supported credit programs and NSP. Comparative analysis of effects of participation on gender relations. Three research sites in Kabul province and three research sites in Balkh province <p>Audience:</p> <ul style="list-style-type: none"> MRRD, MISFA, MFI's, NSP facilitating partners and other stake holders, such as UNIFEM, AWN, and other civil society organisations working in the area of women's rights gender issues. <p>Dissemination:</p> <ul style="list-style-type: none"> Three case studies, two issues papers, one briefing paper Workshops 	<p>On going</p> <p>Feb 2010 - Parwan case study</p> <p>May 2010 - Kabul case study</p> <p>November 2010 - Balkh case study.</p>

Strategic Plan link	Work Area	Activities	Proposed Timeframe	Lead staff
<ul style="list-style-type: none"> Research cross cutting 				
CS1, G1 Obj b	Stakeholder involvement in annual plan	<ul style="list-style-type: none"> Convene internal research department meeting to debate and finalise annual research plan Implement team-led strategies for enhancing external stakeholder input on research plan including: informal on going engagement; steering committee; soliciting ideas through email communication or discussion group with stakeholders Use newly developed mechanisms for feedback on research use (CS2, G3b) to inform research planning 	On-going, culminating prior to annual planning	Research team leaders
CS1, G2 Obj b CS2, G4 Obj a	Research-communications links	<ul style="list-style-type: none"> Continue to ensure communication department presence in research management meetings Regularise communication staff presence in research team meetings 	On going	Res mgt team Res team leaders; C&A mgr
CS1, G1 Obj d CS2, G3 Obj a	Research and communication design tool	<ul style="list-style-type: none"> Draft and achieve consensus on a format for research concept notes incorporating communication planning Establish and implement internal research review procedures based within the existing research management team 	Feb/Mar Feb and on going	Director, C&A manager Research mgt team

Communications, Advocacy and Information Department Plan

Strategic Plan link	Work Area	Activities	Proposed Timeframe	Lead Staff
<ul style="list-style-type: none"> Publications 				
CS, G1 G2	General	<ul style="list-style-type: none"> Improve organization of photo database 		Communications Editor
CS3, G1 Obj a & b CS3, G2 Obj b & d	Editorial	<ul style="list-style-type: none"> Edit publications (may have less in 2010: about 20?) Advise researchers/authors on paper type, tone, etc. 	Ongoing	Communications Editor
CS3, G2 Obj c	Translation	<ul style="list-style-type: none"> Translate all briefing papers, A-Z, research newsletters, discussion papers, and summaries of issues papers and synthesis papers - balance time and quality (est. about 14-18 papers in total?) Other ways to improve working with outsourced translation? To improve review processes? 	Ongoing	Translation team

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CS3, G1 Obj a & b CS3, G2 Obj b & d	Layout/Design	<ul style="list-style-type: none"> Improve appearance of case studies Encourage more policy notes (with revised layout) 	First quarter Ongoing	Publications Designer Editorial team
CS2, G3 Obj b CS2, G4 Obj a CS3, G1 Obj a & b	A-Z Guide	<ul style="list-style-type: none"> Print and Distribute 2010 A to Z Guide in English, Dari, Pashto, promote and distribute Improve advertising/promotion of English A to Z compared to last year (Consider international distribution?) Produce revised 2011 A-Z Guide 	Jan: English March: Dari & Pashto Dec 09-Feb 2010? Aug-Dec	Communications Intern Communications Intern TBD
CS3, G1 Obj a	Distribution	<ul style="list-style-type: none"> Develop and implement a strategy to expand provincial distribution Shift inventory to access database and update monthly 		C&A Manager w Communications Assistant and Publication Assistant
CS3, G1 Obj b CS3, G2 Obj a	Website	<ul style="list-style-type: none"> Re-do website so it looks updated, publications are easier to find Include A to Z database (searchable) on website Keep the website updated in all 3 languages: create content updating schedule Include web stats Add functionality on website for user feedback on publications 	Early 2010	Publication Designer
<ul style="list-style-type: none"> External Relations 				
CS3, G1 Obj a	General	<ul style="list-style-type: none"> Produce AREU Calendar 	For January 2010. If successful, redo for 2011.	Communication Editor (with C&A Manager and Publication Designer)
CS2, G1 Obj a CS2, G2 Obj a CS3, G1 Obj c CS3, G2	Events, networks and contacts	<ul style="list-style-type: none"> Continue maintaining and tweaking contacts database Expand/maintain a regular series of lectures and discussion groups at a variety of venues (DFID, ACBAR, ISAF, AIAS, CPHD, our library, etc.) Increase our contacts in, and communication with, provinces Acquire equipment for simultaneous translation Get feedback on AREU research through workshop survey forms and debriefings (trial and refine as needed) 	Ongoing Provincial expansion: ASAP	C&A Manager and External Relations team

