

United Nations Development Programme
Afghanistan
Accountability and Transparency (ACT) Project
2nd Quarter Project Progress Report – 2009



Journalists during group work in the investigative journalism training organized by Saba Media Organization under the Accountability and Transparency Grants Facility (ACT-GF)

Project ID: 00053687
Duration: 63 Months (January 2007 to March 2012)
Strategic Plan Component: Democratic Governance
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



Norway



Italy



United Kingdom



UNDP

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Executive Summary

The revised Accountability and Transparency (ACT) project was signed between the Government of Afghanistan and UNDP in April 2009. The project revision brings an extension of the project by three years and an expansion of scope to also include the Control and Audit Office (CAO), Ministry of Education (MOE) and Ministry of Interior (MOI) in addition to the High Office of Oversight (HOO) and the Ministry of Finance (MOF). With the project revision finalized the project is placing considerable effort on ensuring that the necessary resources are in place to ensure the timely implementation of the expanded project outputs.

Under **Component 1**, the project has continued to provide critical support to further develop the managerial, technical and administrative capacity of the HOO through the provision of national and international expertise and necessary equipment and infrastructure. The project has also continued to contribute towards coordination efforts in the area of anti-corruption and in particular coordination of support to the HOO.

Under **Component 2** the project continues to provide support to the internal integrity framework within the MOF which has made considerable progress during the current reporting period. Recruitment of key national and international staff is also on-going to allow for the planned expansion of support to the CAO, MOE and MOI.

Under **Component 3** of the project, CSOs have continued to receive support to implement activities in the area of accountability and transparency through the Accountability and Transparency Grants Facility (ACT-GF). One grants recipient has completed activities during the reporting period and the remaining two are set to complete activities in the next quarter, according to schedule. The project has also developed plans for the launching of the second phase of the ACT-GF in the next quarter.

Under **Component 4** of the project the recruitment of national and international staff is on-going to allow for the implementation of planned activities.

In addition, recruitment is underway to bring on board critical staff to ensure that the necessary capacity is in place to oversee the implementation of project activities. Procurement is also on-going to ensure that the necessary equipment and infrastructure is in place to support project implementation.

Despite facing the considerable challenge of a rapid expansion of the project the implementation of activities is largely according to plan. Contributing factors to this is careful planning as well as close coordination with government counterparts and the UNDP Country Office.

The main challenges to project implementation have been ensuring continued political will and commitment to the fight against corruption, potential delays in project implementation in the lead up to the elections and changing political priorities following the election, and the deteriorating security situation impacting on the ability of the project to implement activities and attract the necessary expertise. The project is addressing these risks by taking mitigating and administrative actions to ensure that project outputs and the quality of activities will, to the extent possible, not be impacted by the challenges faced.

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 UNCAC as its starting point, with the ANDS addressing anti-corruption as a cross-cutting 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.

Implementation Progress

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

In the previous quarter the project recruited three national experts to support the HOO develop capacity in the area of administration and finance, human resources, and IT and initiated the process for procurement of critical equipment and premise upgrades.

During this quarter the project has continued to provide support to the capacity development of the HOO. One international continued to provide advisory services to the senior management of the HOO and three national experts continued to support capacity development in the areas of administration and finance, human resources, and IT. A legal expert is also being recruited who will support the HOO in developing a revised Anti-Corruption Law. 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 has also supported the HOO with strengthening institutional capacity through the provision of critical IT and communications, construction of additional office space, and security upgrade of the HOO premises. The project is also supporting the coordination amongst key actors in the area of anti-corruption to ensure effective support to the HOO and increased donors coordination.

The support and policy advice provided to HOO by the project has directly contributed to raising the profile of the office and enhancing the management, technical and administrative capacity of HOO.

The revised and expanded ACT project was signed with the Government of Afghanistan in April 2009 and envisages considerably expanded support to the HOO. This support will be delivered through international and national experts providing long-term mentoring and capacity development support. Recruitment is currently on-going for three international positions and nine national positions. Further recruitment will commence in the third quarter of 2009.

Output 1.2: Comprehensive corruption monitoring system established

The project continues to move towards an agreement with UNODC for the joint development of a comprehensive corruption monitoring system and the establishment of a survey unit in the HOO. Pending the finalization of the agreement UNODC and the ACT project are exploring the possibility of jointly moving ahead with at least one of the planned surveys to ensure timely progress under this output.

