

## United Nations Development Programme

### Afghanistan

#### Accountability and Transparency (ACT) Project

#### Third Quarter Project Progress Report (July – September, 2011)



Training on "Complaints Mechanisms, Taking Complaints of Alleged Administrative Misconduct or Corruption" as part of a three-day Orientation Program for officials of UNDP Complaints Office, Ministry of Education(25-27 July 2011)

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Project Period: 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

Responsible Agency: HOO, CAO, MOF, MOI, MOE, MEC

# Accountability and Transparency Project

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## Acronyms

ACT	Accountability and Transparency
ACT-GF	Accountability and Transparency Grants Facility
AGO	Office of the Attorney General
ANDS	Afghanistan National Development Strategy
CAO	Control and Audit Office
CPAP	Country Programme Action Plan
CSO	Civil Society Organization
DGIA	Director General Internal Audit
FIU	Fraud Investigation Unit
GIROA	Government of the Islamic Republic of Afghanistan
HOO	High Office of Oversight and Anti-Corruption
IIACC	Inter Institutional Anti Corruption Coordination
IIWG	Inter-Institutional Working Group
IPO	Integrity Promotion Office
IWA	Integrity Watch Afghanistan
LOA	Letter of Agreement
LOTFA	Law and Order Trust Fund for Afghanistan Project
MEC	Joint Anti-Corruption Monitoring and Evaluation Committee
MoE	Ministry of Education
MoF	Ministry of Finance
Mol	Ministry of Interior
RoL	Rule of Law (Cluster)
SAI	Supreme Audit Institution
TAC	Technical Assessment Committee
TOR	Terms of Reference
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
VCA	Vulnerability to Corruption Assessment

## Executive Summary

During the reporting period, an International Consultant for the High Office of Oversight (HOO) joined the project and has started working as the Technical Advisor to the Director General of HOO. The Technical Advisor will provide overall strategic policy support to the HOO. Additionally, during the reporting period, the project has supported HOO to gain greater institutional capacity in the areas of prevention, media and outreach, asset, complaint handling, research and analysis, human resource, procurement and Finance and Administration and it is expected that HOO will show greater performance in those areas. HOO has also been able to show progress in simplification for the Hajj Directorate and carrying out several investigations in various cases and institutions. ACT also facilitated the signing of memorandum of Understanding (MoU) between the HOO and the Integrity Watch Afghanistan (IWA) to form a partnership to create a cooperative environment in order to facilitate a more effective implementation of procedure simplifications to improve access to public services. ACT-LOA also supported signing of another MOU with the American University Afghanistan to develop a long term partnership for education and research to improve capacity of HOO. In addition, HOO has signed another LoA with the Head of the National Afghan Television (TV) for a 10 minute weekly coverage of HOO on TV and radio. Finally, during the reporting period, ACT supported the HOO in conducting one meeting of the IIWG which was named as the Inter Institutional anti Corruption Coordination (IIACC), earlier the Inter Institutional working Group (IIWG). Another meeting of the IIACC was conducted by the HOO, taking over the organization and ownership completely. The issues of anti corruption action plan in ministries were discussed during the meetings, where HOO played the coordination role.

In its support to the Ministry of Finance (MoF), the ACT project continued to monitor the complaint and investigative mechanism to identify stumbling blocks or gaps in operations. ACT project drafted a "Policy on Non Interference" related to internal misconduct investigations. The policy is being reviewed by the Senior Management of the ministry. ACT Project drafted a Final Report Template to formalize reporting of completed investigations, which has been approved by MoF and distributed to the investigators. Training programs on the "Report Writing and Applicable Law", "Planning and Conducting Investigations" and "Complaint Mechanisms – Taking Complaints of Alleged Administrative Misconduct or Corruption" for the investigators were conducted during the quarter. To reinforce the awareness about the MoF anti-corruption activities, the ACT arranged for the distribution of anti- corruption posters throughout the country.

The Complaints Mechanism in the Ministry of Education (MoE), supported by the ACT, expanded its reach by opening 17 new complaints offices, in three regional offices and sub complaints offices in 14 provinces. The number of staff under the Letter of Agreement for the complaints mechanism stood at 53. A three day orientation workshop was conducted for all the complaints staff in July 2011. The complaints offices received 193 complaints relating to various forms of corruption. 129 complaints were inspected by the complaints office and actions, including termination of contract, written warning and referral to the Attorney General's Office (AGO), were taken accordingly by the MoE. Steps were taken to establish a database, in line with the Education Management Information System (EMIS) in the MoE. Accordingly, applications were invited for recruitment of a system developer. Integrity Promotion activities also started during the period in two offices with the recruitment of two Integrity Promotion Officers. The Vulnerability to Corruption Assessment report from the consultant completed in March 2011 was finalized and is under translation. Proposals for the Civil Society Organisation (CSO) Networks were shared with the MoE for their agreement to the proposed activities in the Education sector.

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In its support to the Ministry of Interior (Mol), the ACT project completed the Vulnerability to Corruption Assessment (VCA) of the Passport and Procurement Departments. Comments from the Inspector General and Deputy Minister for Administration and Support were received and incorporated into the report. Comments from the Legal department were received late in the quarter and are being incorporated in the report. Coordination efforts with the other members of the Project Meeting at Mol have also been stepped up for capacity development activities. Coordination with the Rule of Law (RoL) Cluster of UNDP is also enhanced in planning and implementation of activities in Mol, together.

In its support to the Control and Audit Office (CAO), the ACT followed up on the training on Risk Based Audits for the officials of the CAO with the Supreme Audit Institution (SAI) of Malaysia. ACT also followed up on facilitating the set up of the training facilities in the CAO.

