



A large graphic element consisting of a thin blue circle. A horizontal bar with a light blue-to-white gradient passes through the center of the circle. On the left side of the bar, the letters 'UNDP' are written vertically in a dark blue font. The main text of the bar, 'STATE-BUILDING & GOVERNMENT SUPPORT PROGRAMME', is written in a bold, dark blue, sans-serif font. The bar is flanked by two large, dark blue square brackets on the left and right sides.

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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 twelve country office staff and teen project managers.

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Strengthening Cross-Cutting and Core Capacities of the State

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 guarantee the continuity of the training programmes implemented under the CSLD project, a cost sharing agreement was signed with the Royal Government of Norway for additional USD 2.2 million to support the implementation of a new output for “operation and set-up of the Afghan Civil Service Institute (ACSI)”. 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. In order to ensure synergies with UNDP’s flagship project on sub-national governance, CSLD has initiated to conduct one round of training of the Emergent Leadership Program (ELP) targeting sub-national senior civil servants. The Programme will be facilitated in close collaboration with the Afghanistan Sub-national Governance Programme (ASGP). The training is planned to be conducted at ACSI premises.

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 Afghan Civil Service Institute. 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.

(a) Top Leadership Programme (TLP)

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

(b) 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.

(c) 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. 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. 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.

The project gave priority emphasis to 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.

(d) 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. Coaching service has been provided to all participants who were drawn from the central ministries and independent agencies. The coaching service was done by the team of 5 local Afghan project trainers & coaches who were trained by the International Training Consortium prior to assuming the tasks in order to familiarize themselves with the contents of the leadership courses. The overall feedback regarding the coaching support given to the participants in the central ministries and agencies has been very positive.

(e) 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.

Furthermore, 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 listen to 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 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.

(f) 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.

Plans for 2008 and beyond

(a) 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 (CDP) 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 the strategic plan 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

(b) 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.

Future 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
- Preparation and Implementation of the SLCDP
- Preparing a Gender Mainstreaming Strategy for CSLD project.

Partnerships and Resources:

Target Budget:	USD 9,457,774
Received Budget:	USD 5,906,974
Committed:	USD 7,022,677
Shortfall:	USD 2,435,097
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
Implementing Partners:	Direct Implementation (DIM), IARCSC, ACSI

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 mainstream gender issues in delivery of project activities, the project 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:(a) 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. Two international coaches recruited via United National Volunteer (UNV) 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. This confirms the initial hypothesis that "coaching and mentoring", unlike traditional classroom training, proves very useful learning process that enables better retention of learning, especially if the entry level capacity is low.
- 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 delivered the first one week pilot orientation programme for 15 international coaches / advisors from GOI from November 17 to November 21, 2007 at the Afghanistan Civil Service Institute (ACSI) of the Independent Administrative Reform & Civil Service Commission (IARCSC). The consortium also delivered the first one week pilot training for National coaches / trainers from November 24 to November 28, 2007 at the ACSI of the IARCSC. The second round of training for international coaches took place June 15 to June 19, 2008, and from June 21 – June 25, 2008 for national coaches.

(b) Development of the Institutional Competence of CDS

- In accordance with the capacity assessment report done 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.
- 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.

Partnerships and Resources:

Target Budget: USD 7,688,485

Received Budget: USD 5,400,318

Committed: USD 7,445,308

Shortfall: USD 284,960

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

Implementing Partners: Direct Implementation (DIM), IARCSC, CDS

Focal Points:

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Strengthening Sub-national Governance Institutions

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.

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.
- PCRCDC 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

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.

Future priorities:

ASGP is moving ahead with implementation plans for all components.

