



Afghanistan

UNDP

**STATE-BUILDING
& GOVERNMENT SUPPORT
PROGRAMME**

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Foreword

UNDP has been present in Afghanistan for over 50 years and continued to operate from Islamabad during the Taliban régime. During that decade, UNDP delivered USD 200 million of assistance to communities throughout the country. UNDP re-established its offices in Kabul in early 2002. UNDP supports the people of Afghanistan as they face new challenges and move their country from recovery to development towards the achievement of the Millennium Development Goals by 2020.

Since the Bonn Agreement was signed in December 2001, UNDP has delivered more than USD1 billion of assistance to Afghanistan. In 2005, UNDP delivered USD 349 million of development assistance, mainly for elections, disarmament, reconstruction and institution building. In 2006, UNDP delivered USD 202 million focusing mainly on state building, security sector reform (police) and rural development. In 2007, UNDP delivered more than USD 197 million on the areas mentioned above.

UNDP operates within the framework of the integrated United Nations Assistance Mission to Afghanistan (UNAMA) and under the United Nations Development Assistance Framework (UNDAF). In December 2005, UNDP signed a new three-year Country Programme with the Government of Afghanistan focusing on three areas: state-building, democracy and civil society empowerment and sustainable livelihoods.

The expected results are pursued in line with the Interim Afghanistan National Development Strategy (ANDS) objectives and benchmarks. UNDP aims to enhance government's ability to deliver public services to the population in an efficient, effective, equitable and accountable manner, to consolidate a participative democracy with a responsible civil society and to create an enabling and secure environment for sustainable livelihoods.

UNDP Support to State-Building & Government Support

As highlighted in the ANDS and the Afghanistan Compact, prioritizing capacity development strategies and strengthening government institutions remains of key importance in a fragile state context such as Afghanistan. The governance pillar of ANDS outlines the challenges of the government having weak and inadequate capacity in the civil service, particularly at the line ministries and sub-national level, which has hindered the implementation of reforms and resulted in slow improvements in service delivery and a very low disbursement of funds under the national budget. In addition, in order to enhance the rule of law, the ANDS envisions a disciplined and professional police force.

Against this backdrop, UNDP activities are undertaken in close collaboration with the Government of Afghanistan, sister UN agencies and other development stakeholders to enhance governance by strengthening government institutions at the central and sub-national levels in order to achieve measurable improvements in the delivery of services and enforcing rule of law.

The UNDAF points to the centrality of effective and equitable governance in the country and emphasizes the importance of effective and functioning systems of public administration at the national and sub-national levels, with capacity to deliver services to areas with greatest need. The CPAP focuses on strengthening the capacity of new democratic bodies, enhancing government institutional capacity at all levels to govern and deliver public services in an equitable and sustainable manner through advocacy, policy advice and capacity development.

The UNDP's State-Building & Government Support (SBGS) Programme focuses on three main critical areas:

1. Strengthening cross-cutting and core capacities of the state
2. Trust Fund Management
3. Strengthening sub-national governance institutions.

In order to strengthen the cross-cutting and core capacities of the State, the country programme focus on strengthening the capacities of civil servants in priority government institutions in the areas of management, leadership and other development opportunities. This includes support to capacity building of Centre of Government as well as the development of effective national aid policy, aid management capacities and the development of information management.

The Trust Fund arrangement enables the government to mobilize financial resources and helps the national development budget to better manage the pooled resources from multiple donors through developing more predictable core budget funding modalities in which the Afghan Government participates, such as the Law and Order Trust Fund for Afghanistan (LOTFA) and the Counter-Narcotics Trust Fund (CNTF). UNDP supports the management of these trust funds. LOTFA supports the strengthening of the police force through timely provision of remuneration and infrastructural and institutional development. The CNTF aims at building government capacity to implement its National Drug Control Strategy.

At the sub-national level, under Afghanistan sub-national Governance Programme (ASGP), support will focus on capacity development of the Government in formulating and implementing a sub-national governance policy and legal and regulatory framework; development of institutional and administrative capacities in provincial and district administrations to manage basic service delivery and strengthening the capacity of provincial councils to act as the representative link between the state and local communities. The support at the sub national level will include piloting in provincial budgeting.

The State-Building and Government Support Team consists of eleven country office staff and ten project managers.

Mithulina Chatterjee, Officer-in-Charge (<mailto:mithulina.chatterjee@undp.org>).

Trust Fund Management

Law and Order Trust Fund for Afghanistan (LOTFA)

The Afghan people and international community consider improved security a very high priority for Afghanistan and an essential prerequisite for reconstruction, economic development and private investment, as well as for aid effectiveness. The re-establishment of law and order has been called for after decades of conflict that included terrorist activities, feuding warlords, illegal trade in narcotics and weapons and only minimal rights protection for its citizens.

The re-establishment of a national civilian police force is an essential element for security and the rule of law in Afghanistan. The Afghanistan National Development Strategy (ANDS) and National Development Budget envision a professional and disciplined police force that is loyal to the Ministry of Interior (MoI) and widely visible to the public, creating a sense of comfort among the population. Afghan National Police have the potential to contribute to regional and global security and to serve as a symbol of national identity.

UNDP has played an important role in enabling MoI to begin the process of rebuilding the civilian police. In May 2002 UNDP established a Law and Order Trust Fund for Afghanistan (LOTFA) to enable police to return to operation throughout the country, with the following priorities: (i) Nationwide payment of police staff remuneration; (ii) Acquisition of non-lethal equipment; (iii) Rehabilitation of police facilities; (iv) Gender Mainstreaming and (v) Institutional development.

Phase IV of the project that was started in April 2006 was completed in March 2008. Hence, a project document was prepared for signing between Government of Afghanistan and UNDP. However, due to some administrative issues, the project document could not be signed. In order to ensure that project remain active, a bridging extension was requested by the Ministry of Interior till end of August 2008 that was granted accordingly.

Upon the completion of the extension period, the project document for phase V was signed with the Government of Afghanistan (Ministry of Interior and Ministry of Finance). The phase V covers the period between September 2008 and August 2010. The payment of remuneration of Central Prisons Guard has newly been added to LOTFA while the Institutional Development is moved to be priority II of the project.

Achievements:

Priority 1: Nationwide payment of police staff salaries

The main focus of results has been to ensure disbursement of salaries and food allowances for the Afghan National Police. Since 2002 USD 481.8 million (up to mid December 2008) has been disbursed to MoF for the expenditure under this priority in all 34 provinces. This has resulted in timely payment of salaries of police all around the country.

Priority 2: Institutional development

In light of the approved Support to Law and Order project document Phase III, a Management Support Unit (MSU) was upgraded and staffed including an international project manager was recruited for the unit. The unit continues to provide support to MoI in implementation of LOTFA activities. The MSU has been playing pivotal role in overall management and implementation of LOTFA activities.

Training of MoI staff has been in progress on utilization of EPS and other computer applications. Regular refresher trainings have been organized on periodic basis on usage of Electronic Payroll System. In addition to the formal trainings, regular support on ad hoc basis has been provided to MoI staff on EPS and computer utilization. The implementation of Electronic Funds Transfer has also been in progress. More than 35,000 individuals are now receiving their monthly salary in their individual bank accounts. The

implementation of EPS and EFT has contributed to the increase in transparency in payment of police salaries.

As part of institutional development of Mol, a total of 13 advisors, recruited by Mol, are paid through LOTFA. The advisors are responsible for performing different advisory and administrative tasks in Mol.

Priority 3: Acquisition of non-lethal equipment

The following items have been procured and were handed over to Mol: 1,100 UAZ 4x4 vehicles, 490 Codan communication systems; two Toyota pick-up vehicles; computers and other electronic equipments to 34 provinces in support of Electronic Payroll System (EPS) to produce the monthly payroll electronically for accountability and transparency and more efficient administration. Consequently, there has been significant progress in regard to operationalization of EPS that has resulted in increased transparency in the payment of police salaries.

Priority 4: Rehabilitation of police facilities

Construction of 63 highway police check posts on Turkham-Kabul-Herat highway, 9 police stations in selected provinces and one building for Border Police in Torkham in order to facilitate police operation in terms of increasing the efficiency and improve the responsiveness and visibility. In addition, a multi purpose gymnasium for police is planned to be constructed in Kabul. The feasibility study and technical survey of the gymnasium has already been completed. Currently, the construction work on the gymnasium is in progress.

Priority 5: Gender orientation

The sub-project under LOTFA, Gender Mainstreaming in police, has been fully funded by Swiss Agency for Development and Cooperation (SDC), targeting: recruitment of female police; establishment of a gender unit at Mol; and replication of the pilot family violence unit in Kabul and 5 provinces with a view to contributing to the security of women in their public and private lives.

The female recruitment campaign has been in progress and has resulted in attracting more women to join police. The Mol data on 34 provinces and on the central office indicates that there are a total of 483 female police in ANP. A number of the newly recruited women are under training in different police training centers. LOTFA covers the payment of incentives of under training women police.

LOTFA, with other international actors, also advocated for the establishment of a Gender Mainstreaming Unit within Mol structure. The unit has now been established and a team of female police has been deployed in the unit. Previously, two women were identified by the Ministry for Gender Mainstreaming Unit. The women were trained on computer utilization, English language and other gender related documents. They were also provided on the job support by LOTFA team on Gender issues.

As part of gender orientation and awareness rising, different reading materials have been translated in local languages and distributed to the Mol. The documents include Gender Sensitive Police Reform in Post-conflict Societies, UN Security Council resolution 1325 and a document containing gender terminologies. The distribution of Gender related documents as well as sessions on UN Security Council resolution resulted in increase in awareness of Mol and more importantly awareness of Mol leadership.

