



**United Nations Development Programme**  
**Afghanistan**  
**Accountability and Transparency (ACT) Project**  
**First Quarter Project Progress Report – 2010**



Round Table discussions during the Seminar on 'Role of Control and Audit Office in reducing Administrative Corruption' held on 23-25 March 2010 in Kabul

**Project ID:** 00053687  
**Duration:** 63 Months (January 2007 to March 2012)  
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**CPAP Component:** Public Sector Capacity and Accountability  
**ANDS Component:** Cross-cutting Issues – Anti-Corruption  
**Total Budget:** USD 22,310,625  
**Implementing Partner:** High Office of Oversight, CAO, MOF, MOI, MOE

## Accountability and Transparency (ACT) Project DONORS



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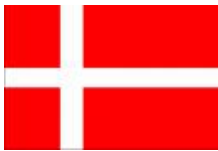
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## Acronyms

ACT Accountability and Transparency  
ACT-GF Accountability and Transparency Grants Facility  
ANDS Afghanistan National Development Strategy  
CAO Control and Audit Office  
CPAP Country Programme Action Plan  
CSO Civil Society Organization  
EUPOL The European Union Police Mission in Afghanistan  
FIU Fraud Investigation Unit  
GoIRA Government of Islamic Republic of Afghanistan  
HOO High Office of Oversight  
IPO Integrity Promotion Office  
LOA Letter of Agreement  
MOE Ministry of Education  
MOF Ministry of Finance  
MOI Ministry of Interior  
MOJ Ministry of Justice  
NACS National Anti-Corruption Strategy  
SIGAR Special Inspector General for Afghanistan Reconstruction  
UNCAC United Nations Convention Against Corruption  
UNDAF United Nations Development Assistance Framework  
UNDP United Nations Development Programme  
UNODC United Nations Office on Drugs and Crime  
USAID United States Agency for International Development  
VCA Vulnerability to Corruption Assessment

## Executive Summary

The revised Accountability and Transparency (ACT) project was signed between the Government of Afghanistan and UNDP in April 2009. In first quarter of 2010, the project, building on the achievements from the previous year, continued to contribute to strengthening government institutions to deliver public services.

Main achievements in the first quarter of 2010 include provision of critical support to HOO leading to improved managerial, technical and administrative capacity. To build up capacity of different departments in the HOO, UNDP signed a letter of agreement (LOA) with the HOO to extend material and human resource support to carry forward its mandate. This gives HOO more control and flexibility to hire human resources directly. This also indicates that the HOO's capacity to recruit has been built up through the project's assistance. Of the 34 national and one international positions to be supported through this arrangement, in candidates were identified for 12 positions for nine departments/sections of HOO in the first quarter. In addition, the Technical Specialist (Strategy and Planning) also joined in March who will support the HOO in formulation of its strategic plan. The project also continued to contribute to coordination efforts in the area of anti-corruption and in particular the coordination of support to the HOO. Towards achieving the goal of establishing a Corruption monitoring system, an agreement with the UNODC was signed to establish the Corruption Research facility in the HOO and conduct five surveys to gather information on prevalence and characteristics of corruption in five key Government sectors. The project is also providing support in devising strategy for the HOO in light of the London conference held in January 2010, the Presidential Farman (decree) issued in March 2010, as a follow up to the London Conference and in preparation for the impending Kabul conference.

Under component 2, the project continued to provide support to the internal integrity framework within the MOF. During this period, the internal processes of the complaints mechanism were improved to ensure better communication between the Fraud Investigation Unit(FIU) and the Complaints office, that has ensured evident compliance and action by the FIU. Initial discussions have been done with the MOF to expand the complaints mechanism to five provinces. Under the Note of Understanding (NOU) signed with the MOI and key international partners, to coordinate anti-corruption efforts in the Ministry of Interior, under the lead of EUPOL, 6 mobile anti corruption teams were established and the Project Office was operationalised. A memorandum of understanding has been signed between the UNDP and the MOE during the quarter to provide them support under the project. The project is in the process of finalizing sustainable support to the Complaints mechanism in the MOE. Recruitment of an international advisor (Complaints Handling and Fraud Investigation) is underway for supporting the MoE, MoI and MoF in strengthening internal integrity mechanisms. A strategy on engagement of the Technical expert (Fraud and corruption Detection) was developed and discussed with the CAO. A seminar on the Role of CAO in reducing administrative corruption was conducted in March 2010. The seminar came out with a fourteen point report on the discussions held during the seminar is to be forwarded to the President's Office. During the seminar, the CAO also disseminated the translated (to English) report on the audit conducted in the first six months of year 1388 for the benefit of the donors and other stakeholders.

