

International de Conférences



# Annual Report 2022-23

---

Center for Dialogue and Progress-Geneva



---

*Annual Report*

**2022-23**

# **CDP-G Annual Report**

## April 2022- June 2023

**Center for Dialogue and Progress-Geneva**

Route de Ferney 150 CH-1211  
Geneva, Switzerland

[cdpg.ch](http://cdpg.ch)

# CONTENTS

<b>3</b>	<b>Our Vision, Mission and Values</b>
<b>4</b>	<b>Chairperson’s and Executive Director Statement</b>
<b>5</b>	<b>Our Pillars</b>
5	Dialogue for Peace and Democracy
9	Civil Society and New Generation of Political Forces
9	<i>Global Conference on National Dialogue, Role of Civil Society and the Future of Democratic Forces in Afghanistan (October 13 and 14, 2022, Geneva)</i>
12	<i>National Dialogue; Role of Civil Society, Women and the Future of Afghanistan (March 16 and 17, 2023, Antalya, Türkiye)</i>
<b>14</b>	<b>Human Rights Resource Center</b>
<b>14</b>	<b>Events</b>
14	<i>Panel discussion on Securing Accountability for Human Rights Violations &amp; Abuses in Afghanistan - 13 September 2022 - Palais des Nations, Geneva</i>
16	<i>Side Event 51st Session of the UN Human Rights Council “A Path Towards Action For Women And Girls In Afghanistan” 3 October 2022, Palais des Nations, Geneva</i>
17	<i>Discussion on Women, Peace &amp; the Future of Democracy In Afghanistan, 01 July 2022, the Graduate Institute, Geneva</i>
18	<i>HRC50 Side event: Rights of Women &amp; Girls In Afghanistan - 30 June 2022, Geneva Academy’s Villa Moynier, Geneva</i>
<b>19</b>	<b>Advocacy Trips</b>
<b>20</b>	<b>Research and Publications</b>
<b>21</b>	<b>Migrations, Integration and Community Empowerment Services</b>
<b>22</b>	<b>Governance, Management and Institutional Development</b>
22	CDP-G Governing Bodies
22	Board, Executive and Advisors
25	Partners
26	Financials
<b>27</b>	<b>Looking Forward</b>
	<b>Annex: Strategic Plan</b>

## MISSION, VISSION, AND VALUES

---

Become an incubator where local and global solutions come together to address the pressing issues facing countries and societies in a state of fragility and transition through open and critical dialogue. While respecting and cherishing time-tested and cultural norms of different communities, the Center focuses on promoting best practices in inclusive, democratic, and sustainable development and peacebuilding.

Empower countries and societies in a state of fragility and transition to appreciate the beauty and harness the full potential of diversity and inclusiveness.

Our work revolves around the principle of fairness, inviolability of human dignity, open dialogue and empowerment of communities.

---

# **A Statement by CDP-G Chair**

## Chair's Statement

The brazen military takeover of Afghanistan on August 15, 2021 by the Taliban and the collapse of the Doha peace process in the wake of the withdrawal of the US/NATO forces stunned the world and created a twin vacuum with far reaching global consequences: first, a regional strategic and security vacuum with no clear regional or international contenders to fill it, second and equally important, an institutional, economic and human resources vacuum inside Afghanistan due to the total collapse of state structure after a chaotic fall of Kabul and the ensuing disastrous evacuation. Since then, contrary to some cautious optimism of the few, the social, economic and human rights situation on the ground in Afghanistan continues to deteriorate under the Taliban.

As the domestic and international stakeholders who had deeply invested in a future of free, pluralistic and progressive Afghanistan were still reeling from the shocks of the collapse; a group of concerned Afghan and international experts got together and created the Center for Dialogue and Progress-Geneva (CDP-G). Building on the extensive expertise and knowledge of the board members and given Geneva's unique position as the humanitarian and human rights capital of the world, CDP-G aimed to become one the pioneer organizations in resuscitating

and re-organizing civil society and young professional forces in exile and connecting them back to the country.