Priority 6: Payment of remuneration of uniformed personnel employed by the Central Prisons Department The activity was added to LOTFA in phase V Project Document of LOTFA. There have been negotiations with different stakeholders and donors to secure funding for the activity. A number of donors have pledged to contribute to the priority in near future.

Future Priorities:

LOTFA will apply undesignated contributions to the reimbursement of police remunerations until annual costs are covered; Continued support to Mol staff on utilization of EPS will be provided so that they are fully capacitated in using computer system. Moreover, capacity development of Mol will be given special consideration in phase V of LOTFA as it is moved to be priority number two of the project. Moreover, the payment of salaries of Central Prison Department's uniformed personnel will also be made through LOTFA. In addition, a Monitoring Agent team will be hired to perform financial monitoring of police salary payment. Besides, the team would also be responsible of capacity development of Mol in financial management and monitoring.

Challenges and Risks

- Funding shortage during project implementation, which would immediately impact on the ability of the project to produce required output, is one of the major challenges being faced by the project. However, with current commitments of donors, the costs for current year might be met.
- Security constraints hinders monitoring activities and EPS coordination at provincial level;

Partnerships and Resources:

Phases I (1 November 2003 – 31 March 2004) and II (1 April 2004-31 March 2005)

The estimated budget was US\$ 275,846,292. The received and delivered amount is US\$ 119,995,564 with a US\$ 136,746,820 shortfall. Some planned components were not implemented due to the shortage of funds.

Phase III (1 April 2005 – 31 March 2006)

The total target budget for phase III was US\$ 159,340,000, including PPSS. During the mid-year revision of the budget the total budget was revised to US \$ 164,550,000. The Trust Fund has received Euro 30,000,000 from EC for LOTFA Stage III. USA had also committed US \$ 40,000,000 for the police remuneration and the amount was received by the Trust Fund. In addition, US\$1,652,893 came from CIDA/Canada.

Phase IV (1 April 2006 – 31 August 2008)

An amount of US\$ 297 million were contributed to LOTFA during phase IV of the project. The contributions helped the project meet its expenditures over the life time of the phase.

Phase V (1 September 2008-31 August 2010)

The total estimated budget of LOTFA for two year period is 454,500,158. Of the total budget, USD 117,925,945 has already been contributed by the different donors. In addition, there are a number of contribution pledges by the donors that would help LOTFA smoothly progress towards the delivery of outputs.

Donors: Belgium, Canada, Denmark, European Commission, Finland, Germany, Hungary, Ireland, Japan, the Netherlands, Norway, Switzerland, UNDP, United Kingdom, Australia, United States, Latvia, Iceland, Italy and UK Department for International Development (DFID).

Project Start Date:	May 2002
Project End Date:	August 2010
Project Location:	Main Office at the Ministry of Interior, Kabul
Status of Project:	Active
Responsible Partners:	Ministry of Interior, Ministry of Finance
Implementation Modality:	National Implementation (NIM)

Focal Points:

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Counter Narcotics Trust Fund (CNTF)

The objective of Counter Narcotics Trust Fund (CNTF), officially established on 29 October 2005, is to mobilize additional resources needed by the Afghan Government to implement the National Drug Control Strategy (NDCS). The key principles behind the Trust Fund include:

- Providing additional resources for the Government's counter narcotics (CN) efforts through the national development budget.
- Ensuring transparency and accountability in the allocation of those resources.
- Enabling the Government to have greater ownership over implementation of its CN strategy.
- Promoting greater coherence in the funding of counter narcotics related activities.

The Trust Fund builds upon the NDCS, which identifies eight pillars for intervention, namely:

1. Alternative Livelihoods
2. Building Institutions
3. Public Awareness
4. Law Enforcement
5. Criminal Justice
6. Eradication
7. Drug Demand Reduction and Treatment of Drug Addicts
8. International and Regional Co-operation

The CNTF is executed through the National Implementation modality. Therefore the government of the Islamic Republic of Afghanistan retains overall responsibility for the nationally managed programme through its designated institutions – the Ministries of Finance and Counter Narcotics. The line ministries serve as the implementing partners of the Trust Fund and work closely with the MCN to identify, develop and propose counter narcotics related projects within their mandated area.

The project eligibility criteria are based on the NDCS 8 pillars. When assessing a specific project for funding, other general criteria are also taken into consideration. These include the geographical location; absorption capacity of the line ministries/agencies; and whether or not CN is mainstreamed into the project.

Good Performers Initiative

The objective of the Good Performers Initiative (GPI) is to support provinces that achieve sustained progress towards poppy elimination or remain poppy free by providing financial support for their agreed priority development projects. The key point on GPI projects is to deliver timely, cost effective and visible projects and is directly implemented by CNTF. In 2006 six provinces were awarded USD 1,000,000 for being poppy free and a further eight provinces were awarded USD 500,000 for having less than 1,000 hectares of poppy production.

For the season 2007/2008, 7 more poppy-free provinces were announced in August 2007 bringing the total number of poppy free provinces to 13. The seven provinces were awarded \$500,000 for assistance development during 2008.

As of 30 June 2008, the GPI Review Committee has approved 34 provincial projects for funding through the GPI. The total amount approved for the GPI projects is USD 14,930,654.

Achievements:

Some 31 projects have been approved by the CNTF Management Board (USD 46.78 million) and are currently being implemented under the thematic areas of:

Alternative Livelihoods (21 projects), Demand Reduction (4 Projects), Awareness Raising or Information Campaign (1 Project), Law Enforcement (1 project), Institutional Building (2 projects), and one drug Free Healthy Educational project which is coming under three pillars of Information Campaign , Drug Demand Reduction and Institutional Building.

Good Performers Initiative is progressing well. Some USD 16 million awards granted to 17 provinces, out of which USD 15 million has been allocated to projects that are in different stages of implementation.

Future priorities:

- CNTF Reform and Restructuring
- Provincial focused counter narcotics planning approach
- Continue with the assessment and development of the capacities of line ministries to meet the needs of the Counter Narcotics Strategy fulfillment.
- Follow up the 2007 external auditors recommendations
- Continue with the GPI project selection and implementation
- Continue to work with line ministries in project development and implementation.
- For the up coming MB meeting, a Comprehensive Management Plan (Exit Strategy) has been developed on how to take the existing GPI and CNTF projects to successful completion.

Challenges and Risks

The Government of Afghanistan's Proposal on the Reform and Restructuring of CNTF is being undermined. Insufficient capacity within the Afghan Governmental structures continues to cause delays in the delivery of the CNTF resources and the implementation of individual projects. Stronger focus and immediate action for capacity building at the MCN and other ministries is a priority. Security situation in the country continues to be a challenge in implementation of some of the projects.

Partnerships and Resources:

Target Budget:	USD 900,000,000
Received Budget:	USD 62,295,735
Total commitment:	USD 99,520,799
Shortfall:	USD 800,479,201

Donors:

Some USD 99.5 million has been committed by donors. The following table presents an overview of contributions, including USD 1.4 million from UNDP core resources for 2006 and 2007 operational budget of the CNTF support unit.

Donor	Contributions		Contribution Balance
	Committed	Received	
Estonia	50,000	50,000	-
New Zealand	352,609	352,609	-
European Commission	17,647,059	14,117,647	3,529,412
Australia	1,526,718	1,526,718	-
Canada	1,052,632	1,052,632	-
Cyprus	10,000	10,000	-
Italy	1,317,523	1,317,523	-
Japan	5,000,000	5,000,000	-
Poland	100,000	100,000	-
UK (ADIDU & DFID)	44,347,826	15,652,174	28,695,652
Iceland	100,000	100,000	-
Latvia	20,000	20,000	-
Greece	442,478	442,478	-
Korea	200,000	200,000	-
Spain	337,838	337,838	-
Sweden	2,000,000	2,000,000	-
UNDP	1,362,721	1,362,721	-
Sub Total	75,867,403	43,642,339	32,225,064
Good Performance Initiatives (GPI) Funding Status			
USAID	15,000,000	10,000,000	5,000,000
UK (FCO)	8,648,657	8,648,657	-
GPI Sub Total	23,648,657	18,648,657	5,000,000
Grand Total	99,516,060	62,290,996	37,225,064

Project Start Date: June 2005
Project End Date: December 2008
Project Location: Main Office at the Ministry of Counter Narcotics, Kabul
Project Status: Active
Implementing Partner: Ministry of Counter Narcotics
Executing Entity: Ministry of Finance
Implementation Modality: National Implementation (NIM)

Focal Points:

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Afghanistan Sub-national Governance Programme (ASGP)

The Afghanistan Sub-national Governance Programme (ASGP) has been operating at the provincial and central level since 2006 using the *ANDS benchmark on Public Administrative Reform* as its fundamental guide, which requires that, by 2010, Government machinery will be restructured and rationalized to ensure a fiscally sustainable public administration; the Civil Service Commission will be strengthened; and civil service functions will be reformed to reflect core functions and responsibilities. The programme has four major components:

Component One: Policy Development
 Component Two: Capacity Development
 Component Three: Representative Democracy
 Component Four: Programme Management

Achievements:

Component One: Policy Development

Output 1.1: The capacity in IDLG to design and regulate a new sub-national governance framework is developed

- Supporting IDLG with creation of its new organizational structure and the development of the capacity of its staff. A strategy to operationalize the Capacity Building Unit of IDLG has been completed. A strategic Framework for IDLG has been drafted for budget and financial management as well as guidelines on audit, HR and finance systems.
- An Internal Audit Unit has been created by IDLG; ASGP supported the creation and strengthening internal audit cell for local governances. Key staff has been trained on how to conduct a basic audit.
- IDLG Admin/procurement staff trained in GOA procurement process to undertake an infrastructure contract; Bill of Quantities completed; Tender advertisement prepared; bids assessed; contractor selected; work started.
- Substantial support to the formulation of the Sub-national Governance policy provided – presented to donors in mid-September 2008.