The shortlisted civil society organization (CSO) networks for the second round of the Accountability and Transparency Grants Facility (ACT-GF) presented their proposals to the UNDP Grants Committee and senior management for their consideration. The proposals have been shared with the MoE and MoF for their agreement to the proposed activities in the respective sectors. To carry out the capacity development activities, international network of anti corruption practitioners was approached who have shared tools and material. This is being compiled and a training plan being developed to carry out trainings. Tracking and monitoring tools have been developed for the Parliament and Provincial Councils (PC) and translated into Dari. Training workshop was also conducted for CSOs in Kabul on the tools.

The Joint Anti-Corruption Monitoring and Evaluation Committee (MEC) held its second session from 15 to 30 July 2011, with the support of ACT Project, which functioned as the temporary secretariat to MEC.

The Mid Term review of the project was carried out and its report, as also, the report of the donor review of the project were made available to UNDP. The report contains recommendations for the way forward.

## I. Context

The ACT Project has been designed to support the Government of the Islamic Republic of Afghanistan (GIROA) and Afghan CSOs to develop the necessary capacities to fight corruption. The revised ACT Project Document, signed by the GIROA and UNDP in January 2011, builds the capacity development of HOO; strengthens the internal integrity mechanisms in the CAO, MOF, MOE and MOI; extends the engagement of CSOs by establishing CSO networks to support the complaints process in the ministries and increasing awareness of the role of CSOs in anti-corruption efforts; and supports the establishment and operations of MEC.

The ACT Project takes the Afghanistan National Development Strategy<sup>1</sup> (ANDS), the National Anti-Corruption Strategy and the United Nations Convention against Corruption<sup>2</sup> (UNCAC) as its starting point, with the ANDS addressing anti-corruption as a cross-cutting issue. The project components have been developed to support the GIROA in meeting the priorities and requirements set out in these key strategies and conventions. The ACT Project contributes to the United Nations Development Assistance Framework Outcome 2: *Government capacity to deliver services to the poor and vulnerable is enhanced* and Country Programme Action Plan (CPAP) Outcome 3: *Government has improved ability to deliver services to foster human development and elected bodies have greater oversight capacity*. The ACT Project commenced in January 2007 and will run until March 2012.

## II. Results and Impact

### Output 1: Improved Institutional and Policy Environment Created to Support the Implementation of the National Anti-Corruption Strategy

UNDP/ACT continues to support HOO recruitment through the new LOA signed on 18 May 2011. This LOA will enable the recruitment of 51 staff in the areas of prevention, strategy and planning, oversight, capacity development, and administration and finance, among others. During the



quarter, the recruitment for 20 of the LOA staff positions was finalized. The LOA staff supported the departments of Prevention, Media and Outreach, Research Unit, Complaints management, Asset apart from the HR, Procurement and Finance and Administration departments. The LOA staff assisted these departments by establishing work plans for the departments. They assisted the Prevention department in conducting the process simplification of of the Hajj Directorate. They assisted the HOO in signing

of MOUs/ agreements with the IWA, to form a partnership to create a cooperative environment in

<sup>1</sup>[www.embassyofafghanistan.org/documents/Afghanistan\\_National\\_Development\\_Strategy\\_eng.pdf](http://www.embassyofafghanistan.org/documents/Afghanistan_National_Development_Strategy_eng.pdf), [www.and.s.gov.af](http://www.and.s.gov.af) (official site, under construction as of 29 June 2011).

<sup>2</sup>[www.unodc.org/unodc/en/treaties/CAC/index.html](http://www.unodc.org/unodc/en/treaties/CAC/index.html)

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order to facilitate a more effective implementation of procedure simplifications to improve access to public services. They assisted in signing of MoU with the American University to develop a long term relationship for education and research to improve capacity of HOO. The Media and outreach department was assisted signing of LoA with the Head of national Afghan TV for a 10 minute weekly coverage of HOO on TV and radio. Transcripts were prepared by LoA staff for these coverage. ACT also supported the HOO in conducting one meeting of the IIWG, during the quarter(July), which was named as the Inter Institutional Anti Corruption Coordination (IIACC), earlier the Inter Institutional working Group(IIWG). Another meeting of the IIACC was conducted, thereafter (August), by the HOO, taking over the organisation completely. The issues of anti corruption action plan in ministries were discussed during the meetings, where HOO played the coordination role.

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

Indicators: Number of ministries and government offices that have developed anti-corruption plans based on the National Anti-Corruption Strategy and reported to the High Office of Oversight on implementation progress; number of protocols of inter-institutional coordination for addressing the combat and prevention of corruption; number of administrative procedures/processes assessed/reviewed by the HOO and recommendations for simplification made to the relevant ministries/government offices.

Target for the Year:All ministries and government offices have anti-corruption plans and are reporting on implementation progress to HOO on a regular basis by March 2012; three institutions to have concluded protocols with HOO in 2011; ten procedures/processes reviewed and recommendations for simplification made by March 2012.

Activity Result	Brief Description of results/achievement	% of progress rate/delivery
1.1.1.1 Enhance the HOO Secretariat / Chief of Staff's Office	One LOA staff member was based in the Chief of Staff's Office and worked on coordination and communication issues.	
1.1.1.2 Provide advice and support to the senior management of the HOO	An International Consultant has joined ACT to advice and support the Senior Management as Technical Advisor to the DG, HOO. The consultant has engaged HOO leadership in discussion on developing Anti-Corruption Strategic Implementation plan	
1.1.1.3 Carry out needs assessment of Administration and Human Resource Department	After discussions with Management Systems International during the second quarter, it was decided that they would carry out this needs assessment, obviating the need for UNDP/ACT to perform this activity. The HR needs assessment has been conducted since.	100%
1.1.2.3 Provide capacity development support and on-the-job mentoring to the staff of the Strategy, Planning and Oversight Departments	Process simplification in the Hajj directorate was supported by ACT-LOA. HOO was also supported in carrying out investigations/ assessments of cases and institutions.	
1.1.2.4 Support HOO and its	The process of developing a strategic	