Strategic Plan link	Work Area	Activities	Proposed Timeframe	Lead Staff
		<ul style="list-style-type: none"> Organize research specific events (workshops, etc.) as necessary <ul style="list-style-type: none"> Develop further resources for event facilitation 		
CS3, G1 Obj c CS3, G2	Media	<ul style="list-style-type: none"> Continue to update media contact list Continue to occasionally visit media institutes, media events Organize press briefings as needed Media dinner: at an opportune time Write articles and editorials based on research papers to submit to newspapers 	Ongoing	Policy & Communication Senior Officer (with assistance of editors and researchers for articles and editorials)
<ul style="list-style-type: none"> <i>Cross Cutting</i> 				
CS1, G1 Obj b CS1, G2 Obj a CS2, G3 Obj b CS3, G2 Obj a & b	Monitoring and Evaluation	<ul style="list-style-type: none"> Organizing occasional consultation with current and intended AREU research users Impact research study: 2 or 3 case studies on selected completed AREU research projects 		Communication & Advocacy Manager
CS1, G2 Obj a & b CS2 G1 G3 G4	Research-communication planning	<ul style="list-style-type: none"> Continue to work with researchers and support them in developing research communication plans Feeding into research communication plans through the policy process research (especially the mapping/scoping activities and related networking) Refining the research communication planning template so that it is easier for researchers to use Continue to pay attention to how AREU as an institution picks and develops its research topics Play a more active role in Research Department meetings (contributing to agenda) 		Communication & Advocacy Manager
CS1, G1 Obj b CS1, G2 Obj a CS2, G1 Obj a & b CS2, G3 Obj b	Policy process research	<ul style="list-style-type: none"> Create a methodology for "fast mapping" of policy actors and arenas <ul style="list-style-type: none"> Conduct mapping to test methodology and then on an as needed basis in sectors of interest to AREU researchers Finalization of phase 1 of this project: education sector case study, synthesis paper Begin new phase of study: more closely integrated with research 	Phase 1 finished by March 2010 Phase 2 from April onwards	Communication & Advocacy Manager and Policy & Communication Senior Officer

Strategic Plan link	Work Area	Activities	Proposed Timeframe	Lead Staff
• Information and Communications Technology				
CS5, G3 Obj a, b, c	ICT service delivery	<ul style="list-style-type: none"> Continue to improve functionality of AREU's ICT systems to standards of speed and reliability comparable with similar organizations 	On-going	ICT Manager
		<ul style="list-style-type: none"> Continue to review and adjust ICT systems based on organisational needs, resources and technological advancements (eg. Windows 7, adequacy of current email setup) 	On-going	ICT Manager
		<ul style="list-style-type: none"> Continue to develop the internal capacity of ICT staff and users to ensure efficiency in the use of ICT resources 	On-going	ICT Manager
• Library				
CS3, G3 Obj a & b	Library	<ul style="list-style-type: none"> Review the performance, mission and objectives of the AREU library to provide a basis for future planning (consultation with internal and external stakeholders). Included in this process is an examination of the networking role of the AREU library and staff. 	January 2010	Information Resources Coordinator
CS3, G3 Obj a & b	Library	<ul style="list-style-type: none"> Based on the review of the library's past performance, design and implement a plan to increase the visibility, accessibility and utility of the AREU library for as many groups of users as possible. 	February 2010 onwards	Information Resources Coordinator, Library Assistant

Organisational Development Plan

Strategic Plan link	Work Area	Activities	Proposed Timeframe	Lead Staff
Organisational Sustainability				
CS6, G1 Obj a & b	Strengthen funding base in line with operating expenses	<ul style="list-style-type: none"> Investigate foundations as new sources of AREU funds Seek renewals of core funding relationships ending in 2010; explore opportunities for new core funding relationships Ensure annual budget process integrates assessment of current and future funding environments to ensure planned operations and growth can be funded 	Jan - June As agreements end; on going	Director
			Jan and Nov-Dec	Director & DDAF
CS 6, G3 Obj b	Networking to increase recruitment options for Afghan staff	<ul style="list-style-type: none"> Develop links with groups supporting Afghans studying overseas (AIAS, British Council, etc) to enhance recruitment outreach Investigate existing Afghan student groups in Europe & the US; build links to enhance recruitment of Afghans with advanced degrees 	April, on going	Director, HR
			April, on going	