Under component 3 of the project, the pre evaluation of the second round of Grants Facility was completed and the process of establishing a Grants Committee to do final selection of proposals for funding is in progress. The project has initiated working with the youth-related organizations to come up with a plan to develop capacities of youth and raise their awareness on anti-corruption.

Under component 4 limited progress was made during the reporting period. Recruitment of staff remains a prerequisite for planned activities to move ahead.

Despite facing considerable challenge of rapid expansion of the project, satisfactory progress is being made in the implementation of activities in 2010. The deteriorating security situation in general and the attack on UN staff in Bakhtar Guest house in October 2009, attack on MOJ/Presidential Palace in

January 2010 and attack on foreigners in February 2010, in particular have had severe impact on the ability of the project to implement activities and attract the necessary expertise. In the last quarter of 2009, the Project Manager left the project which posed serious challenges to the project continuity and implementation process. The project is addressing these challenges by taking mitigating and administrative actions to minimize the impact of these on project deliverables. The void for Project Manager has been filled during the quarter by utilizing the services of the International Technical Specialist on Fraud and Corruption detection for CAO. A new Project Manager has been identified and is expected to join in end May 2010.

In light of the Presidential decree and the impending Kabul conference, it is envisaged that the project document may need revision. The project and the management of UNDP, Afghanistan have initiated efforts to gather experts within UNDP and outside and also engage with all partners government organisations and stakeholders including donors and international community. In light of the outcomes of the Kabul Conference, the project document may be revised in due course.

## Context

The Accountability and Transparency (ACT) project has been designed to support the Government of Afghanistan and Afghan civil society in developing the necessary capacities to fight corruption. The revised ACT project, signed by the Government of Afghanistan and UNDP in April 2009, will support the implementation of the National Anti-Corruption Strategy (NACS) and the capacity development of the High Office of Oversight (HOO), support to the strengthening of internal integrity frameworks / mechanisms in key government institutions – the Control and Audit Office (CAO), Ministry of Education (MOE), Ministry of Finance (MOF) and the Ministry of Interior (MOI), support the active engagement of civil society in the fight against corruption, and supporting efforts to increase awareness and understanding amongst civil servants and the public in Afghanistan of their role in the fight against corruption. The ACT project takes the Afghanistan National Development Strategy (ANDS), the NACS and the United Nations Convention Against Corruption (UNCAC) as its starting point, with the ANDS addressing anti-corruption as a crosscutting issue. The project components have been developed in order to support the Government of Afghanistan in meeting the priorities and requirements set out in these key strategies and conventions. The ACT project will contribute to Outcome 2 (Government capacity to deliver services to the poor and vulnerable is enhanced) and Outcome 3 (The institutions of democratic governance are integrated components of the nation state). The project commenced in January 2007 and will run until March 2012.

The London Conference in January 2010 has outlined focussed activities for the anti corruption efforts in Afghanistan, especially through the High Office of Oversight. The conference has been followed up with a Presidential Farman(degree) that outlines specific powers and activities for the HOO. In this light, the project document may need a revision. The project is engaging in discussions with all stakeholders and donors to chart out its course in light of the Presidential decree and the impending Kabul Conference.

## Implementation Progress

### Output 1.1: High Office of Oversight enabled to fulfil its mandate

To build up the capacity of the departments in the HOO, during the 1<sup>st</sup> quarter of 2010 a Letter of Agreement (LOA) was signed with the HOO supporting recruitment of 34 national and 1 international positions and procurement of equipments. The process of recruitments under the UNDP/HOO LOA is in progress. For 12 positions out of the 35 agreed positions selection process has been completed which will support 9 departments/sections of the HOO. Recruitment of additional positions out of the 35 agreed is under process. The procurement of equipments on the basis of a needs assessment carried out by the HOO is also in progress. This also indicated the capacity of the HOO to carry out recruitments being built up.. The LOA further gives HOO control and manage the staff and ensures a long term strategy to fulfil its human resource needs, as these positions are to be ultimately part of the Government tashkeel.

In addition to the above capacity added to HOO, an international technical specialist on strategy and planning also joined in this quarter which has strengthened the capacity of the HOO in preparing its strategy, especially for the Kabul Conference.

The project team has also been providing advice to the senior management of the HOO through regular interaction to further develop institutional capacity. This support is aimed at improving the management, technical and administrative capacity of the HOO. The project is also supporting coordination amongst key actors in the area of anti-corruption to ensure that the support

provided to HOO is effective and that coordination amongst donors is increased to minimize overlap and duplication. This support has contributed to raising the profile of HOO and its technical, management, and administrative capacity.