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Activity Result	Brief Description of results/achievement	% of progress rate/delivery
<p>Strategy Department in operationalizing the National Anti-Corruption Strategy and</p> <p>develop action plans and protocols of inter-institutional coordination for its implementation</p>	<p>implementation plan for HOO has begun and the consultant is coordinating the process with HOO leadership.</p> <p>UNDP/ACT supported the HOO to conduct the Inter-Institutional Anti-Corruption Coordination meeting held in July 2011 at HOO. Another meeting was conducted by the HOO in August 2011. These meetings continue the work of the IIWG meetings in promoting inter-institutional coordination between government institutions and action plans based on the VCAs already conducted.</p> <p>MoU signed with the IWA to form a partnership to create a cooperative environment in order to facilitate a more effective implementation of procedure simplifications to improve access to public services.</p> <p>MOU with American University to develop a long term relationship for education and research to improve capacity of HOO.</p> <p>LoA signed with the Head of National Afghan TV for a 10 minute weekly coverage of HOO on TV and radio .</p> <p>UNDP/ACT participated in consultations related to and prepared the HOO inputs for the National Priority Program on Transparency and Accountability (NPP2).</p>	

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

Indicators: Baseline on experiences and perceptions of corruption amongst the general population, civil servants and the business sector; baseline on effectiveness on conducting law enforcement investigations and audits both covering cases linked to corruption.

Target for the Year: One general population survey and four sectorial surveys conducted by end of 2011; ten ministerial assessments conducted with policy recommendations issued by the end of 2011.

Activity Result	Brief Description of results/achievement	% of progress rate/delivery
1.2.1 Establish Survey Unit in the HOO	The HOO survey unit has been established and is staffed by three employees.	100%
1.2.2 Develop monitoring system for the implementation of the National Anti-Corruption Strategy	The Monitoring and Evaluation Officer is to be hired under the new LOA.	0%
1.2.3 Carry out nationwide surveys for general population,	The first phase of the surveying process for the local governance sector began in May 2011 in 25	

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civil servants and business sector	provinces and has since been completed. In Q3 survey questionnaires for the education and police sector have been prepared and were awaiting concurrence of the HOO. This work is being managed by UNODC and implemented by their partner, Eureka Research.	
1.2.4 Conduct focus group discussion	The surveyors and HOO participants were trained in all aspects of the survey process, including in leading group discussions in the second quarter. They are touse these skills throughout the different nationwide surveys.	

### Output 2: Enhanced Accountability, Transparency and Integrity in Key Government Institutions

UNDP/ACT continues to support and conduct activities aimed at improving accountability, transparency and integrity in the MoF, MoE, Mol and CAO. The MoE and Mol VCA process is nearly complete to be adopted by the ministries. These VCAs will help to identify key areas of vulnerability within specific departments of these ministries. In the MoF for the Complaints and Investigation mechanism a Policy on Non Interference was drafted by the project and is being reviewed for presentation to the Minister for approval. A Final Report Template was developed and accepted by the MoF. To improve the capacity in report writing, conducting investigations and understanding of



the complaints, training programs on the "Report writing and Applicable law", "Planning and Conducting Investigations" and "Complaint Mechanisms – Taking Complaints of Alleged Administrative Misconduct or Corruption" for the investigators of MoF were conducted during the quarter. During the quarter 38 complaints were received in the MoF complaints office and pursued. Integrity Promotion activities started during the period in two offices with recruitment of two

Integrity Promotion Officers. The VCA report for MoE was finalized and is under translation. Proposals for the Civil Society Organisation (CSO) Networks were shared with the MoE for their agreement to the proposed activities in the Education sector. The complaints office expanded its reach by opening 17 new complaints offices, in three regional offices and sub complaints offices in 14 provinces. The number of staff under the Letter of Agreement for the complaints mechanism stood at 53. A three day orientation workshop was conducted for all the complaints staff in July 2011 at Kabul during July. The complaints office continued to support the receipt and follow up of the complaints. 193 complaints were received during the quarter and 129 were resolved with actions taken which included termination of contract, written warning and referral to the Attorney General's Office (AGO). To develop a complaints database, initial steps have been taken in coordination with the Education Management Information System (EMIS) in the MoE. In Mol, in coordination with the Law and Order Trust Fund for Afghanistan (LOTFA) project under the Rule of Law (RoL) Cluster of UNDP, training on Fraud and Ethics were imparted to the Civil Servant of the Mol. In its support to the Control and Audit Office (CAO), the ACT followed up on the training on

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Risk Based Audits for the officials of the CAO with the Supreme Audit Institution (SAI) of Malaysia. ACT also followed up on facilitating the set up of the training facilities in the CAO. The Technical Specialist to CAO officiated as the Project Manager, effectively from beginning of July, which halted substantive activities in the CAO.

### **Output 2.1: Vulnerability to Corruption Assessments (VCAs) completed and recommendations integrated in on-going technical assistance in four government institutions**

Indicator: Number of action plans developed, adopted and implemented based on VCAs conducted.

Target for the Year: Three VCAs conducted by end of 2011.