CDP-G started as a non-profit organization aiming to facilitate dialogue, educate, build capacity of the civil society and foster national and regional cooperation on peace building, reconciliation, human rights and humanitarian affairs. In less than two years, CDP-G has made significant progress both in establishing itself, developing its organizational capacity as well as implementing several signature projects. This report is a glimpse of steps taken in the first year and highlights our journey ahead.



Roberto Bonino  
Executive Director



Qudratullah Shafiq  
Board President

---

# CDP-G Pillars

# Our Pillars

## Dialogue for Peace and Democracy

The Doha peace process was meant to end hostilities and bring peace in Afghanistan. However, the Doha process did not bring peace to Afghanistan. It also facilitated the collapse of the Republic and the dramatic and unexpected return of the Taliban to power. There are numerous questions stemming from the Doha process. What contributed to the collapse of the peace talks? Was the US-Taliban agreement an impediment to peace as it made the Taliban believe they can win militarily and required no power sharing within Afghanistan? Why did the Republican side fail to use the negotiations to

establish an ensuing government in Afghanistan and preserve the basic values invested between 2001 and 2021? What would be the consequences of the Doha process on the peace processes elsewhere in the world? Is the Taliban's triumph going to encourage terrorist groups to follow suit, hoping to be given value and respect like the Taliban?

To answer the above questions, CDP-G gathered a balanced group of experts, diplomats, members of the negotiation team of the Republic and women activists to discuss the above questions.

**CDP's  
Webinar  
Series**



*An initiative for fostering dialogue on peace, education, and re-organizing professionals and civil society.*

## A critical analysis of the Doha Peace Process: Lessons and Prospects

### Webinar 1: Assessment of Doha Peace Negotiations

13th June 2022 17:30 - 19:00 hrs Kabul time | 15:00 - 16:30 Geneva time

The first webinar will be organized through Zoom under the Chatham House rule with the presence of a limited audience.



Shoaib Rahim  
Moderator

### Panelists:



Barnett R. Rubin  
Afghanistan Expert & Director at the Center on International Cooperation at NY University



Steve Brooking  
FMR, Special Advisor & Director of Peace and Reconciliation - UNAMA



Fawzia Koofi  
I.R of Afghanistan Negotiation Team - Doha  
FMR, Afghan Parliamentarian



Fatima Gailani  
I.R of Afghanistan Negotiation Team - Doha



Habiba Sarabi  
I.R of Afghanistan Negotiation Team - Doha



Mustafa Mastoor  
FMR, Minister of Economy I.R Afghanistan  
Special Rep. & Sr. Advisor High Council for National Reconciliation



Sergio Jaramillo Caro  
Sr. Advisor at the European Institute of Peace  
FMR, High Commissioner of Peace in Columbia Peace Negotiations



Nader Nadery  
Senior fellow at Asser Institute  
I.R of Afghanistan Negotiation Team - Doha



In the two webinars that lasted two hours each, four members of the negotiation team of the Republic were present. In addition, a senior advisor to the Chairman of the High Council for National Reconciliation was one of the speakers, while the two moderators of the webinars had been part of the technical team supporting the negotiators in Doha. One EU ambassador who served in Kabul during the Doha negotiations, and a US Chief of the Mission in Kabul who served in Kabul before 2015 were the other speakers. Three distinguished members of the academia whose work focuses on Afghanistan and peace processes also spoke in the webinar. Furthermore, other experts on peace and reconciliation who were closely following the peace process in Afghanistan were part of the two panels. Besides, CDP-G benefited from the presence of eight Afghan women activists in Geneva in the month of June 2022 and used their views on the Doha process.

The views gave us a good understanding of how the Doha peace process took place and why it failed. Some of the conclusions made about the failure of Doha process are mentioned below:

The US strategy was flawed. The timing of the negotiations and insistence on withdrawal put a ticking clock over the head of the US negotiators and it gave the opportunity to the Taliban to insist on their own positions and not compromise.

In 2018, when the US started official negotiations, the Taliban were in a strong position militarily.

The sequence of the agreed points in the Doha Agreement did not favor the Republic and put the Taliban in the driving seat with all their conditions met, without obliging them to compromise. The decrease in violence, for example, only protected the foreign troops, while the Afghan army and police received the hit. The US also stopped aerial support to the national army, to which it was dependent. As a result, the national army lost its tactical superiority.