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 has reached an agreement with the MOE on areas in which to carry out VCAs and TORs are being finalized in close consultation with the ministry. VCAs in the MOI will be carried out following the signing of the Note of Understanding (NoU) between MOI, CSTC-A, EUPOL, UNDP and UNODC. The NoU is set to be signed at the beginning of the third quarter of 2009. Progress on VCAs to be conducted in CAO and a municipality will depend on the finalization of the on-going recruitment of key technical specialists for the ACT project.

Output 2.2: Complaints and investigation capacity established / developed in Control and Audit Office, Ministry of Education, Ministry of Finance, and Ministry of Interior

The project has been providing continuing support to the MOF for the establishment of a Complaints Office, an office which is now fully operational having received more than 50 complaints to date, most of which have been resolved.

To further build the capacity of the Complaints Office in the MOF the project has recruited a National Complaints Manager and the recruitment of one Complaints Officer and two Complaints Associates is on-going. In addition to the project has procured critical equipment as well as renovated the premises of the Complaints Office. The project is also supporting the MOF to raise the visibility of the Complaints Office through placing billboards at all major border posts and internal customs stations. Furthermore the project supported the MOF in developing an Anti-Corruption Action Plan, parts of which have been included in the Revenue Action Plan presented to the JCMB.

The project is in the process of recruiting three international technical specialists who will lead the projects support establish / develop capacity at the central and sub-national level for complaints handling and internal investigation in CAO, MOE, MOF and MOI. The technical specialists will carry out needs assessment of complaints and investigation capacity in respective institutions and will then develop capacity development plans, training materials, and complaints management software in accordance with the findings of the assessment. In order to ensure timely progress on support to the respective institutions the project will also proceed with recruitment of national staff and procurement to the extent possible pending the finalization of recruitment of the international technical specialists.

Support to the MOI will be provided in close coordination with CSTC-A, EUPOL and UNODC, with a joint office to be established by EUPOL, UNODC and the project. To ensure effective coordination a

NoU has been developed between MOI, CSTC-A, EUPOL, UNODC and UNDP that outlines how the respective institutions will support the implementation of the MOI Anti-Corruption Action Plan. The NoU is set to be signed early in the third quarter of 2009.

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 specialists mentioned above.

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

The project is in the process of recruiting an international technical specialist who will lead the projects capacity development activities in the CAO. The technical specialist will provide support to the CAO to carry out a review of existing financial and auditing procedures to assess effectiveness in deterring and detecting fraud and corruption, conduct a needs assessment, develop a capacity development plan and training materials, and mentoring and on-the-job training.

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

Under the first phase of the project's Accountability and Transparency Grants Facility (ACT-GF) civil society actors and media were supported in undertaking anti-corruption activities in a number of areas. Two out of three civil society organizations, Integrity Watch Afghanistan (IWA) and Integrated Approaches to Community Development (IACD), continued implementation of their activities during the quarter in accordance with the grants agreement. The third CSO, Saba Media Organization (SMO), completed the implementation of its activities providing training to journalists on investigative journalism and the relevant Afghan regulatory framework.

The project is conducting an evaluation of the first phase of the ACT-GF and is developing a plan for the launch of the second phase of the grants facility. To this end the project will organize a number awareness raising and training workshops to build the capacity of civil society actors and media to ensure a sufficient number of responsive applications for the second phase of the ACT-GF. The workshops will be held in the third quarter of 2009 after which applications for second round of the grants facility will be accepted. The project is in the process of recruiting a Grants Manager who will lead the implementation of the ACT-GF. The project will move forward with the recruitment of an international expert to provide long-term capacity development support to civil society as well as other national staff in support of the implementation of the ACT-GF.

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

The TOR for the development of training materials / modules have been developed in close consultation with HOO and the recruitment of international consultant is on-going. The international consultants will conduct training needs assessment amongst civil servants, develop training materials / modules on anti-corruption, ethics and conflict of interest, conduct training of trainers, and develop a plan for the mainstreaming of training materials / modules in on-going training activities delivered at the central and sub-national level.

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

The project is currently recruiting a National Advocacy Officer to support the HOO in developing advocacy initiatives. The project will also move ahead with the recruitment of an international expert to provide additional capacity development support to the HOO in the area of advocacy and awareness raising, including the full establishment of an Advocacy Unit in the HOO.