- **Policy**
Draft SNG Policy produced
Performance Measurement systems 10 provinces
- **Capacity**
17 training centers fully functional w/new curriculum
1000 receive basic training; 500 receive advanced
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

Partnerships and Resources:

Target Budget: USD 43, 283,263
 Received Budget: USD 12,357,770
 Committed: USD 28,393,914
 Shortfall: USD 14,889,349
 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
Implementing Partners: Direct Implementation (DIM), IDLG & IARCSC

Focal Points:

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Trust Fund Management

Law and Order Trust Fund for Afghanistan (LOTFA) Project

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 31 August 2008 that was granted accordingly. It is mentionable that upon signature of the new project document, the project will be extended till March 2010.

Achievements:

Priority 1: Nationwide payment of police staff salaries

The main focus of results during this period has been to ensure disbursement of salaries and food allowances for the Afghan National Police. Since 2002 USD 427 million (up to mid August 2008) has been disbursed to MoI for the expenditure under this priority in all 34 provinces.

Priority 2: Acquisition of non-lethal equipment

The following items have been procured and were handed over to MoI: 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 EPS to produce the monthly payroll electronically for accountability and transparency and more efficient administration.

Priority 3: 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.

Priority 4: 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 300 police women over two years; 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 has also established a Gender Mainstreaming Unit within Mol. Currently, two women police officers are employed by Mol in the unit. The women are receiving trainings on computer utilization, English language and other gender related documents. They are 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.

Priority 5: 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. The unit continues to provide support to Mol in implementation of LOTFA activities.

Training of Mol staff has been in progress on utilization of computer application. 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 Mol staff on EPS and computer utilization. In addition, the implementation of Electronic Funds Transfer has also been in progress. More than 30,000 individuals are now receiving their monthly salary in their individual bank accounts.

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.

Challenges and Risks

A number of risks are identified that the project may face during phase V. The risks are enlisted below:

- 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;
- 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 March 2008)

An amount of US\$ 288 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.

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:	September 2008
Project End Date:	August 2010
Project Location:	Main Office at the Ministry of Interior, Kabul
Status of Project:	Active
Implementing Partner:	National Execution, Ministry of Interior

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.

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 62,290,996
Total commitment	USD 99,516,061
Shortfall:	USD 802,632,597

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 Entity: Ministry of Counter Narcotics
Executing Entity: Ministry of Finance

Focal Points:

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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 (a) Office of Administrative Affairs (OAA) (b) 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 according to their PRR designs through the building of 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 outcome will be attained through a project implementation strategy that views the CoG institutions as part of a "whole" and is based on the assumption that every organization is a "system," composed of a set of interacting functional "domains" that need to work well together to enable overall good organizational performance. 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
6. Policy Facilitation & Decision Making Processes

Achievements:

Facilities Domain:

- The OAA building renovation and CoS administration building design have been completed. Six companies have submitted bids to conduct the construction of the new CoS Administration building and, after the successful firm is selected, it is expected that construction will commence in early 2008.
- The kitchen/depot pilot software development for requests, requisitions, receipts, inventory management, issues, meal planning and menus was completed and approved by staff and management

Information Technology:

- The OAA secure server infrastructure has been completed and additional feature 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 from the contracted IT firm 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.

- IT training and 490 hours of onsite mentoring of ICT managers and staff have been delivered.
- A wireless connectivity project at the palace to connect four key palace buildings has been initiated
- The Presidential website is up and running.
-

Administrative Work Process:

- Initiated “Transformation of Documents and Relations Project” and the “Kitchen/Warehouse Procurement Pilot Project”.
- Annual Report for the Deputy Chief of Staff produced and presented to the President.
- An Administrative Work Process Improvement Guide was developed in English and Dari.
- A process map for Procurement as defined by the Procurement Law has been completed.
- The OAA Monitoring and Evaluation Directorate strategy has been overhauled.
- A reform of the Office of the Presidential Spokesperson has been undertaken.
- Project team developed and implemented the grievance and leaved policies and refined the performance appraisal policy.