The London Conference and the Presidential decree as a follow up of the conference have thrown up new responsibilities on the High Office of Oversight in carrying out its mandate in taking forward the National Anti Corruption Strategy. The project has had series of discussions and meetings with various stakeholders and has initiated preparations to extend its activities in light of the Presidential decree and the impending Kabul Conference.

#### Output 1.2: Comprehensive corruption monitoring system established

During the 1<sup>st</sup> quarter of 2010 the ACT Project signed a Letter of Agreement (LOA) with UNODC to jointly establish a corruption monitoring system and a survey unit in the HOO.

Together with UNODC, the project is going to commence a survey on public perception and experiences of corruption. This survey will ensure that activities under this output are initiated providing the basis for the establishment of a corruption monitoring system. The project will also provide support to the HOO in the establishment of its Corruption Research facility (survey unit) by providing national and international experts. This will also draw upon the previous work done in the project for establishment of the Corruption Monitoring System. Once established, the survey unit will contribute to the corruption monitoring system.

#### Output 1.4: Strategic regional and international partnerships developed

The project has continued its support in this regard to ensure that relevant government officials are exposed to international experiences and lessons learned. During the 1<sup>st</sup> of quarter of 2010 the ACT Project has sponsored participation of the HOO management in international events on anti-corruption including the Regional Community of Practice Meeting on Anti-Corruption (1-3 February 2010) in Bangkok, Thailand, the Fraud Investigation and Prevention workshop in Singapore on 16-18 March 2010 and the meeting of the Anti-Corruption Network for Eastern Europe and Central on 29-31 March 2010 in Paris, France. These trainings and meetings provided a forum for delegates to exchange experiences and best practices on the issues of fraud and anti corruption.

#### Output 2.1: Vulnerability to Corruption Assessments (VCA) completed and recommendations integrated in on-going technical assistance in Control and Audit Office, Ministry of Education, Ministry of Interior and a Municipality

The project reached an agreement with the MOE to carry out VCAs in identified areas and initiated discussions with the MOI on carrying out VCAs as part of a wider set of anticorruption initiatives, in the first quarter. The project forwarded a draft TOR to the EUPOL, the lead mentor as per the Note of Understanding (NOU), for recruitment of consultant to conduct the VCA, for comments. In the second quarter, the project will pursue to carry on with the VCAs in these ministries.

#### Output 2.2: Enhanced Accountability, Transparency and Integrity in key Government institutions

The Complaints office continues to support the Ministry of Finance (MOF) in resolving the complaints received from the general public and to identify the causes of the complaints.

The complaints office initiated efforts to coordinate with the Fraud investigation unit (FIU) of the MOF, by formalising the system of forwarding all complaints to them through a designated format and receiving responses similarly. The complaints office also initiated efforts to organise the information available on the complaints in a database that could enable analytical review of the nature of complaints and could serve as a decision support mechanism for the management of the

MOF to resolve the underlying causes of complaints. 38 cases of complaints were received during the first quarter of 2010, which were all forwarded to the FIU. The FIU has also responded with the action taken or commitment to take action in 11 cases. The resolution of complaints cases ensured accountability of the Government officials towards the citizen.

Creation of awareness and continuous training of staff of the MOF is a focus area of the project's engagement with MOF. Training sessions were conducted for the officials of the provincial directorates of Department of Customs, and also other officials of the MOF during the quarter. It is expected that these training sessions raise the levels of awareness in the staff and enable them to regulate their activities in discharging their duties.

Lack of the representation of the Complaints Office at sub-national level results into deficient coordination of anti-corruption activities at provincial level. Accordingly, efforts have been made to extend the complaints mechanism to five provinces, namely Kunduz, Mazar-e-Sharif, Kandahar, Jalalabad and Herat. The project is in the process of finalising the LOA with the MOF.

A memorandum of understanding was signed between the UNDP and MOE on providing the MOE support on setting up a complaints mechanism apart from the conduct of VCAs and setting up of the IPOs. The MOE has developed an organisation chart for the complaints mechanism and discussions are underway to find out possibilities of sustainable support to this mechanism. Recruitment of an international advisor (complaints handling and fraud investigation) is underway for supporting the MoE, MoI and MoF in strengthening internal integrity mechanisms.

In the MOI, EUPOL has taken the lead role in supporting the anti corruption efforts, as per the Note of Understanding (NOU) through establishment of the Mobile anti corruption teams (6 in numbers) and the setting up and operationalising the Project Office. The project has supported with communications and specialised equipments to establish the anti corruption teams and office in the MOI during this quarter.