The psychological effect of the Doha Agreement was enormous. Once the Agreement was signed, the soldiers and their commanders considered it as a formal agreement to hand-over the power from the Republic to the Taliban. The pressure by the US government on the Republic to agree on releasing more than 5000 Taliban prisoners was another sign that the process is run by the US and the Republic cannot benefit from its comparative advantage.

Stability and counter terrorism, rather than peace, were primary objectives of the US presence in Afghanistan. Given the behavior of the US government in their interaction with the Taliban and ignoring the Afghan government in the discussions, a peaceful settlement was not a

strategic goal of the United States. While reaching a political settlement with the Taliban would have paved the way for peace and end of war, stability and counter-terrorism were more important.

Human rights and establishing a representative government did not receive any attention in the Doha Agreement. There was not a single mention of human rights or women rights in the Agreement and the future of the government was subject to the negotiations in which the Taliban were given a superior position.

Nearly all parties, the Republic, the US government and the Taliban, miscalculated the situation. President Ghani and his team believed the US would not ultimately withdraw all its forces, while Dr. Abdullah, as the representative of non-Pash-tuns, believed he would be the one that would make the final negotiations with the Taliban. Similarly, the US government did not foresee the impact of their agreement with the Taliban which would result in the collapse of the Republic in an unexpected manner. The Taliban negotiators in Doha believed they would be the ones who would lead the process, while the military factions inside Afghanistan quickly entered Kabul and claimed for more power.

Unlike the Taliban who had a uniformed group of men with similar thinking and ideology and were cohesive and united,

the Republic team of negotiators were diverse, and lacked harmony. President Ghani had direct communication with a few of the negotiators, though the Republic's negotiators were unified in defending the achievement of the 2001 - 2021 term.

Given the miscalculations on the US readiness to withdraw all its troops, and the greediness of President Ghani to hold on power, the Republic did not propose any substantial concession during the negotiations. Similarly, the Taliban played the waiting game once the US determined a date to withdraw its focus and did not believe for a political solution that would require both parties to work together under one umbrella.

Lack of a mediator or facilitator during the negotiations resulted in a slow pace of talks and lack of any breakthrough in the negotiations. A stronger role by the United Nations could possibly change the outcome.

While many regional powers were supporting the negotiations, Pakistan was keen for an outright win of the Taliban. Other powers like Russia, China and Iran were also happy to see the failure of the US in Afghanistan, and thus did not do enough for the success of the negotiations.

By not creating an inclusive government, the opportunity for recognition of a new government was lost. The Taliban felt triumphant and may not agree for peace negotiations in the near future. However, the next two years, if coupled with the humanitarian crisis, military resistance and continued lack of recognition, might make the time ripe for some level of dialogue and compromise.

The failure of Doha process offers a negative impact on other peace processes and insurgencies around the world, because the insurgent groups see the success of the Taliban as an example they can follow. The increase in level of violence by the Pakistani Taliban is an example of such encouragement.

**CDP's  
Webinar  
Series**

**A critical analysis of the Doha Peace Process:  
Lessons and Prospects**

**Webinar 2: Implications of Doha Peace Process on the future of Afghanistan  
and other peace processes**

24th June 2022 17:30 - 19:00 hrs Kabul time | 15:00 - 16:30 Geneva time

The webinar will be organized through Zoom under the Chatham House rule with the presence of a limited audience.

**Panelists:**

 <p><b>William Maley</b> Emeritus Professor at the Australian National University (2003-2021)</p>	 <p><b>Amb. Hugo Llorens</b> FMR. former U.S. Chargé d'Affaires Kabul, Afghanistan</p>	 <p><b>Habiba Sarabi</b> FMR. Negotiation team of the I.R. Afghanistan in Doha Peace Process</p>
 <p><b>Amb. Nasir A. Andisha</b> AMB &amp; Permanent Representative of I.R. of Afghanistan to the UN Office in Geneva</p>	 <p><b>Amb. Pierre Mayaudon</b> FMR. EU Ambassador to Afghanistan (2017-2020)</p>	 <p><b>Farkhunda Akbari</b> Post-doctoral Fellow at Monash Gender, Peace and Security Centre</p>