Output 1.2: A broad-based understanding of the current sub-national governance system is created

- A performance measurement system was introduced to give IDLG a clearer picture on the state and progress of the development initiatives being undertaken in the current sub-national governance system.
- IDLG reporting tool Good Governance for Local Development GO4GOLD developed.

Output 1.3: The design of a strategic institutional framework for sub-national governance is in place

- Guidelines and Procedures on Public Grievances Redress System were formulated for the IDLG to assist in gathering information and addressing public concerns on policy issues, service delivery and other matters affecting the development of sub-national governments.
- The agreement with IDLG on the nature and structure of the policy unit was finalized, training on the policy design for six PC and 15 IDLG members was held ASGP supported IDLG members to prepare for the design of the strategic institutional framework for sub-national governance.
- A Policy Unit has been established in IDLG to facilitate the formulation and implementation of sub-national governance policy for the Sub-national Governance Policy Drafting Committee.

Component Two: Capacity Development

Output 2.1A sub-national PAR strategy is finalised and participating Provincial Governor's offices, district administrations, municipalities are strengthened

- 43 IARCSC representatives recruited and oriented which includes 33 CSC Provincial Liaison Officers, seven Regional M&E Officers and 6 Regional Capacity Development Officers, also basic office equipment purchased and delivered.
- A Request for Proposal has been drafted to initiate the IARCSC Internship Programme.
- IARCSC PAR Communication Unit operational plan prepared and seven IARCSC communication specialists recruited to further strengthen the communication of the PAR activities at sub-national level. IARCSC website has been made active (www.iarcsc.gov.af).

Output 2.2: Skills and knowledge of civil servants to manage basic services are upgraded

- The operational manual for IARCSC Project Management Unit for component two has been drafted. This will over time enable IARCSC to take over the responsibility for implementation of component two.
- The process for renovating provincial training centers in Khost and Laghman have been started where as new training centre established in Ghazni has is ready for use and 13 existing training centers re-established and a number of 16 trainers recruited. The Project Management Unit established, capacity building needs assessed in seven IARCSC regional offices and routine functions established.
- Currently 939 civil servant (including 185 women) are being trained in 12 training centres in Wardak, Kunduz, Takhar, Samangan, Mazar, Jawzjan, Kandahar, Paktia, Heart, Logar Parwan and Nagarhar.
- 85 civil servants (including 26 women) trained in basic management, computer and English in Faryab Province.

Output 2.3: Management of public service delivery in participating provinces and municipalities is improved

- ASGP support to the design of a District Operation Manual is approved by IDLG and IARCSC for nationwide use. Two training sessions held with the newly appointed Provincial Governor Officials in Faryab province on the functional responsibilities.
- Four consultative sessions held with the district governors, mayors and heads of line departments in Faryab to improve and streamline inter-agency cooperation.
- Provincial communication committee established in Faryab, Jawzjan and Balkh. The committee in Faryab became operational.
- In the Municipal Affaires Division, the existing organizational set analyzed and models developed in Maimana, Aybak and Mazar municipalities.
- With ASGP assistance, the capacities of municipal staff in the provinces of Faryab, Sari Pul, Jawzjan, and Samangan were developed. This is shown by their efforts in finalizing their respective revenue improvement action plans (RIAP), including revenue targets and projections.
- Maimana and Mazar waste analyses characterization study completed, immediate action plan formulated and implemented; the pilot action service delivery program on solid waste management is progressing favorably in Mazar-e-Sharif Municipality of Balkh Province.
- As requested by IDLG, the ASGP prepared the terms of reference (TOR) for the formulation of municipal strategic framework and work plan. An ASGP Municipal Programme Design Specialist will be mobilized during the first week of April to complete the design process.
- As a result of the functional analysis, a short training programme was conducted on the basic principles of preparing financial profiles and revenue action plan, as well as revenue projection.

- The ASGP Solid Waste Management Advisor facilitated the conduct of Waste Assessment and Characterization Study (WACS) in Maimana Municipality with members provincial council, districts; environmental protection office; cleaning and greening department; provincial offices of agriculture, health, civil service, education, and police; women's department; elders; and NGOs.

Component Three: Representative Democracy

Output 3.1: The capacity of elected sub-national representative bodies to undertake their roles in citizen representation; public service monitoring and conflict resolution is strengthened

- The capacity of elected sub-national representative bodies to undertake their roles in citizen participation, public service monitoring and conflict resolution, strengthened.
- PCRCD 2008 capacity development plan formulated; Provincial Council Working Group (PCWG) re-activated and regularized as coordinating structure for PC support activities.

Output 3.2 a platform to facilitate coalition building and networking among sub-national elected representatives is created

- A platform to facilitate coalition building and networking among sub-national elected representatives created.
- The conceptual design of the PC Network and Resource Centre was reviewed and revised to consider the comments of the new IDLG leadership.

Output 3.3: Citizen Awareness and understanding of sub-national governance is deepened

- Communication content designed and pilot citizen awareness campaign formulated.
- A conceptual framework was developed for a general civic education programme to enhance citizen's awareness and understanding of sub-national governance.

Output 3.4: Capacity to undertake conflict sensitive sub-national governance is enhanced

- ASGP continued to provide support for the Faryab PC to continue its pilot outreach programme and activities. The PC made twelve monitoring visits to various districts of Faryab with district authorities, local communities, and civil society representatives.

Component Four: Programme Management

Output 4.1: Capacity for national programme implementation within the life of the programme is established

- In order to ensure the transition from Direct Implementation to National Implementation, IARCSC Provincial Affairs Department (PAD) of Project Management Unit (PMU) has the capacity to undertake specified project management functions, and IDLG PMU is established.
- PAD team building workshop of the IARCSC was undertaken by ASGP. The PMU staff of IARCSC had on-the job training about their tasks and component works. The regional coordinators and IDLG members are also being supported to build the capacity of their staff on programme/project development and implementation.
- The Letters of Agreement (LOA) mechanism is being utilized to develop the capacities of implementing partners, IARCSC and IDLG, in developing and implementing project activities. This mechanism also deepens the involvement and commitment of the Government of Afghanistan (GoA) in pursuing development efforts at the sub-national level.
- Strategic action plans for the roll out of the ASGP to other provinces were prepared, as part of the in-house participatory provincial and municipal action planning workshop, wherein the Afghan national staff actively participated.

- As a step towards national execution in programme implementation, a National Specialist with more than twenty years of experience working with governmental and international organizations was hired to coordinate Faryab programme operations.

Gender Integration Strategy:

The ASGP Gender and Development (GAD) Team has formulated a draft Gender Integration Strategy for ASGP. In the recent ASGP provincial planning workshop for the pilot and expansion provinces, gender mainstreaming was highly noted as a cross-cutting theme for all ASGP activities. The M&E system designed for the ASGP programme and partners also specified gender as a major element of the system.

Challenges and Risks (for internal use only)

- The greatest risk to project remains the unstable security environment throughout Afghanistan, which has had a negative impact on implementation of project activities and monitoring efforts at the sub-national level. With the upcoming election there is further risks that the security situation will continue deteriorate having a serious negative impact on ASGP.
- Female participation and representation in sub-national governance continues to be a serious challenge, particular in the more conservative areas. ASGP is similarly facing the challenge of ASGP female staff members' access and acceptance from some sub-national government partners.
- The upcoming national election may further politicize the sub-national governance reform efforts currently being undertaken with the support of amongst others ASGP. In a best case scenario the government will be further pushed to deliver results in an equitable and fair manner to its citizens. In a worst case scenario the reform process will be turned into a political outreach programme of the current government, i.e. as a part of a re-election campaign process.
- Internally it may be potentially be a challenge for UNDP to operationally support the the project to further expand through out the country. Of particular concern has been the level of delegation given to the Project Manager which at several occasions have been discussed should be raised.

Future priorities:

ASGP is moving ahead with implementation plans for all components.

- **Policy**
Finalisation of the Sub-National Governance Policy produced
Performance Measurement systems 10 provinces
- **Capacity**
17 training centers fully functional w/new curriculum
1000 civil servants receive basic training; 500 receive advanced training
IDLG Audit, Municipalities and CBU supervising field operations
RIAP, FA and SWM operational in 11 provinces
Provincial Governors Office/District Governors office operations fully functional in 11 provinces
- **Democracy**
Provincial Councils Relation and Coordination Department coordinating PC support in all provinces
11 provinces capable of implementing Rules of Procedure
- **Management**
IARCSC Project Management Unit fully functional
IDLG Project Management Unit established
Capacity assessment of IARCSC and IDLG

Partnerships and Resources:

Target Budget: USD 43,283,263
Received Budget: USD 12,857,770
Committed: USD 29,271,111
Shortfall: USD 14,012,156
Donors: Canadian International Development Agency (CIDA), Government of Italy, Government of Norway, Swiss Agency for Development Cooperation (SDC), European Commission (EC) and UNDP Core Funds

Project Start Date: November 2006
Project End Date: December 2011
Project Location: Main Office in Kabul with Satellite Offices in Mazar-e-Sharif and Maimana.
Status of project: Active
Responsible Partners: IDLG & IARCSC
Implementation Modality: Direct Implementation (DIM)

Focal Points:

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Capacity for the Afghan Public Service Programme (CAP)

Capacity Development (CD) is a complex and long-term process. In Afghanistan, limited capacity continues to be one of the most fundamental challenges to the country's development in spite of considerable capacity efforts by the Government of Afghanistan (GoA) and donors alike.