#### Output 2.3: Integrity Promotion Offices (IPO) established in Control and Audit Office, Ministry of Education, Ministry of Finance, and Ministry of Interior

As part of the revised project, the project will support the establishment of IPOs to promote ethics and enhanced professional standards in the CAO, MOE, MOF and MOI. The establishment of the IPOs will follow on the recruitment of the international technical specialist .

#### Output 2.4: Capacity of Control and Audit Office(CAO) to ensure financial accountability in government institutions strengthened

The international technical specialist who joined in December 2009 initiated his work in the Control and Audit office by preparing a strategy for his engagement with the CAO. This was forwarded and discussed with the officials in CAO, including the Auditor General.

As part of the effort to create an awareness in the auditors of the CAO and key Government institutions, and discussing the role of the CAO with respect to fraud and corruption, a 3 day seminar on 'Role of Control and Audit Office in reducing administrative corruption' was conducted in March, supported by UNDP/ACT. The seminar consisted of presentations from the senior officials of the CAO on their audit findings related to issues of fraud and corruption; presentations by the international experts from Special Inspector General for Afghanistan Reconstruction(SIGAR), World Bank, PKF, and UNDP, including the International technical specialist and the Complaints manager from ACT; round table discussions on five important topics regarding role of CAO in combating fraud and corruption which included officials of relevant ministries/ offices of the GoIRA; and presentations by the team leads for the discussion groups. The seminar closed with adoption of a 14 point report on outcomes of the seminar which is to be forwarded to the President's Office. The seminar brought together representatives of the World Bank, SIGAR, UNODC, USAID, donors, government organisations like the HOO, and Attorney General. During the

seminar, the CAO disseminated the translated (to English) report on the audit conducted in the first six months of year 1388 for the benefit of the donors and other stakeholders for the first time.

As part of providing exposure to international best practices and creating regional and international partnerships, two officials from the CAO were part of the team who attended the training programme on Corporate Fraud, Investigations and Prevention in Singapore, in March 2010.

#### Output 3.1: Civil society actors and media increasingly involved in the fight against corruption

The project launched round two of the Accountability and Transparency Grants Facility (ACT-GF) with announcement Call for Proposals. After a pre-evaluation was completed, the UNDP Country Office is in the process of establishing a Grants Committee to do final selection of proposals for funding. Detailed implementation plans including monitoring and evaluation will be prepared and projects will be launched once the grant agreements have been signed.

In addition to the ACT-GF, the project has been working to expand its support to civil society in order to build their capacity and raise their awareness on different topics related to the fight against corruption. The project is in the process of preparing a plan for capacity building of Civil Society Organisations (CSOs) in areas related to anti-corruption. Similarly, the project is working with the youth-related organizations to come up with a plan to develop capacities of youth and raise their awareness on anti-corruption. Thus the project is attempting to ensure broader participation of the populace in fight against corruption.

#### Output 4.1: Training materials and modules developed and integrated into on-going training Initiatives

In the previous year TOR for the development of training materials / modules were developed and recruitment of the international consultants were planned. However, in the emerging security scenario, resulting in difficulties in getting adequate international experts on board, this activity could not be pursued as intended. During the ensuing quarters, activities under this output will be pursued.

#### Output 4.2: Advocacy plan developed with materials disseminated nationwide through wide range of media

The project is in the process of setting up of a survey unit in HOO through the LOA signed between UNODC and UNDP for carrying out surveys and establishing corruption research capacity to carry out surveys in the HOO. Through this unit surveys will be conducted and their findings widely disseminated. The project came out with a couple of success stories which will be used for information dissemination of the work done in area of anti corruption especially establishment of the complaints mechanism. The project plans to recruit a National Advocacy officer who will take forward the advocacy and awareness raising activities.

## Challenges

### Risks

#### Political will

A number of key steps have been taken by the Government of Afghanistan in the fight against corruption, including the establishment of the HOO and the recent approval of investigative and prosecution powers to HOO. The HOO itself has taken several critical steps towards fulfilling its mandate. The HOO will however require considerable and continuous support from the Government of Afghanistan as well as the international community if it is to be successful in fulfilling its mandate. Revision of the anti-corruption law is one of the most critical areas that the HOO will need to focus on after the presidential decree approving more powers to HOO.