 @Cdp\_Geneva

 @NationalCenter4DP



**Sayed Madadi**  
Non-Resident Scholar at the Middle East Institute, D.C.  
Moderator

*Organized by:*



*An initiative for fostering dialogue on peace, education, and re-organizing professionals and civil society.*

## Civil Society and New Generation of Political Forces

The weaving of a network of Afghanistan civil society forces has been one of the major projects of CDP-G aiming to establish a robust network of civil society organizations, professionals, and democratic actors within the diaspora to promote democracy, inclusivity, diversity and peace in the country. The project was initiated in response to the increasing need for the active involvement of civil society organizations in fostering a peaceful environment for the country's citizens.

The project commenced with an extensive mapping exercise to identify potential partners for the network. The mapping exercise was conducted by a team of experts who conducted a needs assessment

of various countries around the globe. The needs assessment helped in identifying the priority areas for the project, such as democracy, inclusivity, diversity and peace-building.

The project team then conducted an outreach program to engage potential partners and secure their participation in the network. The outreach program involved a series of meetings and consultations with various civil society organizations, young leaders and scholars across the globe. This provided a platform for participants to learn about the project's objectives, share their experiences, and provide feedback on the project's implementation strategy.

## Global Conference on National Dialogue, Role of Civil Society and the Future of Democratic Forces in Afghanistan

*13 and 14 October 2022, Geneva*

The first global conference on weaving a network of civil society forces under the title of the "Conference on the National Dialogue, Role of Civil Society and the Future of Democratic Forces in Afghanistan" was conducted on 13 and 14 October 2022 at the Geneva Center for International Conferences. The objectives of this conference, which was part of a series of two conferences, was to facilitate dialogue and develop a network among the Afghan civil society leaders, professionals, and democratic actors in diaspora to promote democracy, inclusivity, and diversity.



The conference brought together civil society leaders, representatives from various organizations, media experts, former members of the parliament, youth and politicians to discuss ways to develop an active network and design a roadmap for collective actions to promote democracy and inclusivity in Afghanistan as well providing opportunities for networking

and skill-building. During the two-day conference, participants were divided into various panels and participated in interactive exercises and discussions. These activities helped them to understand the benefits of networking and collaboration, as well as the strategies and tools that can be used to build and maintain effective networks amongst civil society leaders.

This conference was a success, with a high level of attendance and positive feedback from participants. Attendees reported that they found the conference to be inspiring, and many expressed a desire to continue working together to achieve common

goals. Overall, the conference was seen as a valuable and productive step towards building a stronger and active network to design a roadmap for collective actions to promote democracy and inclusivity in Afghanistan.



## National Dialogue; Role of Civil Society, Women and the Future of Afghanistan

*March 16 and 17, 2023, Antalya, Türkiye*

The conference participants were divided in various panels on thematic areas such as national dialogue and peace, legitimacy, constitutionalism and rule of law, women rights, freedom of speech, social engagement, humanitarian interventions, development and finance, regional cooperation and role of private sector.



On 16th and 17th March 2023, over 60 leaders of civil society, political figures, young professionals, activists, intellectuals, human rights activists, journalists, members of Afghanistan's community, men and women with diverse socio-political backgrounds gathered in Antalya, Türkiye as part of the 2nd Conference on National Dialogue: Role of Civil Society,

Women and the Future of Afghanistan. Building on the discussions started in Geneva (Oct. 13- 14, 2022), the participants extensively discussed and exchanged views on the challenges facing Afghanistan, and the role the civil society, democratic political forces, and women shall play in restoring peace, democratic governance, and preventing war.

The conference participants were divided in various panels on thematic areas such as national dialogue and peace, legitimacy, constitutionalism and rule of law, women rights, freedom of speech, social engagement, humanitarian interventions, development and finance, regional cooperation and role of private sector.



The participants emphasized the importance of building better coordination and partnership among members of civil society if they want to have a voice in forming a democratic future in Afghanistan. CDP-G was also urged to continue facilitating the dialogue among the members of civil society and organize thematic and expert discussions that produce clear recommendations on different aspects of the future of Afghanistan. After the conclusion of two significant conferences, the conference participants deemed it the right time to institutionalize and regularize the network of civil society and professional groups.