Despite huge investment on technical assistance (TA), so far, there has been a widespread dissatisfaction in Afghanistan with the high cost of TA and its limited impact in terms of capacity development. Hence, CAP was developed in consultation with relevant counterparts, including CIDA, with a novel approach of coaching and mentoring and strong focus on sustainable capacity transfer to Afghan civil servants both at national and sub-national levels.

CAP is focusing on three service components, namely, (1) providing coaching and advisory services to senior civil servants and other all line functionaries (2) providing basic management and administration services at the provincial and district levels, and (3) developing a national market of capacity builders through provision of international, regional and Afghan national coaching/advisory services on a large scale and at reduced cost. In longer term, the aim is to demonstrate CAP's capacity development effectiveness and to internalize it as a permanent instrument of the GoA. CAP encourages South-South co-operation and draw on various sources ranging from the regional civil services, universities, private firms and local NGOs.

CAP concentrates on developing capacity in the areas of strategic priority to the GoA to implement ANDS and the Public Administration Reform (PAR) and any other areas that the GoA may define as of strategic importance. Priorities as projected in the report presented to the Joint Coordination and Monitoring Board (JCMB) in February 2007 will form the basis for capacity building. CAP is based on best-practice across UNDP's global experience and on a careful analysis of the CD effort to date in the GoA. It also builds on OECD-DAC good practice on capacity development – following government priorities, using government systems, using non-state actors (CSOs), tapping the south-south modality and using techniques that go beyond consultant-delivered training. CAP has entered into a partnership with the Government of India and the successful output of the project has led to an extension of this inter-governmental partnership. Similar partnerships are being sought within the South Asian region, whereof an agreement with the Government of Sri Lanka is at its final stage. It recognizes that training must be accompanied by on-site coaching and mentoring in order to enable better retention of learning and more sustainable capacity building.

CAP is increasingly pursuing to ensure that gender considerations are embedded in all the assistance provided throughout all project outputs and activities. Special attention was paid while recruiting coaches for the project to ensure that female coaches are selected so that female coachees are encouraged to participate in the project and barriers of communications do not exclude the female coachees from participation in the project.

In order to integrate gender issues in delivery of project activities, the project has recruited a coach who is an expert on gender issues in general and gender budgeting in particular. CAP project ensured that gender segregated data was collected, while conducting monitoring and evaluations. CAP has furthermore volunteered to be part of the new UNDP Gender Mainstreaming in UNDP Afghanistan projects. The project has also developed a gender integration strategy which will provide a clear framework to ensure gender is being mainstreamed throughout the project activities.

The project is implemented in strong partnership with the Capacity Development Secretariat (CDS), under Independent Administrative Reform & Civil Service Commission (IARCSC), as envisaged in the project document. The strong national ownership of the project within IARCSC is the hallmark of the project.

Achievements:Capacities for better implementation of policy and institutional reforms developed of selected civil servants at central and provincial level for improved service delivery.

- The CAP project has successfully recruited 29 international coaches from the Indian Civil Services under an MOU signed between the Government of India, the Government of Afghanistan and UNDP. Three international coaches recruited via United National Volunteer (UNV) and four international coaches under open recruitment, mainly to work at sub-national level.
- The CAP Project has furthermore successfully recruited 33 Afghan national coaches, who are working in close collaboration with the international coaches. All the successfully recruited international and national coaches have been assigned to various Government ministries and institutions.
- CAP is moving towards an increased focus on sub-national level interventions. The first step has been the recruitment of international coaches for sub-national level from the open market and from UNV. The project will concentrate on capacity development for general administration and office management to strengthen service delivery functions of the government at sub-national level. CAP has initiated a strong partnership with the Afghanistan Sub-national Governance Programme (ASGP) to deliver the coaching services at sub-national level.
- A performance assessment of the international system is therefore essential tool, which will be used to partly assess the transfer of skills from the coach to the coachee, and partly to be used in the overall evaluation of the project. The first assessment took place in March 2008 after completion of six months of the assignment for 11 coaches.
- The CAP project undertook a rapid impact assessment, seeking feedback from the beneficiaries about the performance of the project in their ministry/agency and their level of satisfaction with the project approach, methodology and impact. The impact assessment was undertaken in 9 ministries / agencies for 11 international coaches. The results show that there is a high level of satisfaction with the project. A noticeable outcome of the rapid impact assessment was the confirmation of acceptance of coaching as a tool for capacity development. The impact of coaching on team's performance, application of acquired skills and knowledge and on personal development was reported to be significant. The satisfaction level in all ministries/ agencies ranged between 60 to 80 percent.
- An orientation and training programme in coaching and mentoring techniques was envisaged when designing the CAP project by the German consultancy partnership InWent / ILTIS / APPLICATIO. The consortium visited Afghanistan for the Inception Mission in August 2007 to plan the design and delivery of the training programmes. The Inception Mission Report proposed a training curriculum for classroom training for international coaches, a training curriculum for classroom training for national coaches, a coaching manual and a web-based instrument.
- The consortium has to date delivered two orientation programme for national and international coaches at the Afghanistan Civil Service Institute (ACSI).

Development of the Institutional Competence of CDS

- In accordance with two capacity assessments conducted by UNDP for the CDS, a detailed training plan for training of the CDS staff to be conducted by international coaches of the project has been prepared and initiated. The overall objective of the training is to strengthen the skills and competences of CDS staff to assume the full responsibility of implementation of the CAP Project.
- In order to add coaching and mentoring as a tool for training of CDS staff, CAP has dedicated one position of coach development of the institutional competences of CDS.

Future Priorities:

- Further exploration of possibilities for establishing agreements with civil services from countries in the region.

- Further recruitment of international coaches through open market.
- Implement the online recruitment process as per the contract with InWEnt
- Development of a roster and database of potential candidates.
- Placement of international and national coaches to the sub-national level in collaboration with ASGP.
- Continued facilitation of the coaching orientation programme for international and national coaches
- Conducting a Capacity Assessment for project implementation in order to assess the possibility of moving from direct implementation (DIM) to national implementation (NIM) during second phase of the project.
- Conducting a Final Evaluation of the current phase of the CAP project, in order to initiate planning of phase two of the CAP project.

Challenges and Risks (for internal use only)

- While the overall coaching methodology presents itself as a new and innovative instrument to strengthen and develop the capacity of civil servants, there still exist the challenge of ensuring that coaching is the prime role performed by both national and international coaches.
- In order for the CAP project to move from Direct Implementation to National Implementation it will be important that the CDS becomes a permanent structure of the IARCSC. Currently all the positions within CDS are either funded by UNDP, directly related to CAP, or the World Bank, related to the project implemented by the Bank through CDS. This will be addressed in the lasted capacity assessment conducted in September 2008.
- The project is currently heavily dependent on a small group of donors, CIDA and the Government of India (GOI), which for a future project has to be further diversified to avoid the situation of CIDA withdrawing their funding from the project.
- While the idea of South-South Cooperation is recommendable from the perspective of ensuring a better cultural understanding of the issues faced in the public sector in Afghanistan, it may not necessarily be true from a financial perspective – it is currently observed that several international coaches recruited under the MOU with the GOI are applying for regular post within UNDP Afghanistan;
- The further expansion of the project to reach out to the sub-national level may be restricted due to the deteriorating security situation. The operating cost will significantly raise as a consequence, thereby significantly reducing the number of national and international coaches available for the sub-national level. An additional concern may be the quality of international coaches available for the project at sub-national level due to the security situation, this will also include the interested countries where UNDP can sign similar tri-parti agreements as with the GOI.

Partnerships and Resources:

Target Budget:	USD 7,688,485
Received Budget:	USD 5,400,318
Committed:	USD 9,075,308 (with CIDA) / USD 7,075,308 (without CIDA)
Shortfall:	USD (+) 1,186,823 (with CIDA) / USD 613,177 (without CIDA)
Donors:	Canadian International Development Agency (CIDA), Government of India, UNDP Democratic Governance Thematic Trust Fund, UNDP fund for South-South Cooperation and UNDP core funds.
Project Location:	Afghanistan, Kabul and provinces
Project Start Date:	1 January 2007
Project End Date:	30 June 2009
Status of the project:	Active
Responsible Partners:	IARCSC, Capacity Development Secretariat

Implementation Modality: Direct Implementation (DIM)

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Civil Service Leadership Development (CSLD)

Lack of human capacity is among the most serious problems facing the Afghan civil service. The problem is particularly acute at senior management level, where there is no senior cadre with genuine leadership and management skills in place. Civil service leadership, however, plays a pivotal role to (i) loyally and effectively support and advance the new vision for the future that the Government has set in place for the reconstruction and development of Afghanistan, (ii) to lead and manage the process of change and reform, in particular the reforms of the public sector, (iii) to inspire, to influence and motivate others to support the reform and to achieve the changes, and (iv) to personify and represent the values of a new civil service culture and a culture of service delivery.

The “Civil Service Leadership Development” project is designed to assist the Independent Administrative Reform and Civil Service Commission (IARCSC) to implement the Civil Service Leadership Development Strategy and to further support the Government of Afghanistan’s Public Administration Reforms efforts. The objective of the project is to strengthen the capacities of key senior civil servants in priority national government institutions in order to contribute to the establishment of a competent and effective civil service. To date the project has trained close to 500 senior civil servants from drawn from 24 ministries and 6 independent agencies to different streams of training programmes.

In order to ensure the continuity of the training programmes implemented under the CSLD project, a new output for “operation and set-up of the Afghan Civil Service Institute (ACSI)” was added in 2007. UNDP is supporting the Afghan Civil Service Institute (ACSI) by closely twinning international experts and Afghan counterparts to promote transfer of knowledge and ensuring that the required institutional and human capacity is built at the ACSI for delivering responsive and relevant leadership training programmes for Afghan civil servants.