Expansion of ACT Project Team

With the signature of the revised ACT project in April 2009 the scope of the project was significantly expanded. To this end it is necessary to expand the human capacity of the ACT project considerably. During the past quarter the project has dedicated considerable efforts and time to this end with considerable recruitment on-going for key project staff, procurement and the establishment of additional offices in the HOO as well as offices in CAO, MOE, and MOI. The recruitment of project staff will be essential to enable the project to move forward with the implementation of project activities and achievement of project outputs.

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. 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. 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 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 it and its staff. 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.

Upcoming Elections

The fight against corruption requires a long term commitment from both the Government of Afghanistan and the international community. There is a risk that the political will and momentum generated to fight corruption might be affected in the run-up to the elections. There is therefore a

risk that the project may not be able to implement activities in accordance with planned timelines. It is also acknowledged that priorities may shift in the post-election environment, potentially rendering certain project activities obsolete.

Action taken: To mitigate this risk, the revised project is designed in way so as to respond to changing political priorities and needs. The performance of the project and the political environment will be evaluated early next year, to ensure that the project is responsive to the post-election environment.

Security concerns

With the presidential elections approaching, the security situation continues to pose a risk to project delivery with the project facing difficulties in identifying and recruiting suitable international staff. Security is likely to remain a risk to implementation of project activities in the future.

Actions taken: The project is making an effort to mitigate this risk by having detailed discussions with potential consultants regarding the work and social environment in Afghanistan, and explaining thoroughly about security measures taken by the UN. The project will make full use of available networks to source potential candidates for the project. Furthermore the project remains committed to ensuring flexibility in the implementation of activities, and with the support of the UNDP Country Office will continuously monitor the potential impact that the security situation may have on the project.

Issues

Project expansion

Following the finalization of the project revision with the revised project document signed in April 2009, the project is in the process expanding its staff and infrastructure to enable it to deliver planned project activities in a timely manner. This will include establishing offices in CAO, HOO MOE and MOI in addition to the existing project office in the MOF. The need for the rapid expansion of the project expansion 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.

Actions taken: A comprehensive recruitment plan has been developed which identifies key positions necessary to ensure the timely expansion of project resources. These positions have been prioritized for recruitment in order to develop key operational, coordination, and managerial capacity within the project.

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. As the project is going to go through a significant expansion, this will remain a critical challenge.

Actions taken: The project is working to provide a favourable working environment including learning opportunities to its staff to attract and retain qualified staff. A long-term approach has been taken 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. The project is also ensuring that all vacancy announcements get as wide a distributions as possible in order attract a wider pool of candidates.

Lessons Learned

It remains that flexibility and the ability to adapt 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. The project continues to be committed to meeting the needs of government counterparts within the framework of the project document. The upcoming elections has also required that the project bring planned activities in line with what is reasonably feasible, avoiding the implementation of project activities under potentially unfavourable circumstances to avoid jeopardising the quality of project outputs.

Close consultation and coordination with government counterparts in developing the revised ACT project as well as in developing and planning project activities continues to be a key element to the successful implementation of the project and to ensuring national ownership of project activities.

Coordination continues to be critical to the effective implementation of project activities as well as effective use of project resources. During the reporting period there were some overlaps in terms of the support provided to the HOO which further deepened the projects commitment to ensure coordination with international counterparts. To this end the project has worked in close coordination with EUPOL and MOI to develop a NoU for the support to the MOI. This will be critical to avoid duplication in a sector where there are several large actors providing support. While coordination is critical it should also be noted that it can be potentially time-consuming and should be factored into the plans for project implementation.

Future Plans

As it is expected that there will be, at least to some extent, a slowdown in implementation of project activities in government institutions in the run-up and immediately after the elections the project will focus on ensuring that all necessary resources are available to allow for a rapid scaling up of activities post-elections. Emphasis will therefore be placed on stepping up recruitment and procurement efforts as well as developing necessary TOR and implementation plans. 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 for the coming quarter. These include: continued support to the HOO, commencement of VCAs in MOE and MOI, development of anti-corruption training materials / modules, and the launch of the second phase of the ACT-GF.

Financial Section

[Note: All financial data presented in this report are provisional. From UNDP Bureau of Management/Office of Finance and Administration, an annual certified financial statement as of 31 December will be submitted every year no later than 30 June of the following year.]