CDP-G will serve as a secretariat for coordination, facilitating review of the

discussions, written policy outputs, and drawing joint plans for activities of the network in the upcoming years.

The project team also facilitated the formation of several thematic working groups within the network. The working groups have been instrumental in facilitating joint initiatives and collaborations among participating organizations.

The two above events helped to establish a network of civil society forces to strengthen their collective efforts towards social justice, human rights, inclusivity and diversity. Overall, the conferences were a significant step towards promoting civil society's role in building a better future for Afghanistan.

## Afghanistan Human Rights Resource Center (AHRRC)

AHRRC is a specialized subsidiary of CDP-G on human rights research & education, monitoring & advocacy, and facilitation of access of Afghanistan-centered and Afghan civil society organizations/activists to the Geneva-based human rights platforms and mechanisms. The center developed from merely a concept in early 2022 to active research, reporting and advocacy engine striving for enhanced human rights protection in Afghanistan.

Taliban, advocacy for enhanced accountability for human rights violations and abuses in Afghanistan and giving a platform and facilitating the access of the victims, women rights activists and human defenders to the Geneva-based human rights mechanisms were among the priority areas of focus for the AHRRC in the last one year. In pursuit of these goals the Center carried out the following activities:

Increased international scrutiny on the

### Events:

In pursuit of its noble goals; CDP-G held multiple in-person and hybrid events in partnership with the Permanent Mission of Afghanistan in Geneva, and notable academic institutions such as the Geneva Academy, Graduate Institute (GHEID), permanent missions of Australia, Iceland, and Spain based in Geneva, and civil society partners such as the International Commission of Jurists (ICJ), International Service for Human Rights (ISHR), and Action for Development (AfD).

### Panel discussion on Securing Accountability for Human Rights Violations & Abuses in Afghanistan

*13 September 2022 - Palais des Nations, Geneva*

CDP-G in partnership with the Permanent Missions of Afghanistan, Australia, Iceland, and Spain to the UNOG, the UN Women, and the ICJ held a panel discussion at the margin of the 51st Session of

the Human Rights Council to initiate a normative and practical discourse on advancing accountability for serious human rights violations and abuses in Afghanistan.



The members of the panel discussed the unprecedented scale and magnitude of the human rights abuses by the Taliban and emphasized on bolder action from the Council. From strengthening the Mandate of the Special Rapporteur on



Afghanistan to establishing a dedicated accountability mechanism that could document and verify human rights violations and abuses and violations of international humanitarian law, as well as to provide deterrence and preventive force against further violations.

## Side Event 51<sup>st</sup> Session of the UN Human Rights Council “A Path Towards Action For Women And Girls In Afghanistan”

*3 October 2022 - Palais des Nations, Geneva*



CDP-G cosponsored this event organised by the Action for Development (AfD) and Heavenly Culture, World Peace and Restoration of Light (HWPL) aimed at bringing key stakeholders together to explore potential mechanisms and find solutions for improving the situation of women and girls in Afghanistan.

## Discussion on Women, Peace & the Future of Democracy in Afghanistan

*01 July 2022 - the Graduate Institute, Geneva*

CDP-G, in partnership with the Permanent Mission of Afghanistan, and the Graduate Institute of International and Development Studies (GHEID), held an awareness and advocacy event on Women, Peace, and the Future of Democracy in Afghanistan. The event aimed at raising international awareness on the tragic human rights situation of women and

girls in Afghanistan, giving a platform to a group of distinguished Afghan women activists to voice their concerns and opinions, and propose recommendations to promote and protect these rights and democracy in Afghanistan for effective action by the international community going forward.



## Human Rights Council 50 Side event: Rights of Women & Girls in Afghanistan

*30 June 2022 - Geneva Academy's Villa Moynier, Geneva*

AHRRC co-sponsored this event organized by the Permanent Mission of Afghanistan and a group of Geneva-based permanent missions, academic and civil society organizations, with an aim to raise international awareness on the human rights situation of women and girls in Afghanistan and propose recommendations for effective action by the international community.