Activity Result	Brief Description of results/achievement	% of progress rate/delivery
2.1.1 Conduct VCAs in Ministry of Education (x2), Ministry of Interior (x2) a municipality (x1) and CAO (x1)	<p>MoE: The VCA report has been finalized during the quarter and the translation into Dari is underway.</p> <p>MoI: During the 3<sup>rd</sup> quarter meetings and consultations were held with multiple stakeholders to gather information for the VCA of the Passport and Procurement Departments of the MoI. The report was submitted by the consultant. Comments were received from the Deputy Minister for Administration and Support and the Inspector General and incorporated into the report. Comments have been received at the end of the quarter from the Legal Department and are being incorporated into the VCA report through the consultant after which it will be presented to the Minister of Interior in October 2011.</p>	
2.1.2 Develop action plans for implementation of the VCA recommendations	<p>MoE: A draft version of the action plan is ready and will be further developed with relevant institutions after the translation of VCA report.</p> <p>MoI: The VCA report under finalization contains the recommendations and the way forward options.</p>	

### **Output 2.2: Complaints and investigation capacity established/developed in four government institutions**

Indicators: Percentage of complaints referred within the ministry/office investigated and completed at year end; number of workshops conducted to enhance capacity of FIU staff on detection/investigation of fraud and corruption.

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Target for the Year: Fifty percent of all cases referred investigated and completed in 2011; four workshops conducted and at least 60 percent of FIU staff enhanced their knowledge by the end of 2011.

Activity Result	Brief Description of results/achievement	% of progress rate/delivery
<p>2.2.1 Carry out review of complaints and investigation mechanisms at the central and sub-national level in the Ministry of Education, Ministry of Finance and Ministry of Interior</p>	<p>MoF: ACT staff assisted in generation of statistics and guided the complaints officer to promptly and accurately record incoming complaints.</p> <p>MoE: The complaints office expanded its reach by opening 17 new complaints offices, in three regional offices and sub complaints offices in 14 provinces. The number of staff under the Letter of Agreement for the complaints mechanism stood at 53. A three day orientation workshop was conducted for all the complaints staff in July 2011. The MoE Complaints Mechanism has been under review by UNDP/ACT staff; they provide regular inputs to the LOA staff. The final report template prepared by the project was adopted by the Ministry.</p> <p>MoI: The review of the MoI complaints and investigation mechanism is planned for the end of 2011.</p>	
<p>2.2.2 Develop recommendations / action plan for strengthening the structure and organization of complaints and investigation mechanisms</p>	<p>MoF: Policy on Non- Interference was drafted by the project which is under review by the Senior Management of the ministry. A Final Report Template was developed and accepted by the MoF.</p> <p>MoE :MoE/ACT project team developed a comprehensive complaints and investigation mechanism guideline that will help MoE and other governmental institution for setting up of complaints offices and investigation of complaints. A Final Report Template was developed and adapted by the complaints office.</p> <p>MOI: The VCA report under finalization contains the recommendations and the way forward options.</p>	

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Activity Result	Brief Description of results/achievement	% of progress rate/delivery
<p>2.2.3 Provide capacity development support and on-the-job mentoring to the staff of the complaints and investigation mechanisms in the ministries / office at the central and sub-national level</p>	<p>MoF: Monitoring work with the FIU was carried out to formulate a good investigation plan for complex investigation. The draft policy of non-interference with investigations, to facilitate investigations without any hindrances, was translated and discussed by senior management to be presented to the Minister for his approval. To improve reporting a Final Report Template was presented to trainees during the training session held for the FIU and Complaints Office staff. UNDP/ACT Staff conducted training on Report Writing and the Applicable Law for a group of the Investigators in FIU.</p> <p>MoE: Orientation trainings were conducted for 53 staff, on complaints mechanism, planning and conducting investigations, report writing/applicable law, fraud and ethics, and role of the civil society. Also, MoE/ACT senior LoA staff conducted four half days training session for the LoA staff working in Kabul. The topic presented includes Civil Servant Law; labor Law; Code of ethics; procedure/decreed and Procurement Law. The complaints offices received 193 complaints relating to various forms of corruption. 129 complaints were inspected by the complaints office and actions, including termination of contract, written warning and referral to the Attorney General's Office (AGO), were taken accordingly by the MoE.</p> <p>MoI: Training on Fraud and Ethics has been conducted for 100 MoI civil service recruits.</p>	
<p>2.2.4 Develop complaints management software.</p>	<p>MoF: ACT staff worked with the Complaints Office on improving the excel database currently in use.</p> <p>MoE: Meetings were held with Education Management Information System (EMIS) to discuss developing complaints management software. A term of reference (ToR) was developed and a vacancy is also advertised to hire system developer.</p>	
<p>2.2.5 Provide necessary IT and communication equipment for handling complaints and investigation in the Ministry of Education, Ministry of Finance, and Ministry of Interior</p>	<p>MoE: UNDP/ACT project has provided greater number of necessary IT and communication equipment for handling complaints and investigation to the MOE.</p>	

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Activity Result	Brief Description of results/achievement	% of progress rate/delivery
2.2.6 Establish linkage with the network of civil society actors to serve as complaints recipient and forwarding channel	<p>MoE: Meetings were held with the MoE senior management to discuss the work of CSOs network to serve as complaints recipient and forwarding channel. Proposals are shared with MoE for their concurrence and invitation to CSO actors to work with MoE.</p> <p>MoF: Proposal has been shared with MoF for their concurrence and invitation to CSO actors to work with MoF.</p>	
2.2.7 Train the civil society network and IPOs on handling of the complaints	MoE: A presentation on Complaints Mechanism at the MoE was conducted for network of civil societies.	

### Output 2.3: Integrity Promotion Offices (IPOs) established in government institutions

Indicator: Percentage of civil servants aware of ministry/office internal integrity mechanisms and understand and apply the Code of Conduct and Conflict of Interest policies.

Target for the Year: 60 percent of civil servants aware of ministry/office internal integrity mechanisms and understand and apply the Code of Conduct and Conflict of Interest policies by the end of 2011.