The CSLD project is contributing to the capacity development process at sub-national level by closely collaboration with the Afghanistan Sub-national Governance Programme (ASGP).

Upon the request of the Government of Afghanistan, the CSLD project is planning to use its experience of delivering responsive leadership training programmes for Afghan civil service, to design a structured training programme that will be used by the government to assess the competencies of potential candidates for senior leadership positions and confirm their appointments. The contents of the new training programme will be aligned with the newly developed pay and grade scale for the civil service, which is under implementation. It will specifically address the competency requirements of senior civil servants in grades 1 and 2. This training programme will be named as the Senior Leadership Competency Development Programme (SLCDP). All SLCDP trainings will be conducted within the premises of the ACSI. In 2008- 2009, it is planned to train a total of 500 senior civil servants drawn from all key ministries and agencies.

Achievements:

The project to date has completed delivering the three popular leadership-training programmes. In 2006 and 2007, nearly 500 senior civil servants participated in the three training streams.

Top Leadership Programme (TLP)

This training programme was designed for high-level government executives and targeted 44 senior officials, i.e. Deputy Ministers, General Directors and Provincial Governors;

- The training programme was delivered in 2006 in two rounds outside of the country.
- The contents of the training programme mainly focused on leadership concepts and techniques, strategic planning management and hands on exercises in change management.

- The first TLP course was organized in September 2006 with 22 participants (11 Deputy Ministers and 5 Directors from various ministries, and 6 Governors from the Provinces of Zabul, Ghor, Parwan, Bamyan, Laghman and Samangan). It combined interactive class-room training with case scenarios and study visits to German Ministries.
- The second TLP course took place in November 2006 with 22 participants (16 Deputy Ministers and 6 Directors from various the ministries). The training programme also included experience sharing and exposure visits to various institutions.

Senior Leadership Programme (SLP)

This training programme was designed and delivered to senior executives working in different public sector institutions, which supervise several professionals and make decisions of different kinds in managing complex operations.

- In 2006 and 2007, seven rounds of SLP training programmes were successfully conducted. The total duration of the training programme was four weeks. It was delivered in such a way that it would facilitate practical implementation and action learning.
- Over 200 participants from all central ministries and agencies took part in this programme.

Emergent Leadership Programme (ELP)

This training programme was designed and delivered to civil servants who hold middle management level managerial responsibilities in various line ministries and agencies. The total duration of the training programmes was four weeks, divided into different workshops to allow participants to implement their theoretical knowledge gain in the day-today practical work.

- In 2006 and 2007, eight rounds of ELP training programmes were conducted.
- Over 240 participants from central ministries, and agencies, as well as provincial administrative offices took part in the program.

Coaching

All SLP and ELP training programmes were accompanied by a coaching scheme that helps combine class-room training with extensive on-the-job coaching to maximize the actual impact of the training programmes and influence change at the work place. The overall feedback regarding the coaching support given to the participants in the central ministries and agencies has been very positive.

Alumni Programme and CSLD Network

CSLD Network was created in 2006 to reach out to all the former participants of the CSLD courses and others in the civil service system, to disseminate general information on Public Administration Reform and provide a platform for sharing of experiences and to encourage networking among CSLD training participants.

The project has been organizing a cycle of Alumni meetings since 2006. Alumni meetings, essentially are a half day conferences, whereby former participants of CSLD training programmes and others interested will come together to participate in presentations of prominent resource persons, from government, academia of the international community, on topical issues and latest developments in the area of public administration, and in particular public sector reform.

In 2007, a total of six Alumni gatherings have been organized and in 2008 a total [insert number] on varieties of topics in the area of public sector reform and administration, and other topics that are of interest to senior civil servants.

The CSLD newsletter has been published with new and revised formats and contents, and in particular with the aim of aligning this output to the operational capacity building initiatives of the ACSI. Brochures and training materials have been revised, redesigned, and updated, and are operational.

End of year review

In late 2007 and early 2008, the CSLD project's external evaluator carried out the end of year evaluation to assess the impact of the leadership training programmes that were carried out in 2006 and 2007, and suggest recommendations. The overall findings are:

- The programme has achieved its overall goal of equipping participants with basic concepts and techniques of managing public sector operations
- Participants indicated that they learned new concepts and skills which could easily be used in their workplace environments
- In some offices, participants attempted to impart the knowledge they gained to their colleagues
- The evaluation also reflected some important recommendations, with respect to the need for mandatory training programmes for civil servants, programme sustainability, evaluation design and methodology, and about local trainers and coaches.

The project has reviewed the recommendations and has taken actions to incorporate the recommendations in the implementation of project activities in the coming periods.

Future Priorities

Support to the Operation and Set-up of the Afghan Civil Service Institute (ACSI)

The CSLD project has identified four areas of focus for the implementation of this output. Repeated consultations, discussions, and meetings have been carried out with the government counterpart and other donors who have stake in building the operational capacity of ACSI.

- A working group comprised of donor representatives and chaired by the Director of the Training and Development Department of the Civil Service Commission is working to lead the ACSI implementation process.
- A joint action plan that show the division of responsibilities of the three donors mainly supporting ACSI, namely, UNDP/CSLD, USAID/Capacity Development Program and EC, has been prepared and is used to monitor progress. The Working Group formed in the second half of 2007 is coordinating the implementation of plans related to the ACSI capacity building.
- The formulation of a strategic plan/road map for the development of the ACSI has been finalized and is used as the main road map for the implementation of the activities under output 5
- CSLD has recruited an International Institutional Development Advisor, who is functioning as the focal person to advise the director of ACSI and other stakeholders, in implementing the strategic plan. In addition to advising on the implementation of the strategic plan, the advisor is also developing and implementing different guidelines and manuals that will be used for efficiently managing the different functions of the institute, and train the staff of ACSI.
- CSLD has recruited an International Training and Curriculum Advisor to coordinate and lead the capacity development of ACSI trainers and the development and adaptation of the CSLD training modules and other materials.
- In addition to the international expert, CSLD project has recruited a Sr. National Training Coordinator, and three National Training Assistants. This will ensure the sustainability and national ownership of the successful CSLD leadership training programmes.
- The recruitment of three international experts to advise and design systems and procedures and build local capacity in the following areas is in the final process:

- Library and Information Management,
- Facilities Management and Maintenance System
- Management of Training Materials Production

Senior Leadership Competency Development Programme (SLCDP)

The SLCDP is a high-level comprehensive training programme that will be used to assess the competence of senior civil servants who will be assigned to senior leadership positions in the civil service as per the new pay and grade system. The programme is designed carefully to equip civil servants with the skills and knowledge that is required to manage complex operations in the public sector. The participants for this programme will be selected from those candidates whose nominations for senior positions have been processed by the Board of Appointments of the IARCSC. The delivery modalities as well as the continuous assessment tools to be used during the training period are designed in such a way that the concepts of the training sessions are implemented to the real working environment of the Afghan civil service system. In 2008- 2009, it is planned to train a total of 500 senior civil servants drawn from all key ministries and agencies.

To date 17 senior civil servants are participant in the first pilot round of the SLCDP. Based upon the lessons learnt, i.e. feed-back from participants and discussion with government partners, the training programme design will be finalized.

Additional Priorities

- Implementation of Project Output 5: Support to the Operation and Set-up of the Afghan Civil Service Institute.
- Implementation of ELP targeting civil servant at sub-national level in collaboration with ASGP
- Continued implementation of SLCDP
- Preparing a Gender Mainstreaming Strategy for CSLD project.
- Development of exit strategy to ensure national ownership and the continuation of training programmes at ACSI.

Challenges and Risks (for internal use only)

- The sustainability of training programmes implemented under the project continues to be a concern due to the limited capacity available at the ACSI to take over the implementation of the programmes. It is recommendable to continue supporting ACSI for at least another few years, however this could potentially be done under the ASGP umbrella;
- Due to the relative high costs of implementing training programme, both the former and the new programme, in Afghanistan, it is essential that the project manages to significantly strengthen the capacity of its government partner to institutionalise these in the future. It however continues to be a challenge to retain qualified staff, both within the project and the ACSI, which further poses as a risk for the sustainability as well as the quality of the training programmes delivered at the Institute.
- The overall structure within the IARCSC, as well as the Government of Afghanistan in general, in terms of what role the ACSI has to perform in the future has to be further clarified. While there is a clear need for such an institute in Afghanistan, ACSI will not be in a position to cater for all the needs of the civil service, neither at central not at sub-national level. The roles and responsibilities of the Institute will therefore have to be further clarified.
- To ensure the success of SLCDP the political environment has to continue to be favourable of confirmation of senior civil servant position though such a programme. This will be of particular concern in an environment such as Afghanistan, where appointment at the higher level historically have involved a certain level of nepotism.

Gender integration

The project has through out the training programmes encourage female civil servants to participate in all its training programmes. The figures for all the training programmes conducted in 2007 indicate that 17% of the participants were female civil servants. About 11% of the participants in 2007 came from various provincial offices.

Partnerships and Resources:

Target Budget:	USD 9,457,774
Received Budget:	USD 5,906,974
Committed:	USD 7,708,712
Shortfall:	USD 1,749,062
Donors:	Government of Australia, Government of Germany, Swiss Agency for Development Cooperation, Government of Norway, UNDP Democratic Governance Thematic Trust Fund and UNDP core funds.