Training:

- 1-year comprehensive training strategy for officers and staff at all levels has been designed for OAA and CoS.
- Two new training centers operationalized, over 250 staff enrolled in daily English language and Computer classes;
- Development of training data base to manage training functions is in progress;
Overseas training programmes and study missions carried out to attend a high-level Senior Managers Training Program at the National University of Singapore, and a conference on “Making Government Gender Responsive” in the Philippines.
- Exposure visits have been made by members of the OAA senior management to the Administrative Staff College in Hyderabad, India, the prestigious Senior Managers’ Training Program at the National University of Singapore, and the Ash Institute for Democratic Governance and Innovation at the John F. Kennedy School of Government, Harvard University.
- Human resource management and leadership symposiums were conducted for all HR staff and basic and advanced HR training were implemented
- All employees, who required additional training in order to perform their jobs, have received the necessary training.

Organization:

- HRM policies and procedures have been reviewed and approximately 120 hours of onsite HRM mentoring 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.
- Two new project staff National Project Manager and International Site Engineer

Policy and Decision Making Process:

- The current policy process mapping for the Ministry of Public Health, the Ministry of Economy, and the Ministry of Refugees and Repatriation completed.
- A Cabinet Liaison Officer (CLO) program has been designed and launched to help improve Cabinet meeting coordination process among the 26 ministries.
- Mission statements, Terms of Reference, meeting agenda and Job descriptions for the CoS office have been prepared
- 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.
- Two international policy and change management specialists were fielded in May for a three month period

Future Priorities:

- Review the need for changes to the scope of the project and identify funding requirements and potential donor(s);
- Identify policy and operational process improvement opportunities for Chief of Staff Office and OAA.
- Define a new organizational structure to include all OAA’s Ajir staff in PRR process;.
- Permanent server room construction, electrical conditioning and cabling ;
- Develop a new CoS organizational structure, especially the Office of President Programs that will manage the president’s schedule and correspondence.
- Operationalize the policy resource center, building the capacity of the new M&E unit, the policy directorate and improving the work process of the Cabinet Secretariat.

Challenges and Risks

- Changing of CoS and OAA leadership may have an adverse impact on the implementation of the program.
- Changes in the scope of the project may require additional funding from other donor(s). Unless the required new funding is secured, the project’s expected outcomes/outputs might not be fully achieved.

Partnerships and Resources:

Target Budget:	USD 17 Million
Received Budget:	USD 10,760,710
Commitment:	USD 15,350,101
Shortfall:	USD 1,649,899
Donors:	UNDP, USAID and DFID

Project Location: The Asia Foundation and 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

Implementing partners: 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 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 a range of 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.

AIMS was established in 2001 by UNOCHA through the merger of the new Humanitarian Information Centre for Afghanistan (HIC) and the existing Projects Management Information System (ProMIS). In 2002 AIMS collaborated with UNAMA (United Nations Assistance Mission for Afghanistan) and was administered by UNDP. Since 2003 AIMS has been a Directly Executed (DEX) project of UNDP, administered and managed by UNDP.

Achievements:

- The AIMS transition plan and five years strategic plan developed. Designated Board of Directors and founders selected. Registration process for the NGO has begun.
- Security Maps have been developed and issued for UNDSS, French Embassy Activity map for MoA, Dand district Project for JICA and Project maps for UNDP.
AIMS internal staff capacity has been built through online training and PRINCE2 Foundation certification has been built, helping to strengthen customer relations, knowledge and skill building of key staff.
- AIMS has helped to substantially increase the Government of Afghanistan and humanitarian community's information management capacity through the provision of maps and mapping software, information management training and capacity assessments: An English version of the website for the Ministry of Women's Affairs has been developed and user need analysis for the Office of the Attorney General's website completed; the AIMS GIS department has provided on-going technical support to GoA GIS labs in 11 Ministries and departments; United Nations activities have been mapped by province.
- Provision of capacity development on information management and advisory services to the Government of Afghanistan (GoA),
- Provision of information to the Government, United Nations (UN) agencies, and non-governmental organizations (NGOs).
- Improvement of the capacity of AIMS' staff members to implement the exit strategy and specific development activities.
- Institutional Information Management Capacity of the GoA is strengthened
- AIMS conducted two Technology Awareness Workshops, one at the Ministry of Counter Narcotics, where thirty- three staff participated and one at the University of Education, Where thirty-two professors and students attended.
- Ministry of Communication introduced twenty eight of its staff to be trained in Geographical Information System (GIS) and database. Ministry Staff were trained accordingly.
- The AIMS GIS Department provided on-going technical support to eleven GIS Labs in various ministries and departments as part of its advisory services to the Government of Afghanistan.