Table 1. Funding Overview

Donor	Commitment	Received (As in Agreement)	Received (USD)	UNORE	Balance
DFID	GBP 6,030,000	GBP 3,000,000	4,249,292	0.71	GBP 3,030,000
Italy	EUR 300,000	EUR 300,000	374,532	0.80	0
Norway	NOK 7,400,000	NOK 3,700,000	662,240	5.59	0
		NOK 3,700,000	662,240	5.59	0
UNDP	USD 1,066,500	USD 1,066,500	1,066,500	-	0
Total			USD 7,014,804		GBP 3,030,000

Table 2: Expenditure Status (by activity)

Activity	Donor	Budget	Expenditure Status at 31-Mar-09		Expenditure in Reporting Quarter		Quarter Expenditure	Total Expenditure	Balance	Delivery
			Commitment	Disbursement	Commitment	Disbursement				
Activity 1	UNDP	-3240	0	20730	-29078	5108	-23970	-3240	0	100%
	Norway	329593	87789	25953	68836	112157	180993	294735	34858	89%
	DFID	431694	0	0	0	0	0	0	431694	0%
Activity 1 Subtotal		758047	87789	46683	39758	117265	157023	291495	466552	38%
Activity 2	UNDP	78459	-60946	56149	0	0	0	-4797	83256	-6%
	Italy		-13764	4464	0	0	0	-9300	9300	-
	Norway	71027	-46675	57134	22166	25970	48136	58595	12432	82%
	DFID	605223	0	0	0	0	0	0	605223	0%
Activity 2 Subtotal		754709	-121385	117747	22166	25970	48136	44498	710211	6%

Activity 3	UNDP	25681	0	963	0	0	0	963	24718	4%
	Italy		0	1953	0	2190	2190	4143	-4143	-
	Norway	-65516	-1278	3673	-99335	33835	-65500	-63105	-2411	96%
	DFID	266450	0	0	0	0	0	0	266450	0%
Activity 3 Subtotal		226615	-1278	6589	-99335	36025	-63310	-57999	284614	-
Activity 4	UNDP	30100	0	0	0	30449	30449	30449	-349	101%
	Italy									
	DFID	94325	0	0	0	0	0	0	94325	0%
Activity 4 Subtotal		124425	0	0	0	30449	30449	30449	93976	24%
Activity 5	UNDP	119000	0	30100	0	81555	81555	111655	7345	94%
	Italy		-8812	13194	-8812	4584	-4228	154	-154	-
	Norway	196940	15605	51415	10016	68538	78554	145574	51366	74%
	DFID	419569	0	0	0	0	0	0	419569	0%
Activity 5 Subtotal		735509	6793	94709	1204	154677	155881	257383	478126	35%
GMS		176828	2473	11876	-536	18614	18078	32427	144401	18%
Total		2776133	-25608	277604	-36743	383000	346257	598253	2177880	22%

Table 3. Expenditure Status (by donor)

Donor	Activity	Budget	Expenditure Status at 31-Mar-09		Expenditure in Reporting		Quarter Expenditure	Total Expenditure	Balance	Delivery
			Commitment	Disbursement	Commitment	Disbursement				
UNDP	ACTIVITY01	-3240	0	20730	-29078	5108	-23970	-3240	0	100%
	ACTIVITY02	78459	-60946	56149	0	0	0	-4797	83256	-6%
	ACTIVITY03	25681	0	963	0	0	0	963	24718	4%
	ACTIVITY04	30100	0	0	0	30449	30449	30449	-349	101%
	ACTIVITY05	119000	0	30100	0	81555	81555	111655	7345	94%
Subtotal (UNDP)		250000	-60946	107942	-29078	117112	88034	135030	114970	54%