Activity Result	Brief Description of results/achievement	% of progress rate/delivery
2.3.1 Establish IPOs in the Ministry of Education, Ministry of Finance and Ministry of Interior	MoE: Two Integrity Promotion Offices were established in Kabul and Herat provinces at the MoE	
2.3.2 Through IPOs, support the ministries / office in developing anti-corruption action plans taking into account the National Anti-Corruption Strategy, the VCAs, and the sector surveys	MoE: Integrity Promotion Officers reviewing the recommendations in the VCA report to give inputs in the draft action plan being prepared.	
2.3.3 Develop capacity of IPOs to support the efforts of HOO in the respective ministries / office	MoE: Materials from the workshops and trainings by UNDP/ACT were shared with Integrity Officers at the MoE to develop their capacity.	
2.3.4 Provide training to civil servants in the ministries / office at the central and sub-national level on anti-corruption, ethics and conflict of interest	<p>MoE: The Integrity Officer has provided one day training to head masters in Herat Province.</p> <p>MoI: During the quarter the sub-component staff at the MoF, as part of their integrity promotion activities were engaged in developing more material and launching of training to police graduates and staff of the MoI. The training was</p>	

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Activity Result	Brief Description of results/achievement	% of progress rate/delivery
	re-launched in July in coordination with and as a part of collaboration of ACT project with LOTFA activities in the Mol. The training was evaluated and was rated high by Police Academy and they stressed on the need for continuation of the program. The presence of the senior and experienced Mol staff, cadre and professional teachers in the event provided a mutual knowledge sharing opportunity.	
2.3.5 Carry out information campaigns at the central and sub-national level for the general population and civil servants in the ministries / offices on on-going efforts to prevent corruption	MoE: Brochures and messages for media are developed. Brochures will be printed in the next quarter for distribution. Meetings were held with MoE TV to broadcast anti corruption messages for the general population.	
2.3.6 Ensure that IPOs are integrated into the permanent structure of the ministries / office	Meetings were held to discuss exit strategy and integrate IPO, along with the complaints office, in the permanent structure of the ministries.	
2.3.7 Ensure the IPO plays oversight role over the complaints resolution process and its links to civil society	IPO has started visiting complaints office to play oversight role over the complaints mechanism. Also reviewed the grants proposals received from the networks of CSOs.	
2.3.8 Develop counseling mechanism to public officials facing questions on ethics and conflict of interest cases	No results in Q3 2011.	
2.3.9 Support the coordination and collaboration between HOO and relevant ministries for the implementation of the anti-corruption strategy	<p>UNDP/ACT established the IIWG in January 2011 as an inter-ministerial coordinating framework comprised of representatives of MoF, MoE, Mol, CAO and HOO that would follow up on the implementation of anti-corruption measures across Afghanistan and improve coordination and cooperation across project components and partners. UNDP/ACT coordinated the meeting, renamed as Inter-Institutional Anti-Corruption Coordination Meeting, held on July 2011</p> <p>MoE: Integrity and Complaints Officials have routine meetings with the regional offices of the HOO to improve coordination for the implementation of the National Anti-Corruption Strategy.</p>	
2.3.10 Follow up on filed complaints with the Fraud Investigation Unit (FIU) and HOO	MoE: Integrity Officers regularly check complaints to follow up on inspection throughout the complaints offices.	

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

Indicators: Percentage of cases referred to CAO by HOO reviewed and completed at year end; number of audit procedures reviewed and documented; number of CAO staff covered by capacity development plan; outreach program developed (subject to adoption of new Audit law with enabling provisions).

Target for the Year: 70 percent of all cases referred reviewed and completed by end of 2011; four audit procedures reviewed by end of 2011; core group of CAO staff trained in four audit procedures by end of 2011; coordination mechanism with selected ministries/offices established by March 2012.

Activity Result	Brief Description of results/achievement	% of progress rate/delivery
2.4.1.1-3 Carry out review of existing auditing procedures to assess effectiveness in deterring and detecting fraud and corruption, conduct need assessment and carry out trainings including on job training	The review of the Municipality Audit Procedure, though planned in the third quarter, could not be carried out as the Technical Specialist at CAO was engaged as the OiC of the project for the third quarter.	
2.4.1.5 Facilitate participation in relevant trainings and exchange visits to develop the capacity of relevant CAO staff	Proposal from the SAI of Malaysia is awaited on a training program on Risk Based Audits for officials of CAO.	
2.4.1.6 Support training facilities with equipment and furniture	To facilitate the training facilities, follow up on purchase of furniture for the CAO was carried out for the computer training hall of the new CAO building.	

**Output 3: Increased awareness and understanding amongst the public and enhanced capacity of Civil Society and Media to effectively contribute to the fight against corruption**

The second round of the ACT-GF is nearing completion and the CSO networks for the MoE and MoF are expected to be selected in October 2011. These networks have gone through a competitive process and will be responsible for engaging the ministries in the fight against corruption and acting as a conduit for processing citizen complaints. The networks were established through continuous mentoring of the CSOs involved, by the staff of ACT. A workshop for the CSO networks on Social Audit and Social Budget Audit was conducted in September 2011 where 17 participants (8 females and 9 males) were trained on how to track and read government report and how to report their findings. These activities are part of the larger goal to increase



awareness and understanding amongst the public and enhanced capacity of Civil Society and Media to effectively contribute to the fight against corruption.

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public awareness on the fight against corruption and enhancement in the capacity of civil society in Afghanistan on anticorruption measures. The International Consultant for Accountability through Public Representatives developed tools for tracking and reporting on anti corruption activities for the Parliament and Provincial council oversight committees, in consultation with them. To support the CSOs in their capacity development, training resource material has been collected by the ACT from UNDP global network sources and is being compiled to develop a training plan.

### **Output 3.1: Awareness-raising campaign material for the general public developed and distributed to raise understanding of general public about corruption and their role in the fight against corruption**

Indicator: Percentage of population filing formal complaints related to corruption.

Target for the Year:50 percent increase in number of respondents filing a formal complaint related to corruption by end 2011.