The fight against corruption will however not depend only on the HOO, but will also require support to the justice sector, support to key ministries and institutions to develop anti-corruption action plans, and the effective coordination of anti-corruption efforts across all government institutions. This will require that the Government of Afghanistan and the international community to allocate the necessary resources for the fight against corruption and that the issue of corruption remains at the top of the political agenda. Additional efforts are also necessary to increase coordination with the government as well as amongst the international community in its support to the fight against corruption.

Action taken: The ACT project continues to work closely with the HOO to provide the necessary support for developing the capacity of itself and its staff. The project supported the HOO through an international expert to review its strategy in light of the London Conference and the Presidential Decree following the conference. As per the presidential decree, the HOO will have more investigative and prosecution powers. This will entail building up capacity of HOO in carrying out these activities. It also depends on the international community to work together to support the capacity building efforts of the HOO to carry out this new mandate.

The project continues to be involved in formal and informal anti-corruption networks established to coordinate efforts within the international community as well as within the government. These efforts are aimed at putting the project in a position by which it can advocate for concrete actions to be taken by the Government of Afghanistan in the fight against corruption as well as coordinate the projects support to the HOO with that of others. The project will also provide support to the fight against corruption in several other key government institutions to ensure a broader approach to the overall fight against corruption.

#### Security

The recurrent security incidents in Afghanistan and especially in Kabul pose a restriction on the expansion prospects of the project activities to the sub national levels, in the provinces. These also pose a challenge in bringing in adequate international expertise to the ground to support and guide the activities of the project as well as that of the key government agencies engaged in anti corruption.

Action taken: The ACT project continues to be alive to the constraints put in by the security incidents and strives to foster the manpower and abilities available to extend the activities in prioritised areas. As such support to the High Office, the CAO, the MOE and MOF are prioritised with the existing staff of the project. Efforts are on going to recruit more staff to carry on all activities of the project smoothly.

## Issues

### Human resources

Lack of adequate human resources remains a challenge to the project as the project has faced difficulties in identifying qualified and suitable candidates, national as well as international. For instance, recruitments for a number of key positions were started but the processes were turned down last minute forcing the project to hold on recruitments for an unknown period. As the project may extend its activities in light of Presidential decree,, this will remain a critical challenge.

**Actions taken:** The project has signed a Letter of Agreement (LOA) with the HOO which includes recruitment of 34 national and 1 international position to ensure adequate institutional and human resources support is extended to the HOO. The project envisages providing similar support to other key ministries in furthering the activities under the project. The project is also working to build the project team with junior national staff whose capacities can be developed over time. These staff will then be able to fill senior level positions in the future.

### Project Expansion

The London conference, followed by the Presidential decree and the impending Kabul Conference may require the project to extend its activities. The project has already been confronted with the Human Resource issues in light of the security situation in Afghanistan. The possible expansion may pose a critical challenge.

**Action taken:** The project has already realised the impending responsibilities in light of the Presidential decree. It has engaged with all stakeholders, including the donors and the international community in identifying the new roles and activities it may have to carry out in addition to the existing ones. The project is working towards identifying and putting in place the resources and arrangements required to carry out the additional activities.

## Lessons Learned

The London Conference and the following Presidential decree posed a challenge to re-orient the priorities and activities of the project. It remains that flexibility and the ability to adapt and to changing circumstances is critical to the success of the project in a rapidly changing institutional and political environment. Flexibility also includes the need to be responsive to arising needs of government counterparts. To this end the project has allowed for flexibility in project implementation at the same time as assuring that it remains on track towards achieving its stated outputs. With the signing of LOA with the HOO, the critical task of recruitment was entrusted to the HOO which suggests not only capacity on part of the HOO to take up this responsibility but also the flexibility on part of the project to deal with the emerging situations.

It has also been seen with the experience of the complaints mechanism that the support of the top management in the counterpart ministries/ government organisations is essential to take forward the activities of the project. It will be endeavoured to foster close and vibrant coordination with the government counterparts and also other stakeholders to ensure the ownership of the activities and intended outcomes by all.

## Future Plans

As it was expected, there is a considerable slowdown in the implementation of project activities in government institutions after the presidential elections, that was followed by the uncertainties in the cabinet creation, security incidents and ultimately outcomes of the London Conference. The London conference has been followed up with a Presidential Decree giving powers to the HOO in