Project Location:	Afghanistan Civil Service Institute, Kabul
Project Start Date:	May 2005
Project End Date:	April 2009
Status of project:	Active
Responsible Partners:	IARCSC, Afghanistan Civil Service Institute
Implementation Modality:	Direct Implementation (DIM)

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Making Budgets and Aid Work (MBAW)

The public finance management system in Afghanistan has made remarkable progress over the past several years. The UNDP funded Making Budgets Work project, which has been implemented since April 2004 as the successor project to the Aid Co-ordination project, has effectively contributed to strengthening the Ministry of Finance (MoF) in its ability to support the unified national budget process as well as the nationally-led aid co-ordination process. The introduction of a weekly monitoring and reporting system, a budget calendar and a medium-term fiscal framework, as well as consultative and working groups to discuss priorities, have all improved the use and co-ordination of aid. However, budget implementation and expenditure still fall greatly short of targets.

To address this challenge, in May 2007 the former Making Budgets Work project was transformed into Making Budgets and Aid Work (MBAW). Following the progress made under Making Budgets Work, this new project is intended to enhance the partnership approach, whereby inputs and integration of the operational capacity, technical advisory support and capacity building support are co-ordinated and monitored on a regular basis by the MoF and other donor funding and advisory services supporting the Budget Department. In addition, while aid co-ordination has progressed significantly and commitments for both the Government of Afghanistan and donors are high, the new project seeks to improve predictability and alignment of aid to support country priorities by capturing aid flows more effectively in order to achieve benchmarks committed to in line with the Paris Declaration and the Afghanistan Compact. Building sustainable institutional capacity within the Budget Department at MoF is crucial as higher skill gaps have been largely filled by project staff.

The new project therefore has four components:

- A budget that is comprehensive, policy based, prepared in an orderly manner and supportive of the National Development Strategy
- Piloting of programme budgeting in the line ministries for budgets to be prepared in accordance with national sector strategies under the ANDS and the Afghan Compound and the piloting of provincial budgeting in the provinces to ensure that budgets are prepared in consultation with the provinces and in line with provincial needs and that resources are distributed in an equitable manner across the country.
- Alignment of external assistance and improved aid effectiveness to support Afghanistan's Development Goals and Strategy.
- Implementation of an Exit Strategy to build sustainable capacity within the GoA and gradually outphase projects staff while ensuring that positions are filled with civil servants and new graduates, duly providing them with the needed training to take over the work tasks.

Achievements:

Budget Formulation

As a result of the MBAW project, budgets are now prepared on time and increasingly reflect the priorities of the ANDS and the provincial needs. Budget Officers from the project assist line ministries in formulating and submitting the budget proposals on time and in accordance with national and ministerial policies and priorities. Additionally, the Budget Department evaluates and monitors the larger projects of the ministries to ensure delivery according to the budget and work plans and provides recommendations for follow up and the ministry Procurement Unit has provided workshops on procurement procedures for the line ministries to improve delivery and ensure transparent project procurement processes. A planning and monitoring reporting format has been finalized by the Budget Department and sent to Line Ministries in order to facilitate smooth budget planning and expenditure tracking processes. Through its Fiscal

Policy Unit (FPU) the project is working on developing the Financial Programming model for Afghanistan, which links the four sectors of the economy – real, monetary, external and fiscal. Additionally, the project has developed the Multi-Year Fiscal Framework and the Medium Term Fiscal Framework (MTFF) and continuously update these

As a result of the efforts of the project, budget execution rates have risen from 31 % to 65 % in the last four years, spending are increasingly aligned to national policies and priorities and line ministries are better able to formulate, plan and implement projects and carry out multi-year budget planning.

Programme and Provincial Budgeting

The provincial budgeting pilot now covers 11 provinces and will cover all 34 provinces by 2011. The programme budgeting pilot now covers 17 ministries. Each Ministry has formed a Programme Budget Implementation Team, and training sessions on programme budgeting have been delivered to all of these teams. The Budget Integration Reform Unit of the MoF has issued a Programme Budget Manual that outlines detailed steps to be taken by Line Ministries in order to prepare their 1387 Budgets in the programmatic form.

A Manual on the Provincial Programme Budgeting has been developed and circulated to concerned agencies and officials. A Training of Trainers (TOT) programme on Provincial Budgeting 2008 was successfully conducted at the Civil Service Institute, Afshar, and Kabul from March 29 to April 6. A total of 29 participants, of which 4 were women, came all the way from 17 provinces representing 8 line ministries and 5 geographical regions. Moreover, training on provincial budgeting with hands on exercises to the provincial officials in 10 provinces was completed during 2008. A list of the Provincial Development Councils (PDC) Members/Provincial Directors was collected from some provinces so as to organize intensive training programmes across the provinces, of which most have now been completed. In addition, on June 15th a workshop on Concepts and Processes of the Provincial Budgeting was presented by the focal points of provincial budgeting to the representatives from the line ministries. A brochure on Provincial Budgeting in Afghanistan: What and How? on the concept and processes of provincial budgeting was prepared for wide circulation to stakeholders.

The programme and provincial budgeting pilot have improved budget formulation processes, increased transparency in Government expenditures and ensured the foundation for increased inclusion of the provinces in the national budget formulation and implementation process, increasing equity in the distributing of resources across the country.

Aid effectiveness and Alignment

The Aid Coordination Unit has developed the Aid Policy Paper for the Government of Afghanistan based on the policies outlined in the ANDS. The policy paper serves as a guide for the ministry of finance in its aid coordination efforts and relations with donors, and clearly outlines the priorities of the government in terms of improving aid provisions. The Aid Coordination Unit (ACU) has completed the first round of the biannual Financial Reviews with all donors. This exercise helped provide updates on donor pledges, commitments and disbursements over a multi-year period until 2012. The update of the Donor Assistance Database is underway and will be finalised in 2009.

Exit Strategy

A draft Capacity Development Strategy and Methodology has been developed to improve the delivery of training and increase planning of capacity development. The strategy includes a capacity assessment of the Budget Department, which is planned to take place during the first half of 2009. The strategy will be coordinated with the Graduate Development Scheme focusing on recruiting and training new graduates from the national universities to take over tasks currently delivered through the project. Concurrently,

project staff a continuously being out-phased from the project according to the project document and will all have been out-phased by the end of the project in 2012.

The exit strategy has resulted in better options for new graduates to find employment and will contribute to the long-term sustainability of activities currently implemented through the project. The exit strategy and graduate scheme of the MBAW project has served as an inspiration in the formulation of other UNDP projects and its implementation continuous to be discussed at board meetings to futher ensure its successful and sustainable implementation.

Future Priorities:

- Capacity building, particularly at sub-national level continue to be a major issue for a more successful budgeting process.
- Implementation of the exit strategy should be more clearly planned. The capacity development strategy which has been finalised and submitted for MoF approval will, once approved, help to serve this objective. The graduate scheme should be evaluated accordingly and a more comprehensive discussion with the board and other donor assistance provided to the Budget Department and MoF at large, should be embarked on.
- The Capacity for Afghan Public service (CAP) project should be approached with a view to discuss the option of providing training to mid- and senior level staff in coaching and mentoring to improve their abilities to transfer knowledge and capacity to the new graduates and civil servants.
- Coordination of Technical Assistance provided to the Budget Department is critical to the successful implementation of the budget reforms and the MoF strategy and focus should be given to the establishment of the MoF TA committee envisioned in the project document to increase TA coordination. MoF is expected to the the lead in this endeavor.
- Further work with Government, Parliament and Donors on programme budget awareness raising is a priority.
- Upgrading of the Development Assistance Database to incorporate the Harmonized Reporting Format (HRF) and roll-out of Development Assistance Database to the ministry of Education and MoF, and to other ministries as possible within current funds.

Challenges and Risks:

- Deteriorating security conditions in the provinces has limited the ability to carry out monitoring missions and site visits to the provinces and continues to limit training initiatives in particularly the South-Eastern provinces. This risks puts in jeopardy the overall intend of the provincial budgeting pilot, i.e. to ensure equitable distribution of national resources across the country.
- Retention of civil servants and new recruits recruited to the Budget Department, Aid Coordination Unit and Fiscal Policy Unit continues to be a concern.
- A solutions must be sought to ensure the high quality of support currently provided through the project. This will include a plan for how to ensure recruitment and/or retention of highly technical and senior or mid-level staff to replace current project staff before these are out-phased.
- Insufficient compliance of donors with the Harmonized Reporting Format (HRF) requirements have complicated the process of data collection as part of the Donor Assistance Database. A considerable amount of time and capacity of the ACU is devoted to improve the quality of donor data.
- Insufficient guidance from line ministries to the provincial office on budget processes may limit the quality of provincial input to the budget process and risks delay in submissions of budget proposals from the provinces.

- Lack of provincial units in line ministries may decrease the quality of planning and implementation of provincial budgeting. The capacity of the line ministries will have to be strengthened for programme budgeting to be fully and successfully implemented.

Partnerships and Resources:

Target Budget:	USD 7,541,170
Received Budget:	USD 4,684,229
Commitment	USD 9,104,652
Shortfall:	0.00
Donors:	UNDP, Canada, United Kingdom and GTZ

Project Location:	Budget Department, Ministry of Finance, Kabul
Project Start Date:	May 2007
Project End Date:	April 2012
Status of Project:	Active
Responsible Partner:	Ministry of Finance
Implementation Modality:	Direct Implementation (DIM)

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Support to the Center of Government (SCoG)

The Support to Center of Government (SCoG) project targets the Afghan Center of Government, which includes the Office of Administrative Affairs (OAA) and the Chief of Staff Office (CoS). Whereas in particular, the CoS office supports the president in his role as the head of the state, the OAA supports the president in his role as the head of the government.

The objective of the project is to strengthen the institutions at the Centre of Government so that they are more agile, streamlined, transparent, and effective in their support of the Office of President as it strives to meet its policy objectives. The outcome will be CoS and OAA offices that have been transformed over a three-year period, through building their capacities, rationalization of their organizational structures, redesigning of their administrative work processes, and upgrading of their facilities and information technology to international standards.