Activity Result	Brief Description of results/achievement	% of progress rate/delivery
3.1.1.2 Develop awareness-raising campaign in collaboration with HOO and disseminated nationwide	MoF: To reinforce the awareness of the complaints mechanism and disseminate anti corruption messages, UNDP/ACT staff published posters printed in Dari and Pashto on the complaints mechanism for the MoF.	
3.1.1.3 Hold celebration of International Anti-Corruption Day	No results in Q3 2011. The next International Anti-Corruption Day will be held on 9 December 2011.	

### **Output 3.2: Training module on the role of public representatives in the fight against corruption developed and capacity building trainings delivered to members of parliament and provincial councils**

Indicator: Percentage of the public representatives aware of their role in the fight against corruption.

Target for the Year:60 percent of the public representatives are aware of their role in the fight against corruption by March 2012.

Activity Result	Brief Description of results/achievement	% of progress rate/delivery
3.1.2.1 Develop training module on anti-corruption for members of parliament and provincial councils	The International Consultant for Accountability through Public Representatives held consultative meetings with different stakeholders, including the Herat and Kabul Provincial Councils, the Secretary General of the Parliament, the Parliament Budget and Finance Commission, and civil society organizations. Tools for tracking and reporting on anti-corruption activities for Parliament and Provincial Council oversight	

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	committee members in the health and education sectors have been produced and translated into Dari language.	
3.1.2.2 Conduct training of trainers workshops	Held a one day training workshop for CSOs in education sector on social audit and social budget auditing in Kabul. Seventeen members were trained on techniques of tracking and analyzing government reports which could be used by CSOs members during the process of conducting social audit and social budget auditing in provinces.	

**Output 3.3: Training modules on the operational role of civil society in public complaints processing, monitoring public service delivery, research and advocacy, and access to information developed and trainings delivered (linked to Output 2.2)**

Indicators: Number of CSOs, youth and media organizations received capacity building trainings; number of training modules developed and trainings delivered.

Target for the Year:40 CSOs/Media organizations received trainings by March 2012; four training modules developed and 10 trainings delivered by March 2012.

Activity Result	Brief Description of results/achievement	% of progress rate/delivery
3.1.3.1 Conduct needs assessment for CSOs, youth and media organizations involved in / getting involved in the fight against corruption	A CSOs needs assessment was carried out during the training workshop that was held on 28 September 2011 for the CSO networks on fighting corruption through anticorruption activities. A follow up consultative meeting with BRD was carried out that mapped a strategy to address the assessed needs in the provinces of Herat, Kunduz, Parwan, Logar, Takhar, Bamiyan and Panjcher.	
3.1.3.3 Develop training materials aimed at increasing the capacity of selected organizations to increase their involvement in the fight against corruption	Relevant tools and training materials for strengthening CSOs role in policy advocacy and influence in decision making is being developed. The project launched a query on UNDP's global network of anti-corruption practitioners to seek relevant experiences and tools in improving CSOs involvement in anti-corruption activities.  Follow up: a training plan for CSOs is being developed and different training workshops will be organized in the next quarter.	

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### **Output 3.5: Civil society networks receive grants through the Accountability and Transparency Grants Facility in order to establish operational channels of engagement with the state**

Indicators: Number of CSOs, youth and media organizations selected for funding through the ACT Grants Facility (ACT-GF); number of CSOs and media organizations receiving funding through ACT-GF achieving targets as per grant agreements.

Target for the Year: 10 CSOs/Media organizations received grants by March 2012; six CSOs/Media organizations fully achieved targets by end of 2011.

Activity Result	Brief Description of results/achievement	% of progress rate/delivery
3.5.2 Select 5-6 CSOs, youth and media organizations per year to receive grants through the ACT Grants Facility	UNDP/ACT is in the process of establishing civil society networks at the MOE and MOF through the second round of the ACT-GF. The project received 12 grant proposals in April 2011 and established a Technical Assessment Committee in May 2011 to review the proposals. The grants should be provided to three civil society networks in the last quarter of 2011.	

### **Output 4: Enhanced Independent Monitoring of Anti-Corruption Efforts Undertaken By Government, Civil Society and the International Community**



UNDP/ACT supported the second MEC mission to Kabul in July 2011 by acting as the MEC Temporary Secretariat.

**Output 4.1: An executive secretariat of MEC established with institutional channels developed to link with independent technical sources of information from HOO, civil society and private sector networks**

Indicator: Percentage of the national integrity monitoring system trained by ACT.

Target for the Year: 100 percent of technical staff trained by the ACT Project by the end of 2011.

Activity Result	Brief Description of results/achievement	% of progress rate/delivery
4.1.1 Conduct training needs assessment amongst the MEC technical staff	Results based on Output 4.1: The second session of MEC was held from 15 to 30 July 2011 with support from UNDP/ACT as the Temporary Secretariat of MEC. A detailed itinerary and annotated agenda were prepared for MEC by the Temporary Secretariat with support from DGU. The LOA for MEC was signed with the Office of the Senior Minister as the implementing partner.	

### III. Implementation Arrangements

#### *High Office of Oversight*

UNDP/ACT established the IIWG in January 2011 as an inter-ministerial coordinating framework comprised of representatives of the MoF, MoE, MoI, CAO and HOO that would follow up on the implementation of the anti-corruption measures across Afghanistan and improve coordination and cooperation across project components and partners. In the 3<sup>rd</sup> quarter the IIWG was renamed the Inter-Institutional Anti-Corruption Coordination Meeting and the HOO took over the responsibility and management of the meetings.

In line with the Strategic Plan of HOO and the Project Document of UNDP/ACT, a new LoA was signed with HOO on 18 May 2011 that outlined a larger role for UNDP/ACT in overseeing the recruitment process for the 51 LOA staff positions.