- In order to create an enabling environment for information management and GIS, the Kunduz, Hirat, Jalalabad and Kandahar Regional Offices started English Language and Computer Literacy Programme and as result trained 257 people.
- PMUNA presentation and data entry training was conducted on 20-21 May 2008 for 10 staff of UN various agencies in Jalalabad. Similarly, the PMUNA project was presented to all UN agency heads in Kunduz. PMUNA presentation and data entry training was also conducted in Hirat and also PMUNA presentation was given to the heads of agencies in UNAMA.
- The capacity building programme at various Government agencies continued during the second quarter. A total of 378 people were trained in the 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. Since the funding agency and the client agencies were satisfied with the services AIMS provided, the project was extended for another 4 months beginning on March 1, 2008, and ending on June 17, 2008. During this period, 125 staff of the Office of Administrative Affairs will be trained in the English language and computer programmes.
- After initial meetings with the American Provincial Reconstruction Team (PRT) on building the capacity of the Afghan National Army (ANA) in the use of GIS, a proposal was developed and submitted to the American PRT to establish a GIS lab in 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.

Future priorities:

- Continue to build internal capacity in order to transition in a timely and efficient fashion to independent NGO status.
- Continue technical support to GOA GIS labs in eleven Ministries and in AGCHO regional offices, provide advisory services to the GoA.
- Translation of Afghan maps into Pashto to enable all literate Afghans to read Afghan maps.
- As an increased demand for AIMS services is available, therefore, AIMS will invest more funds on its management and organization efficiency.

Challenges and Risks

The main challenge confronting the project remains building AIMS internal capacity in preparation for the project's transition to independent NGO status. Business development and legal consultants have been hired to help facilitate a smooth transition.

One of the most important risk is the less capital resources.

Partnerships and Resources:

Target Budget:	USD 10,811,874
Received Budget:	USD 10,211,874
Commitment:	USD 10,811,874
Shortfall:	USD 60,0000

Donors: UNDP, USAID, EC

Project Location: AIMS Office, Kabul, Afghanistan

Start Date: April 2004

End Date: December 2008

Status of Project: Active

Implementing partners: Direct Implementation (DIM)

Focal Points:

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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, a medium-term fiscal framework and 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 funding and advisory donors 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 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 three components:

- The Budget is comprehensive, policy based, prepared in an orderly manner and supportive of the National Development Strategy
- Alignment of external assistance and improved aid effectiveness to support Afghanistan's Development Goals and Strategy.
- Implementation of the Exit Strategy to build sustainable capacity within the GoA.

Achievements:

- Three 'fast-track' sector strategies – Health, Education and Transportation – have been prepared and finalised by the Ministry of Finance and the ANDS Secretariat and integrated into the 1387 (2008) budget.
- 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.
- Each Ministry has formed a Programme Budget Implementation Team, and training sessions on programme budgeting have been delivered to all of these teams.
- A three-day workshop on procurement procedures, organized by the MoF's Procurement Unit, was held for the line ministries in July, 2007.
- 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
- Consultation and training on provincial budget submissions to Herat, Bamyán, Badakshan and Nangrahar provinces.