UN High Commissioner for Human Rights Ms. Michelle Bachelet, Permanent Representative of Afghanistan, a number of women rights activist from Afghanistan (Shukria Barakzai, Faw-

zia Koofi, Shahgul Rezai, Aliye Yilmaz, Sima Ghani, Nilufar Ayubi, Nabila Mulsleh), academics and UN experts (Bandana Rana, Mary Lawlor, Melissa Upreti) were among the panelists.

## Advocacy Trips



CDP-G also supported two advocacy trips of a group of prominent Afghan women rights activists to Geneva in July and September 2022. This enabled them to raise their voice and demands at the Human Rights Council, met with the diplomatic community and other influential stakeholders, and spoke at various events held at the margins of the HRC sessions and in academic institutions.

Delegates included former women ambassadors, deputy ministers, members of the parliament, professors, journalists and activists.



## Research and Publication

AHRRC in the course of the year, engaged in substantial research and analysis of the human rights situation in Afghanistan, its impacts on the Afghans, critical analysis of actions of the international community, as well as, recommending steps needed to address the crisis. The outcomes included multiple essays and analysis published in notable international academic journals:

“Time for the International Community to Get Serious About Protecting Human Rights in Afghanistan” by Nasir A. Andisha and Hamid A. Formuli, April 2022.

(<https://www.justsecurity.org/81197/time-for-the-international-community-to-get-serious-about-protecting-human-rights-in-afghanistan/>)

“From Talk to Action: Addressing the Appalling Women’s Rights Crisis in Afghanistan” by Nasir A. Andisha and Hamid A. Formuli, July 2022.

(<https://www.justsecurity.org/82322/from-talk-to-action-addressing-the-appalling-womens-rights-crisis-in-afghanistan/>)

“After a Year of Privation With the Taliban’s Return, the People of Afghanistan Deserve Better from the US and the World” by Nasir A. Andisha and Marzia Marastoni, August 2022.

(<https://www.justsecurity.org/82665/after-a-year-of-privation-with-the-talibans-return-the-people-of-afghanistan-deserve-better-from-the-us-and-the-world/>)

### **Victims’ Access to Human Rights/Accountability Mechanisms:**

Advocating for accountability for human rights violations and abuses constitutes an important pillar of the work of the AHRRC. Towards this end and in the face of the widespread impunity in Afghanistan, AHRRC continues to advocate for establishment of a dedicated accountability mechanism on Afghanistan while utilizing the existing platforms. As a new area of activity, AHRRC seeks to represent victims and their families in present-

ing inquiries, petitions and submissions to the UN special procedures, treaty bodies and other existing platforms of international justice and accountability such as the International Criminal Court. The Center completed its first submissions to the special procedures in November, ICC in January, and is facilitating multiple reports of enforced disappearances/arbitrary detentions on behalf of the victims.

## Migrations, Integration and Community Empowerment Services

Today migration is an important issue at the global level. All continents are involved in the mass movement of people as host country, transit, emigration or three of them.

According to many reports, more than 244 million people are international migrants and more than 748 million are internal migrants.

Due to the fundamental importance of immigration and integration both at the international level and at the national level, CDP-G aims to contribute to this subject by conducting research on the problems of migration at the international level in order to find a sustainable and permanent solutions and provide suggestions and

recommendations for the relevant international organizations and the host countries.

The second phase of migration is integration, which is important for both the host country and migrants. Appropriate integration can help the host country and migrants and will help to reduce the migrant phobia.

CDP-G plans to collaborate with the host country on the integration of refugees and asylum seekers. By doing research and through organizing cultural programs, we want to bring closer the host community and migrants and establish a relationship between them.

---

# **Governance, Management, and Institutional Development**

# Governance, Management and Institutional Development

## CDP-G Governing Bodies

As the highest entity, the Board is responsible for the overall strategy of CDP-G, supervises the organization and assures that the operations are compliant with all the legal and regulatory constraints and the procedure demanded by donors and sponsors. The Bureau is composed of the President, the Secretary, and the Treasurer. In collaboration with the Executive Director, the Bureau ensures that the Board's decisions are carried out coherently with the strategy of the organization.