UNDP/ACT and UNODC signed anLoA in April 2010 for UNODC to carry out a series of thematic surveys and focus groups on the incidence and character of corruption in Afghanistan.

#### *Ministry of Finance*

UNDP/ACT has an office at the MoF and is working closely with the DGIA, the Fraud Investigation Unit (FIU), the Complaints Office and other senior management to improve the complaints processing system.

#### *Ministry of Education*

UNDP/ACT signed anLoA with the MoE in July 2010 to support the recruitment of 75 employees to staff complaints offices throughout the country, as well as to procure IT and communication equipment for the complaints offices. UNDP/ACT uses the LoA modality with government institutions to provide more control and ownership to the institutions themselves. The UNDP is discussing the possibilities of opening of a bank account for operation of the LoA by the ministry as well as bringing the expenses for LoA ON Budget.

#### *Ministry of Interior*

UNDP/ACT staff worked closely in the 3<sup>rd</sup> quarter with the Inspector General and Internal Audit Departments to coordinate and conduct the VCA. They are also interacting with senior staff at the Police Academy to coordinate the monthly Ethics and Integrity trainings. UNDP also is participating in the coordination meetings of the related stakeholders, like EUPOL, CSTC-A and NTM-A.

#### *Control and Audit Office*

The Technical Specialist and Project Assistant are based in the CAO and liaise directly with CAO officials, including the Deputy Auditor General.

#### *Civil Society Organizations and Public Advocacy*

The ACT-GF will provide resources to CSO networks in the final quarter of 2011 to enable them to receive and follow up on complaints in the MoF and MoE and conduct public awareness-raising on

accountability and transparency. Preparations have begun to provide anti-corruption trainings to Provincial Councils and Members of Parliament.

*Joint Monitoring and Evaluation Committee*

UNDP/ACT acted as the Temporary Secretariat for MEC.

## **IV. Challenges/Risks/Issues**

*High Office of Oversight:*

In general, communication and coordination of recruitment under LoA needs to further improve. ACT team is addressing this challenge through regular interaction with HOO at different levels. It is expected that with embedding the new advisor within HOO, ACT will have regular contacts and access to better coordinate and manage its HOO related activities. The HOO leadership has demonstrated greater commitment to quality and transparency in the recruitment process.

*Ministry of Finance / Ministry of Education:* MoF and MoE facing challenge of hiring staff with legal and criminal justice training background. UNDP/ACT staff is providing trainings in 'Taking Complaints of Alleged Administrative Misconduct or Corruption' and 'Planning and Conducting Investigations to address this issue'.

*Civil Society Organizations and Public Advocacy: Parliament Issues*

Due to the conflict regarding the legitimacy of last year's Parliamentary elections and the subsequent sit-in, many of the project's planned activities have been delayed.

A more rigorous approach is taken by ACT through the CSO networks to expedite CSO public advocacy activities.

*Others: Project Management-Mid Term Evaluation*

The mid-term review of the project was carried out by two independent evaluators. A donor review was conducted during the second quarter. Reports of two reviews were received in the third quarter. Both the reports have recommendations on the way forward for the project.

## **V. Lessons Learned**

*High Office of Oversight*

- ✓ More oversight is needed to ensure LOA recruitment procedures are followed.
- ✓ A proper monitoring, evaluation and reporting structure is essential to ensure outputs are achieved and LOA staff members concentrate on their own tasks and responsibilities.

*Ministry of Finance*

- ✓ Policies of ministries to improve accountability and internal investigations can change if the ministry has the political will.

*Ministry of Education / Ministry of Interior*

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- ✓ Once a consultant's contract ends, they are no longer obligated to do any work for UNDP. For consultants whose outputs include final reports, especially ones that are widely circulated (e.g. VCAs), it is crucial to ensure that their final reports are vetted before their contractual obligations are over to ensure an acceptable level of quality.

### *Control and Audit Office*

- ✓ The targets set for the component are ambitious and delays/ non achievement are inevitable with respect to the projected time-frame, especially with the Technical Specialist being redeployed. The planning of activities should not be ambitious.

## VI. Future Plans

### *High Office of Oversight*

- ✓ Continue oversight of LOA recruitment.
- ✓ With the International Consultant being deployed as the Technical Advisor to the leadership of the HOO, it is planned to adopt a holistic approach to the anti corruption activities through the HOO.
- ✓ The International Consultant will accompany the DG, HOO to the UNCAC State Party Conference in Marrakech in end October.
- ✓ Twinning arrangement/ MoU with international institutions will be established in the fourth quarter.

### *Ministry of Finance*

- ✓ Increase trainings for complaints and investigation staff.
- ✓ Attempt to monitor through spot checking that complaints are actually properly investigated, especially complaints concerning sensitive subjects and/or high-ranking officials.

### *Ministry of Education*

- ✓ Finish translation of the VCA report.
- ✓ Finalize the action plan from the VCA recommendations and implement accordingly.
- ✓ Print public awareness material like brochures.
- ✓ Produce and broadcast anti-corruption messages through radios and television channels.
- ✓ Work on the exit strategy.

### *Ministry of Interior*

- ✓ Present the final VCA to the Minister of Interior and support the Mol in the implementation of the VCA Action Plan.
- ✓ Continue conducting the Ethics and Integrity trainings.

### *Control and Audit Office*

- ✓ Review another audit procedure of the CAO.
- ✓ Conduct training(s) on the Revenue Audit Guidelines and other audit procedures reviewed.
- ✓ Start activities to support audit outreach once the audit law is enacted with enabling provisions.
- ✓ Support the establishment of the audit coordination committees with the selected counterpart ministries and institutions within the purview of the CAO.
- ✓ Conduct the training on Risk Based Audits with SAI Malaysia and ensure twinning arrangements with international institutions.