engaging in investigation and prosecution. To ensure progress towards the achievement of project outputs and to ensure the continued visibility of the project a number of key activities have however been prioritized which include continued support to the HOO, building the capacity in HOO, support on setting up of the complaints mechanisms in the Ministry of Education, expansion of the complaints office to the provinces in the Ministry of Finance, conducting VCAs in the MOE, MOI, continuation of support to MOI and CAO. The project also plans to computerise the complaints handling system to make it more intelligent and a responsive tool towards improvement of the Government systems. Through the Grants facility the material and experiences of the engagements will be made widely available by employing all means of dissemination possible. A network of the media organisations will be created to facilitate the coordination and interaction of the civil society and civil society organisation. Corruption being a cross cutting issue, linkages and synergies between various projects of UNDP, other international players and the Government's ministries will be established and engagement of civil societies in these areas will be explored. Relationships, national and more importantly international will be fostered to draw on their experiences. On creation of awareness and training, emphasis will be placed on developing capacities of government counterparts and Afghan civil society actors to ensure sustainability of project activities and to enable national counterparts to take the lead in the fight against corruption. To this end the project engages international experts/advisors on a long-term basis with an explicit mandate to provide mentoring and on-the-job training to national counterparts. Within the project team itself emphasis will also be placed on the transfer of skills from international to national staff.

The project will also work towards a further deepening of the understanding of the extent and causes of corruption in Afghanistan to inform further development anti-corruption strategies and policies as well as future anti-corruption initiatives undertaken by the government and international development partners.

## Financial Section

**Table 1. Funding Overview**

Donor	Commitment (Currency of the Agreement)	Received (Currency of the Agreement)	Received (USD)	UNORE	Balance (Currency of the Agreement)
DFID	GBP 6,030,000	GBP 3,000,000	4,310,345	0.71	GBP3,030,000
Italy	EUR 300,000	EUR 300,000	374,532	0.8	-
Norway	NOK 7,400,000	NOK 3,700,000	611,570	6.05	-
		NOK 3,700,000	712,909	5.19	-
UNDP	USD 1,066,500	USD 1,066,500	1,066,500	1	-
CIDA	CDN 1,500,000	CDN 500,000	472,144	1.06	CDN 1,000,000
Denmark	DKK 5,000,000	DKK 4,999,960	1,012,138	4.94	-
<b>Total</b>			<b>8,560,138</b>		

**Table 2: Expenditure Status (by activity)**

Activity	Budget	Donor	Expenditure Status at January 01, 2010		Expenditure in Reporting Quarter		Quarter Expenditure	Total Expenditure	Delivery
			Commitment	Disbursement	Disbursement	Commitment			
ACTIVITY01	258,800.00	00095	-	-	6,400.00	61,913.00	68,313.00	68,313.00	26%
ACTIVITY01	1,242,600.00	00551	-	-	66,719.46	237,499.37	304,218.83	304,218.83	24%
GMS	113,008.60		-	-	5,503.62	22,536.41	28,040.03	28,040.03	25%
<b>ACTIVITY01 Total</b>	<b>1,614,408.60</b>		<b>-</b>	<b>-</b>	<b>78,623.08</b>	<b>321,948.78</b>	<b>400,571.86</b>	<b>400,571.86</b>	<b>25%</b>

ACTIVITY02	165,000.00	00095	-	-	-	-	-	-	0%
ACTIVITY02	639,450.00	00551	-	-	169,311.40	89,257.19	258,568.59	258,568.59	40%
GMS	60,550.00		-	-	12,743.87	6,718.28	19,462.15	19,462.15	32%
<b>ACTIVITY02 Total</b>	<b>865,000.00</b>		<b>-</b>	<b>-</b>	<b>182,055.27</b>	<b>95,975.47</b>	<b>278,030.74</b>	<b>278,030.74</b>	<b>32%</b>
ACTIVITY03	358,000.00	00551	-	-	2,920.85		2,920.85	2,920.85	1%
GMS	26,946.24		-	-	219.85	-	219.85	219.85	1%
<b>ACTIVITY03 Total</b>	<b>384,946.24</b>		<b>-</b>	<b>-</b>	<b>3,140.70</b>	<b>-</b>	<b>3,140.70</b>	<b>3,140.70</b>	<b>1%</b>
ACTIVITY04	84,650.00	00551	-	-	-	-	-	-	0%
GMS	6,371.51		-	-	-	-	-	-	0%
<b>ACTIVITY04 Total</b>	<b>91,021.51</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
ACTIVITY05	22,000.00	00095	-	-			-	-	0%
ACTIVITY05	596,400.00	00551	-	-	70,864.44	53,550.00	124,414.44	124,414.44	21%
GMS	46,546.24		-	-	5,333.88	4,030.65	9,364.53	9,364.53	20%