Strategic Plan link	Work Area	Activities	Proposed Timeframe	Lead Staff
CS6, G4 Obj b	Institutional memory	<ul style="list-style-type: none"> To organise internal policy documents and centralise storage and updating responsibilities To review and improve system for storing hard and soft copies of AREU data, under strict confidentiality standards 	March March and on going	HR, PSO & ICT PSO, ICT and research teams
CS6 G2 Obj b	Legal status	<ul style="list-style-type: none"> Monitor legal and political developments which would affect either AREU's legal status or its ability to conduct research and public dissemination of results 	Ongoing	Admin manager
Human Resources				
CS5, G2 Obj a CS4, G1 Obj a, b & c CS4, G3 Obj b CS1, G2 Obj d CS1, G2 Obj b	Human resource & capacity building assessment	<ul style="list-style-type: none"> Recruit a consultant to conduct an HR & capacity building review of AREU's policies and practices, resulting in a suggested HR structure and corresponding roles & responsibilities, including for capacity building Begin phased implementation of the resulting recommendations Establish a representative and informed working group to comprehensively review AREU CB initiatives to-date and then plan and implement the Strategic Plan CB goals and objectives in consultation with appropriate staff (e.g. researching and developing a new organization-wide CB plan, explore ways to vitalize staff to take charge of their own CB needs, etc.) 	Complete by June From June Jan - Mar	HR Officer, director, DDAF CB committee
CS5, G2 Obj d	Performance appraisal system	<ul style="list-style-type: none"> To manage and monitor the implementation of the new PA system, including new merit based increment system, to ensure learning is captured and the system is transparent To notify supervisors about the PA due date 6 weeks in advance. To form a review committee which periodically assesses staff performance ratings: transparency, fairness 	January 2010 and on going Jan 2010	HR Officer, director

Strategic Plan link	Work Area	Activities	Proposed Timeframe	Lead Staff
CS5, G2 Obj b CS4, G1 Obj b CS6, G3 Obj b	Promotion policy	<ul style="list-style-type: none"> To raise awareness with all staff about the promotion policy and its procedures To work with supervisors throughout promotion processes to ensure that the right procedures are followed To review competency levels for positions and ensure they are clearly described in JDs so staff are aware of what skills are needed for advancement; link with capacity building plans 	On-going	Hr Officer
CS4, G3 Obj a & c	Core values & communication	<ul style="list-style-type: none"> Raise awareness of new staff about AREU's core values and mission statement during the orientation session. Ensure all staff understand organization's structure, policies, core values and enhance open communication between departments. Place core values on the shared drive and post it as a sign in the corridor of the main building to make sure that everyone can read and understand. Participate in efforts to identify where decision-make processes can be made more inclusive so that everyone will understand that the decision was made jointly by a committee. 	January 2010 and on going	HR Officer HR Officer & ICT HR Office & Sr staff
CS5, G2 Obj c	Staff orientation	<ul style="list-style-type: none"> A package of orientation is to be prepared and given to both new national and international staff. Updates to be made as organisational needs change 	April 2010 and on going	HR Officer
CS6, G3 Obj b CS5, G2 Obj a	Recruitment	<ul style="list-style-type: none"> Continue recruitment of qualified staff for AREU, per structure noted in the AREU organigramme and organizational needs bearing in mind the need to appoint Afghans to positions of decision making within the organization 	Ongoing	HR officer
CS4 G1 Obj d	Benefits	<ul style="list-style-type: none"> Continue to monitor salary, health, and other benefits for national and international staff and make changes as appropriate and feasible. 	Ongoing	DDAF
Administration				
CS6, G1 Obj c	Procurement and Inventory system	<ul style="list-style-type: none"> Continue improving existing procurement system Ongoing procurement of necessary goods and services to ensure efficient management of AREU resources Improve inventory management systems and update inventories of the organization's assets 	Ongoing	Admin Manager
CS6, G1 Obj c	Vehicle performance and fuel consumption reports	<ul style="list-style-type: none"> Monitor existing vehicle performance, fuel consumption and vehicle maintenance and make adjustments where necessary Enhance AREU transportation system 	Ongoing	Admin Manager
		<ul style="list-style-type: none"> To sell the two old cars and purchase two new cars to replace. Overhaul or replace the office generator. Recruit a driver 	January 2010 February 2010 January 2010	

Strategic Plan link	Work Area	Activities	Proposed Timeframe	Lead Staff
		<ul style="list-style-type: none"> Monitor staff house leases and needs for renovation 	January 2010; on going	
Finance				
CS6 G1 Obj c	Internal Control systems	<ul style="list-style-type: none"> Continue improving and strengthening internal control systems Monitoring costs of doing business with a view to increasing efficiency in the use of AREU resources Continue to encourage payment to suppliers either through bank transfers or through cheques 	Ongoing	Finance and administration staff
CS 5 G1 Obj b	Budgeting	<ul style="list-style-type: none"> Involve senior research and communications staff in the preparation/ management of budgets. 	Ongoing	DDAF
CS5 G1 Obj a	Financial systems review	<ul style="list-style-type: none"> Review the current finance system needs and make appropriate changes including to financial reporting and to accounting software 	Ongoing	DDAF
Security				
CS5 G4 Obj a	Information/intelligence gathering, management and dissemination	<ul style="list-style-type: none"> Continue to monitor the security situation and provide timely feedback to aid decision making Arrange additional training on security related issues, first aid for staff and other relevant security awareness training Actively reviewing and updating the security policy and continuity plan so that it is in line with the changing realities 	Ongoing	Security Coordinator
CS5, G4 Obj b	AREU profile	<ul style="list-style-type: none"> Review and advise on planned communication strategies in line with existing security environment 	On going	Senior management