The general Circle led by the coordinator (Executive Director) is responsible for the operations of the Centre. The General Circle submits action plans to the board. Once approved, the General Circle will be responsible for overseeing the implementation of the plan, which will be delegated to the operational circles.

## Board, Executive and Advisors

### Board Members

Mrs. Homayra Ludin Etemadi

Mrs. Norah Niland

Dr. Qudart Shafeq

Prof. Dr Djawed Sangdel

Mrs. Fawzia Koofi

Mr. Antonio Donini

### Board Advisors

Dr. Nasir Ahmad Andisha

Dr. William Maley

Dr. Alyie Yilmaz

Dr. Omar Sharifi

### Executive Team

Mr. Roberto Bonino, *Executive Director*

Hamid Formuli, *Senior Fellow Human Rights*

Abdul Ahad Shirzad, *Senior Fellow Migration*

Shoaib Timory, *Senior Fellow Legal Affairs*

Mustafa Muneer, *Communications Lead*

## Management and organization

We began establishing our organisational structure throughout this first year of operations. We needed a flexible managerial strategy that encourages both autonomous and collaborative work, given the geographical spread and range of personal circumstances of the team members.

The foundation of our operational organisation is sociocracy, often known as dynamic governance. The circle is the fundamental operational unit of government. A circle is a collection of individuals who cooperate to achieve a common goal. Sub-circles are entities inside a circle that are more concentrated in their subject matter and tighter in scope. Circles make policy choices within their respective areas of responsibility (called a “domain”). With the sociocratic meeting format based on clarification, response, and objection rounds, policy choices are reached by consensus.

In order to provide a framework within which our self-managed circles can exert their ample autonomy while ensuring that operations are dependable, effective, and efficient, satisfy regulatory compliance goals, and provide robust financial accountabilities, we started our Internal

Regulations and Control System.

The Internal Regulation and Control System aims at building operational principles that are clear and resilient rather than overburdening the organisation with an excessive number of rules and procedures. For instance, we introduced the “2 pairs of eyes” policy, which mandates that all financial resource expenditures be approved by a minimum of two separate authorised personnel. The same holds true for bank transfers, which need the approval of not one but two signees. As time goes on, we will add new procedures while still aiming to strike a good balance between how rigorous the procedures are and how responsive the organisation is.

A significant component of the internal regulations is the staffing policy that has been formulated and implemented. One of the primary goals at this early stage in the development of the organisation is to fill open positions with highly skilled professionals who originate from Afghanistan’s population that has been forced to flee the country.

This ensures that CDP-G has both solid professional competence and hands-on experience in the areas in which it oper-

ates. In addition to this, it is a means of easing the transition of Afghan professionals into the job market of the nation in which they have taken up residence. Again, accommodating a diverse range of personal circumstances and geographic localization was a challenge that needed to be overcome in order to define the staffing policy.

The various occupational classifications and pay scales that have been established are intended to be on par with those used in the public and social sectors of Geneva. Contracts with staff and consultants typ-

ically include a compensation plan that is calibrated to pay levels that are commensurate with the staff member's level of education and professional experience.

At the moment, the total number of billable hours is constrained by the amount of money that is currently available, and in addition to their contractual obligations, all of the staff members put in a significant amount of time volunteering. The hours worked on a project, whether they be contractual or voluntary, are logged against either indirect or direct costs.

## Team development

At CDP-G, we prioritise the enhancement of our team's capabilities and skills development.

Participation in training and conferences is a key component of networking and development. The following activities and programmes have been attended.

- Reconnaissance trip and regional conference on Afghanistan 29-30 of November 2022 Dushanbe, Tajikistan
- Expert Roundtable on Prospects for Accountability for Human Rights Violations in Afghanistan, February 2023 Lund
- School of Think tanks, January 2023 Brussels
- Swedish Institute Leaders' Lab May 2023, Stockholm, Sweden

As part of its capacity building process CDP-G crew got together for the first time for a team retreat on the 22nd and 23rd of February.