<b>ACTIVITY05 Total</b>	<b>664,946.24</b>		<b>-</b>	<b>-</b>	<b>76,198.32</b>	<b>57,580.65</b>	<b>133,778.97</b>	<b>133,778.97</b>	<b>20%</b>
<b>Grand Total</b>	<b>3,620,322.58</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>340,017.37</b>	<b>475,504.90</b>	<b>815,522.27</b>	<b>815,522.27</b>	<b>23%</b>

## Annexes

### Annex I: Performance Tracking Matrix

<b>Result/Goals</b>	<b>Performance Indicators</b>	<b>Baseline Info</b>	<b>Performance Benchmark and Targets</b>	<b>Implementation Progress in reporting quarter</b>
Output 1.1: High Office of Oversight enabled to fulfil its mandat	<p>Indicator 1: Number of ministries and government offices (e.g. Control and Audit Office, Attorney General's Office) that have developed anti-corruption action plans based on the National Anti-Corruption Strategy and reporting to the High Office of Oversight on implementation progress.</p> <p>Indicator 2: Number of administrative procedures/processes assessed/reviewed by the HOO and recommendations for simplification made to the relevant ministries/ government offices</p>	<p>Baseline 1 (2008): No ministries or government offices have to date developed anti-corruption action plans based in national anti-corruption strategy</p> <p>Baseline 2 (2008): 1assessment / review ongoing</p>	<p>2009 Annual Target/ Deliverables:</p> <p>Target 1: All ministries and government offices have anti-corruption action plans and are reporting on implementation progress to the HOO on a regular basis by February 2012. Benchmark: 5 ministries/ government offices in 2009</p> <p>Target 2: 68 procedures/processes reviewed and recommendations for simplification made by February 2012 Benchmark: 8 processes/ procedures reviewed in 2009</p>	<p>A number of Ministries and other government institutions prepared and sent their anti-corruption action plans.</p> <p>The project is working with the HOO to establish its Prevention and Public Administration Reform Department to undertake business process simplification in key government institutions. Action initiated in two processes.</p>
Output 1.2: Comprehensive	Indicator 3: Baseline on experiences and perceptions of	Baseline 3 (2008): To date no comprehensive	Target 3: comprehensive corruption monitoring system established by	LOA signed with UNODC. Five surveys

corruption monitoring system established	corruption amongst the general population, civil servants and the business sector	survey of corruption perceptions and experiences has been carried out	February 2012 Benchmark: 3 national surveys completed in 2009	are planned to be conducted. A corruption research facility to be established in HOO.
Output 2.1: Vulnerability to Corruption Assessments (VCA) completed and recommendations integrated in on-going technical assistance in Control and Audit Office, Ministry of Education, Ministry of Interior and a municipality	Indicator 1: 1 Number of action plans developed, adopted and implemented based on VCAs conducted	Baseline 1 (2008): No action plans adopted	Target 1: 7 action plans developed, adopted and implemented by end of 2010 Benchmarks: 3 action plans developed, adopted and implemented in 2009	MOF developed its action plan using the previous VCAs.
Output 2.2: Complaints and investigation capacity established/ developed in Control and Audit Office, Ministry of Education, Ministry of Finance and Ministry of Interior	Indicator 2: Percentage of complaints referred within the ministry/office investigated and completed at year end	Baseline 2 (2009): No baseline data available – to be collected in 2009	Target 2: 80 percent of all cases referred investigated and completed by end of 2011 Benchmarks: Capacity development initiated in 2009	Expansion of Complaints mechanism to provinces envisaged in the MOF. Plans are underway to establish complaints mechanisms in CAO, MOI and MOE.
Output 2.3: Integrity Promotion Offices (IPO) established in Control and Audit Office, Ministry of Education, Ministry of Finance and Ministry of Interior	Indicator 3: Percent of civil servants aware of ministry/office internal integrity mechanisms and understand and apply the Code of Conduct and Conflict of Interest policies	Baseline 3 (2009): No baseline data available – to be collected in 2009	Target 3: 90 percent civil servants aware of ministry / office internal integrity mechanisms and understand and apply the Code of Conduct and Conflict of Interest policies by end of 2011 Benchmarks: Capacity development initiated in 2009	Capacity development to be initiated in MOF after recruitment of expert.