- Developed Provincial Programme Budget action plan
- Manual on the Provincial Programme Budgeting was developed and circulated to concern 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 29th to April 6th. 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. During this process, intimation meetings with the Deputy Ministers of MOEc, MOPW, MOWE, MOWA and other officials of the MRRD and MOPH were held in order to identify prospective TOT-participants.
- Developed Provincial Programme Budgeting website
- Policy Intent Paper for capacity building/development has been developed.
- Developed Aid Policy Paper for the Government of Afghanistan
- a budget orientation workshop was organized from April 8th-10th at the MoF for all line ministries and budgetary units The workshop was attended by more than 150 participants from 47 agencies, representing finance, planning and procurement departments.
- the budget timetable for FY 1388 was prepared
- 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.
- Budget Document Dissemination and Orientation
- Medium Term Fiscal Framework (MTFF) Update
- Supplemental Development Budget Preparation and Approval was done
- Implementation of the New Budget Mechanism took place
- Programme Budget Implementation/Execution was done
- In the meantime, training on provincial budgeting with hands on exercises to the provincial officials in 10 provinces is in progress and will be completed by end July
- 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.
- Feedback on the Handbook of Provincial Budgeting in Afghanistan (draft) was collected from MoF and some of the line ministries and donors involved during this period. The Handbook was updated and posted in the website
- A Training of Trainers (TOT) programme on Provincial Budgeting 2008 was successfully completed on April the 6th. A detailed report on the training has been produced and is now available on the Budget Department’ s website on www.budgetmof.gov.af.
- After a consultation meeting, a presentation was made to the Officials of the Ministry of Public Health on April the 17th on Provincial Budgeting in Afghanistan: Concepts and Processes based on the Handbook.
- A list of the PDC Members/Provincial Directors was collected from some provinces so as to organize the an intensive training programme across the provinces. The list has been finalized and sent to the provinces duly signed by the Deputy Minister for Finance.
- A consultation meeting was held with DFID officials on the future programme of provincial budgeting on May 10th. The officials urged the project to conduct training in the Hilmand province as soon as possible. The project also received a follow up request from DfID, but is unfortunately not able to conduct the training before August due to lack of staff.
- A Provincial Budgeting in Afghanistan: Lessons Learned one-day session was conducted for the MoF, Ministry of Public Works and Ministry of Water and Energy. In addition to the representatives of these ministries, officials of DFID/ASI and USAID/CDP also participated in the session.

- The leaflet (brochure) Provincial Budgeting in Afghanistan: What and How? on the concept and processes of provincial budgeting was prepared for wide circulation to stakeholders.
- During the reporting period, considerable progress has been made on drafting the Fiscal Quarterly Bulletin for the final quarter of 1386
- During the second quarter of 2008, the Aid Coordination Unit (ACU) 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.
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Future Priorities:

- Capacity building, particularly at sub-national level continue to be a major issue for a more successful budget process;
- Implementation of the exit strategy / sustainability plan could be challenging unless the young graduates who has been recruited and trained are promoted in the PRR and Super-scale process;
- Security has become a bottleneck for the implementation of the provincial budgeting pilot, particularly for staff undertaking trainings and consultation in insecure provinces;
- Coordination of Technical Assistance provided to the Budget Department is critical to the successful implementation of the budget reforms and the MoF strategy;
- Finalization of the CoA and AFMIS changes, implementation of the Database, finalization of the roll-out strategy and delivering trainings to the line ministries, MoF and Moustufiats are key challenges for implementation of the Program Budget;
- Further work with Government, Parliament and Donors on program budget awareness raising is required;
- Upgrading the Development Assistance Database to incorporate the Harmonized Reporting Format (HRF) is a pending issue that requires an urgent decision by the Budget Department leadership;
- Rolled-out of database to MoE and MoF (as a leader of the process).
- Rolling out Programme Budgeting and Provincial Programme Budgeting to cover 21 ministries and 18 provinces.