The project document envisages a “systems approach” that will simultaneously address the improvement of the following six key inter-related domains: 1) Physical facilities, 2) Information Technology, 3) Administrative Work Processes, 4) Training, 5) Organization and 6) Policy Facilitation & Decision Making Processes

Achievements:

Facilities Domain:

The OAA building renovation and CoS administration building design have been completed and the construction work commenced in July, 2008. The renovation has allowed for proper work facilities and office space for staff members to do their job. Additionally, kitchen/depot software was developed to allow the center of Government institutions to develop requests, requisitions, receipts, inventory management, issues, meal planning and menus in an open and coordinated manner, ensuring more efficient planning and transparency of purchases.

Information Technology:

An ICT needs assesment has been carried out to ensure that necessary equipment and systems are provided for more streamlined work and management processes to be supported through IT solutions. The OAA secure server infrastructure has been completed and additional features have been added to enable greater stability and easier management by the OAA IT staff. The OAA website has been designed and launched and control handed over to OAA IT officials. The ICT manager has been mentored to prepare mid- and long-term strategic ICT plans and to develop standard practices and policies to increase the sustainability and maintenance of IT equipment and ensure continued training on the use of the IT facilities. To this effect, IT training and 490 hours of onsite mentoring of ICT managers and staff have been provided. Additionally, a help desk support technician has been stationed full time at the OAA to support. Network security and performance has been enhanced and wireless connectivity and testing and repairing of existing cables have been undertaken to ensure improved communication across departments. The Presidential website is completed, increasing communication of the center of Government with the public and providing for a platform to share information relevant to the public.

Administrative Work Process:

An Administrative Work Process Improvement Guide was developed in English and Dari, allowing for the center of Government to further streamline its work processes. A process map for Procurement as defined by the Procurement Law has been completed, allowing for more open, timely and transparent procurement processes. The OAA Monitoring and Evaluation Directorate strategy has been overhauled and improved to improve M&E capacity. Grievance and leave policies have been developed and

implemented and the performance appraisal policy has been refined to ensure more transparent staff management. To the same effect, the mapping of the OAA HR processes has been completed.

Training:

A comprehensive training needs assessment has been carried out and a comprehensive training strategy for officers and staff designed for OAA and CoS to meet the comprehensive capacity development needs in accordance with the changes in administrative and organizational processes. In line with this, two new training centers have been operationalized and over 250 staff enrolled in daily English language and computer classes, and overseas training programmes and exposure visits have been carried out. Human resource management and leadership symposiums were conducted for all HR staff and basic and advanced HR training were implemented. A plan for the provision of more skills-based training has been developed mainly directed at mid- to senior level staff. A training data base now enables course registration, course scheduling, and selection of participants and will hopefully enable a more rational process for assigning staff to relevant training activities and measurements for each course offered.

Organization:

A comprehensive HR assessment has been completed of both OAA and CoS and the recommendation were accepted for implementation by the leadership of the two institutions. HR management policies and procedures have been reviewed and approximately 120 hours of onsite HR management mentoring has been provided on merit based recruitment procedures and interviewing skills. A fundamental HRM training course has been identified and modified. "Leave Request and Approval" and "Job Application" forms have been developed and over 60 job descriptions prepared. This has contributed to improving the transparency and openness of HR procedures and staff management. As there has been considerable resistance to change in the institutions, the project has focused on building sound relationships with the senior management and fostering an attitudinal leadership change, which has enabled recommended changes to be more fully owned and accepted by Government stakeholders.

Policy and Decision Making Process:

A Cabinet Liaison Officer (CLO) programme has been designed and launched to help improve Cabinet meeting coordination processes among the 26 ministries. Mission statements, Terms of Reference, meeting agendas and job descriptions for the CoS office have been prepared and OAA policy specialists have been coached and mentored on policy secondary analysis, coordination, monitoring and evaluation. Joint SCoG-OAA and SCoG-CoS policy working groups have been established to handle policy related issues in a timely and professional manner. A new format for policy submissions has been developed and approved by the SCoG-OAA policy group and the Cabinet. The shortfalls in every stage of the policy process has been identified and a comprehensive set of recommendations has been provided to the OAA and related ministries and recommendations on the organizational structure and mandate of the various directorates of the CoS has been developed.

Future Priorities:

- As the part of the project implemented by The Asia Foundation is coming to an end it is important to continue discussions with government and donors on the future needs for support at the center of Government
- Proper handover of implemented project activities
- Timely completion of the construction of the CoS administrative building

Challenges and Risks

- Government ownership over the project implementation process should be increased, including as part of the process of identifying additional needs. The current UNDP project can play and has played a facilitative role in this regard
- Policy formulation and adoption continues to happen in an uncoordinated manner, which creates problems at the implementation stage. The institutions have to be encouraged and trained in conducting extensive consultation with relevant stakeholders during policy formulation. Moreover, some policy objectives and implementation procedures are not clear and as a result success and failure is difficult to gauge properly.
- For the project achievements to be sustainable there will be a need to focus more on the training of mid- and senior level staff in more skills-based areas and policy issues, as well as to provide widespread education on relevant laws and regulations. Additionally, developing capacity to ensure the proper maintenance of existing IT equipment and resources is a challenge, as capacity remains low.
- There is a continued risk, despite the development of the training database, that training is not provided to the right people or in the right areas and that training is not coordinated fully with work tasks and responsibility, as well as the future needs of the organizations.
- The project is planned to be implemented over a three year period. Many of the achievements, particularly in terms of the new work and administrative processes and the installed IT hard and soft ware, will however not be sustainable if continued support is not provided past the present project, particularly in terms of additional training for all levels of staff.

Partnerships and Resources:

Target Budget:	USD 17,074,000 Million
Received Budget:	USD 12,790,710
Commitment:	USD 15,350,101
Shortfall:	USD 1,649,899
Donors:	UNDP, USAID and DFID

Project Location: The Asia Foundation, the Office of the Chief of Staff (CoS) and Office of the Administrative Affairs (OAA) Kabul

Project Start Date: July 2006

Project End Date: June 2009

Status of Project: Active

Responsible partner: Office of Administrative Affairs, Chief of Staff Office

Implementation Modality: Direct Implementation (DIM)

Focal points:

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Afghanistan Information Management Services (AIMS)

To achieve the goals of effective public administration, transparency and accountability, the Government of Afghanistan (GoA) requires and depends heavily upon appropriate information management processes and tools, and a skilled national information management workforce.

Within the context of GoA's growth and Afghanistan's national development, AIMS is seen as a reputable and reliable strategic partner with the core capabilities to deliver human capacity building and critical information management services to the Afghanistan government and the broader development community. Through its central Kabul office and five regional offices, AIMS has played a critical role in providing information management products and customized services, which were previously unavailable. AIMS has also laid the foundation for effective data management in key line ministries and foresees expanding this foundation for planning, managing and monitoring reconstruction activities within Afghanistan.

The stakeholders agree that AIMS will continue to play an instrumental role and have recognized the value of transitioning AIMS to an independent legal entity in order to ensure its long-term sustainability and to serve as a model for successfully creating national capacity. The Project Steering Committee agreed in early 2007 that the project would transition to a separate legal entity by the end of 2007 and be fully functional by the end of 2008.

Following the review of the various legal modalities available in Afghanistan, which included - Governmental Organization (NGO), Private Company and Government-Owned Company, the option of transferring AIMS into an NGO surfaced as the best option. Accordingly, the AIMS project document was amended in December 2007 to include a new objective of transitioning the project into a national NGO as output 4 of the project document.

Achievements:

Transition process

AIMS registered as a national NGO in June 2008 and now has a Board of Directors, as well as an international Executive Director. All UNDP project staff wishing to continue working for the AIMS NGO has been transferred to NGO contracts. A five years strategic plan was developed for the NGO to ensure proper capacity development and resource mobilization and HR and Finance policies for the new NGO have been approved by the board. MoUs and contracts with various stakeholders have been transferred to the NGO and all project assets have transferred to the NGO. The AIMS NGO has opened a bank account and various resource mobilization initiatives have been carried out to ensure short and long term funds. A Project Cooperation Agreement has been made between UNDP and AIMS to continue supporting the NGO under the AIMS project within available funding. These achievements have all contributed to ensure that AIMS transitions into a sustainable NGO able to continue its quality services.

AIMS' continued services

- AIMS internal staff capacity has been built through online training and PRINCE2 foundation certification, strengthening customer relations, knowledge and skill building of key staff increasing the quality and range of services, which AIMS is now able to provide.
- AIMS has substantially increased the information management capacity of the Government and humanitarian community through the provision of maps and mapping software, information management training and capacity assessments, as well as the provision of capacity development on information management and advisory services.
- AIMS has conducted several Technology Awareness Workshops for ministries and university professors/students. 28 staff members from the Ministry of Communication was trained in Geographical Information System (GIS) and database, greatly improving the work of the ministry. The AIMS GIS Department has provided technical support to 11 GIS Labs in various ministries and departments as part of its advisory services to the Government.

- AIMS' regional offices in Kunduz, Hirat, Jalalabad and Kandahar has trained 257 people English Language and Computer Literacy Programmes. 378 staff members from Government agencies were trained in English language and 342 in computer programmes.
- The Asia Foundation funded capacity building programme at the Office of the President and Office of Administrative Affairs was successfully completed.
- A proposal was developed and submitted to the American PRT to establish a GIS lab in Afghan National Army (ANA) Kunduz. Upon request of the Ministry of Rural Rehabilitation and Development (MRRD) Kunduz, the concept paper for establishing a training center was developed and submitted to the Provincial Development Fund (PDF) Committee in Kunduz.
- AIMS assisted UN in mapping its project activities to increase coordination and planning by tracking and mapping all UN project activities in the regions through the Provincial Mapping of UN Activities (PMUNA) project and training of UN staff in its use. Similar mapping has been carried out for other donors or is being planned.