<p>Output 2.4: Capacity of Control and Audit Office to ensure financial accountability in government institutions strengthened</p>	<p>Indicator 4: Percentage of cases referred to CAO by HOO reviewed and completed at year end</p>	<p>Baseline 4 (2009): No baseline data available – to be collected in 2009</p>	<p>Target 4: 90 percent of all cases referred reviewed and completed by end of 2011                  Benchmarks: Capacity development initiated in 2009</p>	<p>Key technical expert has formulated his strategy for engagement with the CAO. A seminar on role of CAO organised. Officials of CAO sponsored to attend a training in Singapore.</p>
<p>Output 3.1 : Civil society actors and media increasingly involved in the fight against corruption</p>	<p>Indicator 1: Number of CSOs, youth and media organizations selected for funding through ACT Grants Facility (ACT-GF)                   Indicator 2: Number of CSOs and media organizations receiving funding through ACT-GF achieving targets as per grant agreement</p>	<p>Baseline 1 (2008): 3 CSOs/Media Organizations have received grants                  Baseline 2 (2008): All grants recipients on target – activities to be finalized in 2009</p>	<p>Target 1: 14 CSOs / Media Organizations received grants by end of 2011                  Benchmarks: 3 CSOs/Media Organizations received grants in 2009                   Target 2: 12 out of 14 CSOs/Media Organizations fully achieved targets by February 2012                  Benchmarks: 4 CSOs/Media Organizations fully achieved targets in 2009</p>	<p>Second round of the ACT-GF launched to provide grants to CSOs in the next quarter. Pre evaluation completed. Grants committee to be set up in the UNDP Country Office. Liaison with institutions related to youth initiated for involvement of youth in anti corruption activities.</p>
<p>Output 4.1: Training materials and modules developed and integrated into on-going training initiatives</p>	<p>Indicator 1: Percentage of population aware of mechanisms available for reporting cases of corruption</p>	<p>Baseline (2007): 18 percent of survey respondents would report anticorruption cases to previous anti-corruption agency, 15 percent would report corruption cases to the judiciary (Integrity Watch Afghanistan)</p>	<p>Target: 80 percent of general population survey respondents indicate that they are aware of the mechanism available by end of 2011                  Benchmark: 30 percent of general population survey respondents indicate that they are aware of the mechanism available in 2009</p>	<p>TOR for experts to develop training materials has been developed and the project is to identify experts to carry out the job.</p>
<p>Output 4.2: Advocacy plan developed with materials disseminated nationwide through</p>	<p>Indicator 1: Percentage of population aware of mechanisms available for reporting cases of corruption</p>	<p>Baseline (2007): 18 percent of survey respondents would report anticorruption</p>	<p>Target: 80 percent of general population survey respondents indicate that they are aware of the mechanism available by end of</p>	<p>The project is working together with the HOO and UNODC to establish a survey unit in the</p>

wide range of media		cases to previous anti-corruption agency, 15 percent would report corruption cases to the judiciary (Integrity Watch Afghanistan)	2011 Benchmark: 30 percent of general population survey respondents indicate that they are aware of the mechanism available in 2009	HOO.
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**Annex III: Risk Log**

**RISK LOG**

<b>Project Title: Accountability and Transparency (ACT) Project (00053687)</b>	<b>Award ID: 00045444</b>	<b>Date: 01 April 2010</b>
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Lack of political will to fight corruption	Beginning of the project	Political	Lack of concrete actions and follow up on the project's capacity development, findings, and recommendation by the Government of Afghanistan in the fight against corruption. P=4 I=5	ACT project continues to work closely with the HOO to provide the necessary support for developing the capacity of it and its staff. The project continues to coordinate efforts within the international community as well as within the government	I		08 October 2009	<b>Increasing</b>
2	Security concerns	Q1 2009	Other (Security)	Project facing difficulties in identifying and recruiting suitable international staff P=4 I=5	The project holds detailed discussions with potential consultants regarding the work and social environment in Afghanistan, and explains thoroughly about security measures taken by the UN. The project will make full use of available networks to source potential candidates for the project.			13 October 2009	<b>Increasing</b>

**Annex IV: Issue Log**

<b>ISSUES LOG</b>						<b>Date: 01 April 2010</b>
<b>Award ID: (00045444)</b>			<b>Project: Accountability and Transparency (ACT) Project</b>			
ID	Type	Date Identified	Description	Status/Priority	Status Change Date	Author
1	Operational	February 2010	Project expansion: Expansion of activities may require an expansion of the project which will place a considerable workload on existing project staff potentially resulting in bottlenecks. This may delay the expansion of the project as well as implementation of planned project activities.	Increasing/High	N/A	
2	Operational	April 2009	Human resources: The project has been facing difficulties in identifying qualified and suitable candidates, national as well as international.	Increasing/High	N/A	
3	Operational		Lack of capacity and understanding of corruption activities by CSOs was an issue faced by the project. It was noticed that many of the CSOs lack capacity of proposal writing reducing the number of quality proposals received by the project.	Decreasing/ High	N/A	