Italy	ACTIVITY02		-13764	4464	0	0	0	-9300	9300	-
	ACTIVITY03		0	1953	0	2190	2190	1953	-1953	-
	ACTIVITY05		-8812	13194	-8812	4584	-4228	4382	-4382	-
GMS			-1699	1476	-663	511	-152	-223	223	-
Subtotal (Italy)			-24275	21087	-9475	7285	-2190	-3188	3188	-
Norway	ACTIVITY01	329593	87789	25953	68836	112157	180993	294735	34858	89%
	ACTIVITY02	71027	-46675	57134	22166	25970	48136	58595	12432	82%
	ACTIVITY03	-65516	-1278	3673	-99335	33835	-65500	-63105	-2411	96%
	ACTIVITY05	196940	15605	51415	10016	68538	78554	145574	51366	74%
GMS		40046	4172	10400	127	18103	18230	32802	7244	82%
Subtotal (Norway)		572090	59613	148575	1810	258603	260413	468601	103489	82%
DFID	ACTIVITY01	431694	0	0	0	0	0	0	431694	0%
	ACTIVITY02	605223	0	0	0	0	0	0	605223	0%
	ACTIVITY03	266450	0	0	0	0	0	0	266450	0%
	ACTIVITY04	94325	0	0	0	0	0	0	94325	0%
	ACTIVITY05	419569	0	0	0	0	0	0	419569	0%
GMS		136782	0	0	0	0	0	0	136782	0%
Subtotal (DFID)		1954043	0	0	0	0	0	0	1954043	0%
Total		2776133	-25608	277604	-36743	383000	346257	598253	2177880	22%

Annexes

Annex I: Performance Tracking Matrix

Result/Goals	Performance Indicators	Baseline Info	Performance Benchmark and Targets	Implementation Progress in reporting quarter
Output 1.1: High Office of Oversight enabled to fulfil its mandate	<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): 1 assessment / review ongoing</p>	<p>2009 Annual Target/ Deliverables: 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>	
Output 1.2: Comprehensive corruption monitoring system established	Indicator 3: Baseline on experiences and perceptions of corruption amongst the general population, civil servants and the business sector	Baseline 3 (2008): To date no comprehensive survey of corruption perceptions and experiences has been carried out	<p>Target 3: comprehensive corruption monitoring system established by February 2012 Benchmark: 3 national surveys completed in 2009</p>	
Output 2.1: Vulnerability to	Indicator 1: 1 Number of action plans developed, adopted and	Baseline 1 (2008): No action plans adopted	Target 1: 7 action plans developed, adopted and implemented by end	

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	implemented based on VCAs conducted		of 2010 Benchmarks: 3 action plans developed, adopted and implemented in 2009	
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	
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	
Output 2.4: Capacity of Control and Audit Office to ensure financial accountability in government institutions strengthened	Indicator 4: Percentage of cases referred to CAO by HOO reviewed and completed at year end	Baseline 4 (2009): No baseline data available – to be collected in 2009	Target 4: 90 percent of all cases referred reviewed and completed by end of 2011 Benchmarks: Capacity development initiated in 2009	

<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)</p> <p>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</p> <p>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</p> <p>Benchmarks: 3 CSOs/Media Organizations received grants in 2009</p> <p>Target 2: 12 out of 14 CSOs/Media Organizations fully achieved targets by February 2012</p> <p>Benchmarks: 4 CSOs/Media Organizations fully achieved targets in 2009</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</p> <p>Benchmark: 30 percent of general population survey respondents indicate that they are aware of the mechanism available in 2009</p>	
<p>Output 4.2: Advocacy plan developed with materials disseminated nationwide through wide range of media</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</p> <p>Benchmark: 30 percent of general population survey respondents indicate that they are aware of the mechanism available in 2009</p>	

Annex III: Risk Log

RISK LOG

Project Title: Accountability and Transparency (ACT) Project (00053687)	Award ID: 00045444	Date: 01 July 2009
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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=3 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	Nils Taxell	Nils Taxell	30 June 2009	Reducing
2	The project may not be able to implement activities in accordance with planned timelines due to the upcoming Presidential Elections	Q1 2009	Political	Political will and momentum generated to fight corruption might be affected in the run-up to the elections. P=3 I=2	The revised project is designed in way so as to respond to changing political priorities and needs. The performance of the project and the political environment will be evaluated early next year, to ensure that the project is responsive to the post-election environment.	Nils Taxell	Nils Taxell	30 June 2009	Increasing
3	Security concerns associated with the upcoming elections	Q1 2009	Other (Security)	Project facing difficulties in identifying and recruiting suitable international staff P=3 I=4	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.	Nils Taxell	Nils Taxell	30 June 2009	Increasing

Annex IV: Issue Log

ISSUES LOG						Date: 01 July 2009
Award ID: (00045444)			Project: Accountability and Transparency (ACT) Project			
ID	Type	Date Identified	Description	Status/Priority	Status Change Date	Author
1	Operational	April 2009	Project expansion: Project expansion 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	Nils Taxell
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	Nils Taxell