The main goals of the retreat were to:

- Take stock of where we are and celebrate our achievements;
- Create the foundations to build our organisational culture focusing on a Lead - Do - Measure approach;
- Progress in the definition of an operational structure where everybody knows what they are doing and who to ask for support;
- Define a clear action plan for 2023 with specific objectives for the various departments.

## CDP-G Retreat

The retreat started with reports on specific activities, followed by a SWOT analysis and ideas on how to use our strengths to seize opportunities while simultaneously protecting ourselves from potential dangers and strengthening areas in which we are deficient.

We then reviewed our Theory of Change, paying particular attention to the pathways of change for particular activities, and to identify distinct outputs, outcomes, and associated indicators that will enable us to determine whether our actions are having the desired impact on the organization's mission.

An analysis of the stakeholders was done to better understand the environment in which we operate. Throughout the event ideas for specific actions to be implemented were collected.

The second day included time for reflection on the team's internal operations. In addition, areas for team development were explored.

The retreat's final step was to examine, classify, rank, and assign the action items that were gathered over the two days. This resulted in a collaborative document that will be used by the team to track and monitor progress on the different projects.

## Partners

During the course of the past year, CDP-G established and strengthened a number of important strategic partnerships with a variety of governmental and non-governmental organisations. Exhibiting high standards of efficiency, expert knowledge and proficiency in the primary areas of activity, it was awarded grants from notable international non-governmental institutions. We welcome collaborations with like-minded organisation and continue to expand our reach, establish new partnerships and diversify our network.

The Permanent Mission of Afghanistan to the UN Office-Geneva  
Afghan Witness/Center for Information Resilience  
Action for Development  
Akdeniz University

---

# Financial Highlights

## Financials

In its first year of operations CDP-G has concentrated on its own capacity building and in the deployment of two programs:

1. Afghan Human Rights Resource Center, financed by donor grants.
2. Weaving a Network of Civil Society Forces, financed by donor grants.

The table below summarizes the budgets of the total operations in CHF (at a USD/CHF exchange rate of .8938) .

Expenses	Afghan Human Rights Resource Center	Weaving a Network of Civil Society Forces	Total
Salaries & Consultancies	98 676	25 920	124 596
Administration	34 590	7 878	42 468
Capital Costs	12 513	5 638	18 151
Programs Costs	100 061	49 944	150 005
<b>Total</b>	<b>245 840</b>	<b>89 380</b>	<b>335 220</b>

---

**Looking Forward**

## Looking Forward

During the past one year, CDP-G was able to establish itself and undertake important activities in the spheres of national dialogue, peace-building and human rights. We will reinforce our activities in these areas and expand our activities in the area of rule of law, migration and fragility assessment.

We will establish a permanent secretariat to support the civil society in the diaspora. We will also work closely with the democratic forces and will try to give them a venue to advocate for a democratic future in which all men and women, from different walks of life, can share their view points and participate in the political life of the country. While we will organize the third conference on national dialogue and the future of civil society and democratic forces in Afghanistan in early 2024, we aim to organize a similar conference in Central Asia during 2023 to gather the civil society leaders and democratic forces who reside in Central Asia to have a dialogue on the future of Afghanistan and the role of the civil society. We are seeking partnerships with the international and regional actors for organizing this initiative.

Our focus would be on smaller expert groups. For instance, an expert group on constitutionalism and rule of law. The objective for this expert group is to have an in-depth analysis of the legal changes introduced post August 2021 and provide legal analysis of the required measures to reintroduce a constitutional government that adhere to rule of law and human rights of the citizens.

The AHRRC will continue its advocacy for enhanced international accountability through supporting expert and candid discussions on the need and hurdles facing international accountability. It also seeks to raise awareness on civil society-led initiatives for monitoring and documentation. We will facilitate coordination and collaboration among them to avoid duplication, streamline their activities with UN mechanisms and enhance the impact of all.

The AHRRC intends to organize human rights literacy training for media workers and citizen journalists covering the conflict and human rights violation in Afghanistan, coupled up with sessions on safety of journalists and the use and verification of Open Source Intelligence based information.

We will continue to raise public awareness on the existing avenues of international accountability and aspire to assist and represent victims and their relatives in accessing mechanisms such as the Human Rights Council's special procedures and international tribunals.