Challenges and Risks:

- Deteriorating Security conditions in the provinces has hindered monitoring missions and site visits to the provinces
- Retaining Civil Servants/Fresh graduates in the budget department of the MoF recruited under the exit strategy.
- Incompliance of donors with Harmonized Reporting Format (HRF) requirements have complicated the process of data collection.
- Lack of guidance from line ministries to provincial office on budget process.
- Lack of dedicated provincial units in line ministries is seriously hampering planning and implementation of provincial budgeting.
- Implementation of program budget structure across pilot ministries is critical for successful delivery of program budget reform process.
- Inadequate internal capacity in the line ministers can hinder program budget implementation.
- ACU capacity is continuously affected by staff turn-over and delayed recruitments

- Considerable amount of time and capacity of the ACU is devoted to improve the quality of donor data.
- Current staffing level at FPU, recruited under MBAW project, does not correspond with the deliverables assigned to this unit.

Partnerships and Resources:

Target Budget:	USD 7,541,170
Received Budget:	USD 3,152,484
Commitment	USD 10,157,738
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
Implementing Partners:	Direct Implementation (DIM)

Focal Points:

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Strengthening State Building through Strategic Government Communication (SSBSGC)

The “Strengthening State Building through Strategic Government Communication” project aims at strengthening the drivers of development effectiveness by enhancing national capacities, national ownership, creating an enabling policy environment, seeking South/South solutions, promoting gender equity and forging partnership for results. This is in line with the UNDP global Strategic Plan 2008-2011. The project corresponds to important key results of the strategic plan focusing on strengthening responsive governing institutions’. It also emphasizes that communication channels promote government accountability and transparency through e-governance, independent journalism and access to information policies.

The project’s overall strategy is designed to maintain and enhance the existing performance standards of the OPS to match international standards of performance and respond to the common internal needs of Afghanistan. The project aims to ensure that the OPS serves as the effective media and communication arm of the OoP, in line with the public information and communication policy and the organizational reform plan developed by the OoP. The project builds on the existing staff and functions of the OPS and will further boost its public information and communication capacity and develop and implement 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 in order to effectively target all relevant stakeholders and include mechanisms to enhance collaboration across line Ministries, government institutions and sub national levels of government. Both institutional capacity and capacity of OPS staff will be developed, together with a clear exit strategy; and (ii) a more comprehensive and inclusive approach to information and communication, to reach specific groups at national and local levels, given the vital need to raise public awareness on rights to official, accurate and timely information and establish mechanisms to provide and access information, so they could in turn broadly participate in policy making processes and influence decisions that affect their lives.

The project is aligned with the goals and objectives of the Afghanistan National Development Strategy (ANDS) and directly supports the “Good Governance and Rule of Law” pillar of ANDS. Additionally this project supports the UN Development Assistance Framework (UNDAF) that identifies development priorities, objectives and outcomes to be achieved in Afghanistan from 2006 through 2009. It will further support the UNDP Country Action Plan (CPAP) (2006-2009) that aims to strengthen the democratic state and government institutions at national and sub-national levels to govern and ensure the delivery of quality public services including security.

Achievements:

- The project contributed to enhance the central government’s ability to obtain information from provinces, districts and villages and facilitate the dissemination of information to those levels.
- collected, disseminated and archived the news; produced, arranged and broadcast government and president’s activities to the public through different media; its coordination with national and international media, as well as provincial information units has been active and effective.
- Coordinated media relations with national and international media that ensured timely delivery of news and current affairs to the Office of the President, and the Spokesperson to the President.
- Production and broadcast of audio/video and print material that reflects the current affairs, national reconstruction and security issues in the country through local media is done in a considerably effective manner.

- An effective government communication strategy prepared and government communication with its citizens improved.

Future Priorities:

The project will focus on the development of:

- a communications strategy and a clear vision for the OPS in order to effectively target all relevant stakeholders and include mechanisms to enhance collaboration across line Ministries, government institutions and sub national levels of government. Both institutional capacity and capacity of OPS staff will be developed, together with a clear exit strategy;
- and (ii) a more comprehensive and inclusive approach to information and communication, to reach specific groups at national and local levels, given the vital need to raise public awareness on rights to official, accurate and timely information and establish mechanisms .