### *Civil Society Organizations and Public Advocacy*

- ✓ Sign agreements with two or three CSO networks through the ACT-GF.
- ✓ Prepare a training plan based on the tools and material received from the international network of anti corruption practitioners. Impart the trainings.

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- ✓ Impart the training for capacity development of the PC members and Parliamentarians, on the tools and material developed by the International consultant on Accountability through Public Representatives.

## VII. Financial Information

**Table 1: Total Income and Expenditure (USD)**

Donor	Income			Expenditure			Balance
	Total Commitment (a)	Total Received (b)	Total Receivable (c = a - b)	Total Cumulative Expenditures up to December 2010 (d)	2011 Cumulative Expenditures as of the (3 Quarter) (e)	Total Expenditures (f = d + e)	Total Received minus Total Expenditures (g = b - f)
Denmark	2,848,464	2,848,464	-	245,580	330,032	575,612	2,272,852
Italy	374,532	374,532	-	371,880	-	371,880	2,652
Norway	1,324,480	1,324,480	-	1,278,196	-	1,278,196	46,284
DFID	9,458,414	7,412,882	2,045,532	4,300,712	1,509,887	5,810,599	1,602,283
CIDA	1,481,225	1,481,225	-	101,226	362,637	463,863	1,017,362
UNDP	975,760	975,760	-	975,760	-	975,760	-
<b>Total</b>	<b>16,462,875</b>	<b>14,417,343</b>	<b>2,045,532</b>	<b>7,273,354</b>	<b>2,202,556</b>	<b>9,475,910</b>	<b>4,941,433</b>

Note:

- i) Expenditure reported for the reporting period is provisional.
- ii) Income received in currency other than USD is approximated to USD based on the UN exchange rate.

Table 2: Expenditure by Major Outputs2011 (USD)

Project Output	AWP Budget 2011	2011 Cumulative Expenditures as of the (3 Quarter	Delivery Rate (%)
Component 1: Improved Institutional and Policy Environment Created to Support the Implementation of the National Anti-Corruption Strategy	1,506,127	435,660	
<i>GMS</i>	113,365	32,792	
<b>Sub-total Component 1</b>	<b>1,619,492</b>	<b>468,452</b>	29%
Component2: Enhanced Accountability, Transparency and Integrity in Key Government Institutions	2,308,366	852884	
<i>GMS</i>	1,737,498	64196	
<b>Sub-total Component 2</b>	<b>2,482,114</b>	<b>917,080</b>	37%
Component3: Increased Awareness and Understanding Amongst the Public and Enhanced Capacity of Civil Society and Media to Effectively Contribute to the Fight Against Corruption	525,738	118,500	
<i>GMS</i>	39,572	8919	
<b>Sub-total Component 3</b>	<b>565,311</b>	<b>127,419</b>	23%
Activity 5: Project Team Support	748,474	387,790	
<i>GMS</i>	56337	29,188	
<b>Sub-total Activity 5</b>	<b>804,811</b>	<b>416,978</b>	52%
Component 6: Enhanced Independent Monitoring of Anti-Corruption Efforts Undertaken by Government, Civil Society and the International Community	713,380	253,543	
<i>GMS</i>	53,695	19,084	
<b>Sub-total Component 6</b>	<b>767,075</b>	<b>272,627</b>	35%
<b>Grand Total</b>	<b>6,238,803</b>	<b>2,202,556</b>	

Table 3: Expenditure by Donors (USD)

Donor	Project Output	AWP Budget 2011	2011 Cumulative Expenditures as of the (3 Quarter	Delivery Rate (%)
DFID	Component 1: Improved Institutional and Policy Environment Created to Support the Implementation of the National Anti-Corruption Strategy	1,013,818	291,156	
	Component2: Enhanced Accountability, Transparency and Integrity in Key Government Institutions	600,516	353,206	
	Component3: Increased Awareness and Understanding Amongst the Public and Enhanced Capacity of Civil Society and Media to Effectively Contribute to the Fight Against Corruption	525,739	118,500	
	Component 4: Enhanced Independent Monitoring of Anti-Corruption Efforts Undertaken by Government, Civil Society and the International Community	748,474	387,790	
	Activity 5: Project Team Support	713,380	253,543	
GMS		271,111	105,692	
<b>Sub Total-DFID</b>		<b>3,873,038</b>	<b>1,509,887</b>	<b>39</b>
Denmark	Component 1: Improved Institutional and Policy Environment Created to Support the Implementation of the National Anti-Corruption Strategy	492,310	144,504	
	Component2: Enhanced Accountability, Transparency and Integrity in Key Government Institutions	686,644	162,426	
GMS		88,739	23,102	
<b>Sub Total-Denmark</b>		<b>1,267,693</b>	<b>330,032</b>	<b>26</b>
CIDA	Component2: Enhanced Accountability, Transparency and Integrity in Key Government Institutions	1,021,206	337,252	
GMS		76,866	25,385	
<b>Sub Total - CIDA</b>		<b>1,098,072</b>	<b>362,637</b>	<b>33</b>
<b>Grand Total</b>		<b>6,238,803</b>	<b>2,202,556</b>	<b>35</b>

**Table 4: Expenditure by Inputs 2011**

Categories	AWP Budget 2011	Total Expenditure 2011	Delivery Rate (%)
Human Resources	2,884,554	1248973	43
Implementation Contracts	2,180,698	648488	30
Implementation Grants	200,000	0	0
Capacity Development	199,627	11550	6
Procurement & Assets	238,120	103330	43
Knowledge Products & Publications	59,293	5229	9
Sundry/Misc.	39,795	30807	77
Service Cost (GMS)	436,716	154179	35
<b>Total</b>	<b>6,238,803</b>	<b>2202556</b>	<b>35</b>