Future priorities:

- Continue to build internal capacity of the NGO and support its resource mobilization efforts.
- AIMS could be the lead in developing systems to monitor the ANDS implementation
- Continue using the capacity of AIMS in the implementation of other UNDP projects.

Challenges and Risks

- The main challenge confronting the project remains building AIMS internal capacity needed for it to sustain its activities as an independent NGO
- One of the main risks is that AIMS will be unable to ensure a sustainable resource flow.

Partnerships and Resources:

Target Budget:	USD 10,811,874
Received Budget:	USD 10,811,874
Commitment:	USD 10,811,874
Shortfall:	0
Donors:	UNDP, USAID, EC

Project Location: AIMS Office, Kabul, Afghanistan
Start Date: April 2004
End Date: December 2008
Status of Project: Active
Responsible partner: Ministry of Communication and IT
Implementation Modality: Direct Implementation (DIM)

Focal Points:

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Strengthening State Building through Strategic Government Communication (SSBSGC)

The overall goal of the “Strengthening State Building through Strategic Government Communication” project is to enhance the trust in and public support for the Office of the President (OoP), by ensuring the widest possible dissemination of credible and coherent real-time information on national development, reconstruction and security initiatives. The project aims to ensure that the Office of the Presidential Spokesperson (OPS) serve as the effective media and communication arm of the OoP. The project builds will further OPS’ public information and communication capacity by developing and implementing a more strategic communication outreach strategy.

The project will focus on the development of: (i) a communications strategy and a clear vision for the OPS to effectively target all relevant stakeholders and include mechanisms to enhance collaboration across line Ministries, government institutions and sub national levels of government, and (ii) a more comprehensive and inclusive approach to information and communication through the development and implementation of a capacity development and institutional restructuring plan, to increase the OPS ability to reach specific groups at national and local levels and provide access to information for the public to participate broadly in policy making processes and influence decisions that affect their lives.

Achievements

Output 1: An effective government communication strategy prepared and Government communication with its citizens improved.

A Communication Expert has been recruited and currently carries out consultation, the outcome of which will be the basis for a communication strategy, expected to be finalized in early 2009. The strategy will lay the foundation for the work of the Organisational Re-engineering Consultant who will be onboard in early 2009 to identify individual and institutional capacity needs.

The project continues its support to the OPS in its everyday function to maintain activities and quality communication and information dissemination until these activities can be improved and strengthened based on the communication strategy and the organisational re-engineering and capacity development strategy. Part of these activities is the coordination among the different media components at the OPS, covering press conferences and news on the President’s meetings/visits with senior officials. Project staff also contributes to ensure material for meetings, speeches, press conferences, protocol signings of the President and the Spokesperson, entailing the production of around 200 individual documents available from the OPS archive.

Output 2: Capacity of the OPS and provincial information ability developed for the implementation of an effective communication strategy

While the overall analysis of the organisational structure and capacity of the OPS will depend on the needs and capacity assessment by Organisational Re-engineering Consultant, steps have been taken during 2008 to ensure quality staffing at the OPS. The structure and individual staff roles, as well as capacity development needs will be reviewed by the Organisational Re-engineering Consultant. It is essential that both the communication strategy and the organisational re-engineering strategy duly considers existing assistance and structures.

Future Priorities:

- Finalization of the recruitment of an Organisational Re-engineering Consultant to assess the current capacity and organizational structure of the OPS and the provincial level to enable the implementation of the communication strategy.
- Formulation of a clear exit strategy for the project in collaboration with the Government

Challenges and Risks:

- The Communication Expert needs to coordinate with a large number of stakeholders and it is essential to ensure Government buy-in and substantial consultations with counterparts.
- The complexity of stakeholders makes it a challenge to formulate a communication strategy that is not duplicative of existing support and considers existing resources and capacity, coordinating and consolidating these instead of duplicating them.
- The communication strategy should be a strategy for the government as a whole and not only OPS and should be formulated in a manner flexible enough for it to be adjusted across ministries and Government departments, while still ensuring a common Government voice.
- The strategy will also have to ensure that it approaches both sides of the two-way communication between the public and its Government and between the Government and its public, and considers both the national and sub-national level.
- Security constraints hinders activities and coordination at the provincial level and limits accessibility to and communication with some areas. The security constraints may also hamper the thoroughness of the assessment carried out by the two consultants in some of the provinces making it difficult to ensure that all provinces are equally considered.
- The existing provincial information hubs are badly equipped posing the risk that information may not be well disseminated at the provincial level and communicated upwards to the OPS and downwards to the public. This will need to be approached by the consultants.
- To guarantee sustainability it is vital to ensure the existence of an exit strategy.

Partnerships and Resources:

Target Budget:	USD 3,413,966
Budget Received:	USD 1,044,632
Commitment:	USD 3,413,966
Shortfall:	USD 0,0
Donors:	DFID, UNDP/DGTF

Project Location:	Presidential Palace Kabul, Afghanistan
Project Start Date:	01 January 2008
Project End Date:	31 December 2012
Project Status:	Active
Responsible Partner:	Office of the Presidential Spokesperson
Implementation Modality:	Direct Implementation (DIM)

Focal Points:

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ICT/CISCO Project

UNDP has been providing support to the Ministry of Communications and Information Technology (MoCIT) under the ICT Capacity Building Project (Phase II) with the aim of building the capacity of the MoCIT to develop and regulate IT and communication related policies, enhance government efficiency through E-Governance and build advanced ICT capacity in the country.

During the G-8 Summit in July 2000, the Least Developed Countries Initiative (LDCI) was announced. Partners of the LDCI include the following: Cisco Systems, United Nations Development Programme (UNDP), United States Agency for International Development's Leland Initiative, United Nations Secretary General's UNiTeS and United Nations Volunteers. The goal of these strategic partners is to work together to extend the Cisco Networking Academy Program to the world's Least Developed Countries (LDCs), by expanding the scope of information and communication technologies available in LDCs. By bringing the Cisco Networking Academy Program to these countries, students would benefit from educational opportunities in the area of IT and communication currently offered in 80 countries. Providing a workforce with the skills to design, build and maintain the IT infrastructure is a critical step to participation in the global economy. The Cisco Networking Academy Program can assist in offering sustainable development in the LDCs and accelerate their progression and full integration into the world economy.

The Cisco Networking Academy Program is a comprehensive, e-learning programme, which provides students with the Internet technology skills essential in a global economy. It helps in delivering web-based content, on-line assessment, student performance tracking, hands-on labs, instructor training and support, and preparation for industry-standard certifications. Launched in 1997, there are now over 10,000 Networking Academies in more than 163 countries. Over 400,000 students are enrolled in Academies in high schools, colleges and universities, technical schools, community-based organizations, and other educational programmes around the world.

The UNDP Cisco project in Afghanistan was integrated into the ICT project and charged with training of men and women in the areas of information technology and network security, as well as networking/hardware.

As the Cisco project will be concluded in December 2008, all assets and responsibility is currently being handed over to government counterparts. From January 2009, MoCIT will be in charge of the Cisco Programme in Afghanistan, with the day-to-day management of academies falling on the Ministry of Education. The ICT/Cisco project thus represents a sustainable transfer of capacity and responsibility of previous project activities funded by donors to the government.

Achievements:

- Achievements include development of the Afghan ICT Policy, implementation of the first National ICT Conference, launching the ICT Council of Afghanistan, expansion of Cisco Academies, establishment and hand over of the country code top level domain name to MoCIT, drafting of the E-Governance architecture and implementation documents, and the establishment of Multi-purpose Telecommunication Centers (MTCs).
- A new curriculum for the Cisco Certified Networking Professional (CCNP) programme has been developed and will help in producing even more professional network personnel. CCNP is a step further for the Cisco Certified Networking Associate (CCNA) graduates.
- A new CCNP lab has been introduced at the Kabul Regional Academy to meet the training needs and a testing center has been established at the Kabul University.

- A total number of app. 1000 students have graduated from the Cisco Academies and there has been an more or less constant increase in enrollment of students in all academies.
- 31% of new students are female, which is the highest number of female participants in the Cisco Networking programme in the region.
- Through the Cisco project, UNDP has helped train 36 university professors as trainers for the programme in the provinces, in turn training hundreds of students.
- Completion of several IT software and guides to increase the awareness of and access to ICT opportunities, including the development of a Microsoft Office Pashto Interface Pack, a Software Localization Style-Guide for Pashto language, a Pashto locale for Windows XP, a complete dictionary of the computational glossary of around 8000 words comprised of both basic glossary and second phase glossary a WindowsXp Interface Localization, including help files, menus and character set, and a Polichek Project for Pashto language.
- The Cisco academies are in the process of being transferred to the MoCIT, with the day-to-day management being handed over to the Ministry of Education. The last half of 2008 has been dedicated to increasing the management capacity of academies to facilitate this transfer and ensure sustainable agreements with and between government counterpart for the onward management and success of the programme.

Challenges and Risks:

- The main risk remaining is that government counterpart may not have sufficient capacity to maintain and expand programme activities.

Partnerships and Resources:

Target Budget:	USD 1,477,404
Received budget:	USD 1,477,404
Committed:	USD 1,477,404
Shortfall:	0.00
Donors:	USAID, Cisco, French Trust Fund, Microsoft, EC and GSI

Project Location:	Main Offices in Kabul with Satellite Offices in the Provinces
Project Start Date:	September 2004
Project End Date:	December 2008
Project Status:	Active
Responsible Partner:	Ministry of Communication and IT
Implementation Modality:	Direct Implementation (DIM)

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