Challenges and Risks:

- Security constraints hinders activities and coordination at provincial level
- Delays in the organisational reform at the OoP and PRR not be implemented on time
- Additionally, a considerable number of positions under the project still remain vacant, which risks hampering the capacity of the OPS and the quality of its productions.
- Another substantial risk to the project is the deterioration of security in particularly the eastern and southern provinces, which limits accessibility to and communication with some areas.

Partnerships and Resources:

Target Budget:	USD 3,413,966
Budget Received:	USD 1,044,632
Commitment:	USD 3,413,966
Shortfall:	USD 2,369,334
Donors:	DFID, UNDP/DGTTF

Project Location:	Presidential Palace Kabul, Afghanistan
Project Start Date:	01 January 2008
Project End Date:	31 December 2012
Project Status:	Active
Implementing Partners:	Direct Implementation (DIM)

Focal Points:

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CISCO Project

UNDP has been providing support to the Ministry of Communications and Information Technology (MCIT) under the ICT Capacity Building Project (Phase II) with the aim of building the capacity of the MoCIT to develop and regulate related policies, enhance government efficiency through E-Governance and build advanced ICT capacity in the country. Achievements include development of ICT Policy, implementation of the first National ICT Conference, launching the ICT Council of Afghanistan, expansion of Cisco Academies, establishment and the hand over of country code top level domain name to MoCIT, drafting E-Governance architecture and implementation documents, Afghanistan localization program and establishment of Multi-purpose Telecom- munication Centers (MTCs).

During the G-8 Summit in July 2000, the Least Developed Countries Initiative (LCDI) was announced. Partners of the LDC Initiative include the following: Cisco Systems, United Nations Development Program (UNDP), and United States Agency for International Development's Leland Initiative, United Nations Secretary General's UNiTeS and United Nations Volunteers. These strategic partners goal is 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 in these areas would benefit from educational opportunities that are currently being by their counterparts in more than 80 countries. Providing a workforce with the skills to design, build and maintain the Internet infrastructure is a critical step to participation in the global economy. This is a program that 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 program, 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 programs around the world.

Achievements:

- Through the Cisco Networking Academy Programme, UNDP has helped train 36 university professors to be trainers for the programme in the provinces, who in turn are training hundreds of students.
- A specialized cadre of men and women in the areas of networking/hardware trained.
- Completion of Microsoft Office Pashto Interface Pack now available in the market.
- Completion of Software Localization Style-Guide for Pashto language.
- Completion of Pashto locale for Windows XP
- A complete of the computational glossary of around 8000 words comprised of both basic glossary and second phase glossary.
- Completion of WindowsXp Interface Localization, including help files, menus and character set.
- Completion of Polichek Project for Pashto language.
- Kabul University Regional Academy (KURA) receives Testing Centre
- Bolstering gender, sustainability & workforce development
- New curriculum launched
- More students graduate from academies

Future priorities:

- Introduction of the Cisco Academy curricula certificate programme,
- Establishing a Kabul University Cisco Testing Center and Lab, to allow for certifying Cisco instructors in-country;
- Expansion of Afghan Women in Technology (WIT) efforts to provincial women’s centers and other programmes reaching out to women-focused and/or women-led organizations;
- Completion of a feasibility study regarding graduation of the CNAPs’ from UNDP tutelage to independent status; and
- Establishment of links with CNAPs in surrounding countries, beginning with Pakistan.

Challenges and Risks:

- Security, particularly in the provinces, is always a risk. UNDP could not visit Khost Academy because of security reasons. This is a risk with all projects in Afghanistan. Action to be taken to mitigate this risk is to follow UNDP security precautions.
- Retaining staff that has advanced IT skills because of the low government salary scale relative to the private sector offerings.
- One risk that was identified during this quarter and last year is the ability of the Regional Academy to manage the programme with its stretched resources.

Partnerships and Resources:

Target Budget:	USD 1,337,686
Received budget:	USD 1,852,050
Committed:	USD 1,852,050
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
Implementing Partners:	Direct Implementation (DIM)

Focal Points:

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