# Table of Contents

**UNDP Afghanistan Programme** ................................................................. 3  
  Support to the Bonn Agreement and Bridging the Development Gap .................. 3  
  State-Building & Government Support Programme .......................................... 4  
**Strengthening Capacity for Law Enforcement** .............................................. 5  
  Support to Law & Order in Afghanistan Phase II ........................................... 5  
**Strengthening Capacity of Public Administration** ......................................... 9  
  Support Project for the Civil Service Commission ......................................... 9  
  Women’s Advancement and Equal Opportunities in the Afghan Civil Service ....... 11  
  Afghanistan Information Management Services (AIMS) ............................... 12  
  Making Budgets Work .................................................................................. 14  
  Bridging the Public Information Gap .............................................................. 15  
  Information and Communication Technology (ICT) ....................................... 16  
**Pipeline** ................................................................................................... 18  
  Improving the Government’s Diplomatic Training ......................................... 18
UNDP Afghanistan Programme

Within the broad national development framework there are many cross-cutting priorities that address gender equality, security and the rule of law, administrative and financial reforms, human rights, environmental integrity, the return of refugees and internally displaced persons to their communities, and reintegration of former combatants into society. Guided by the requirements set forth in the National Development Framework (NDF), UNDP Afghanistan focuses its activities on the following UNDP global practice areas: poverty reduction, democratic governance, and crisis prevention and recovery.

All of UNDP’s activities take place under the leadership of the Transitional Islamic State of Afghanistan and in close collaboration with ministries, agencies, and donors leading programmes within the consultative group process. UNDP works collaboratively with all partners to empower Afghan women and promote gender equality in Afghanistan, ensuring that gender issues are consistently mainstreamed and carefully paced. All UNDP programme activities aim to consolidate peace, enhance security and promote respect for the rule of law. In addition to direct support to the national security sector, UNDP projects enhance government institutional capacity to provide public services and to create an enabling environment for legitimate livelihoods.

Human development indicators are critical tools for development, and UNDP is acutely aware of and responsive to them. The release of the first National Human Development Report (NHDR) of Afghanistan in 2004 will provide an important vehicle for the Government to refine the development priorities of the country and to identify new areas where targeted cooperation with international humanitarian organizations can accelerate recovery. The NHDR will be the first comprehensive review of the state of development of Afghanistan.

UNDP also remains flexible and responsive to evolving national priorities, synchronized with the national budget of Afghanistan and closely integrated within the overall framework of the United Nations Assistance Mission to Afghanistan (UNAMA). UNDP continues to work with UN agencies and other international actors under the UNAMA umbrella and to ensure maximum collaboration and programme complementarities. Our partners include the World Bank, Asian Development Bank, UN Children's Fund (UNICEF), UN High Commissioner for Refugees (UNHCR), UN Population Fund (UNFPA), UN Development Fund for Women (UNIFEM), World Food Programme (WFP), Food and Agriculture Organization (FAO) and UN Office for Project Services (UNOPS). United Nations Volunteers (UNV) plays an increasingly important role in the delivery of development assistance in all areas, providing a high level of skills at reasonable cost. Increasingly, UNDP is providing support to UNAMA in the coordination of operational activities among UN agencies and in the provision of common services.

Support to the Bonn Agreement and Bridging the Development Gap

The UNDP Programme concentrates on supporting the implementation of the Bonn Agreement while seeking to bridge the gap between Afghanistan’s short- and long-term development needs. The Bonn process was designed to restore the functionality of the central government and the rule of law, paving the way for a democratic society and a democratically elected government. In support of this transition, and in close collaboration with UNAMA, UNDP is assisting with the process of adopting and implementing a new Constitution, voter registration, presidential and parliamentary elections; demobilization and reintegration programmes for former combatants; and reforming the justice system and civil service.
The Bonn Agreement calls for an interim Government of Afghanistan to establish, with the assistance of the UN, a number of commissions to lead the country towards democracy and the rule of law. In collaboration with UNAMA, UNV and other partners, UNDP supported the establishment and operation of the Emergency Loya Jirga Commission, the Constitutional Commission, the Judicial Reform Commission, the Civil Service Commission, the Human Rights Commission and the General Independent Directorate of Anticorruption. UNDP seconded a senior Afghan professional to serve as the Director of the Secretariat to the Constitutional Commission; he later served as the JEMB Secretariat Director, as well.

UNAMA has the lead role in coordinating the operational activities of UN institutions, including their support to consultative group and national budget processes. UNDP helped the Government to establish an Aid Coordination Unit and a Public Information Unit within the Afghan Assistance Coordination Agency. The Aid Coordination Unit created a donor assistance database to respond to the need for a donor tracking system, identified in the NDF. UNDP is also supporting the national data requirements of the NDF.

Increasingly, the challenges of human development are met by Afghan institutions and capacities are strengthened within government ministries to address the longer-term development needs of Afghanistan. As this process moves forward into the future, UNDP will continue to assist in bridging the development gap and focusing on longer-term needs.

UNDP’s work is organized thematically into three pillars: State-building & Government Support, Democratization & Civil Society Empowerment and Promotion of Sustainable Livelihoods.

**State-Building & Government Support Programme**

The UNDP’s State-Building & Government Support Unit focuses on strengthening institutional capacity to enforce the rule of law and provide public administration services to Afghans. In its support to public administration, UNDP provides public sector management, information management, aid coordination and tracking of resource management.

The State-Building and Government Support Team consists of five country office staff and four programme managers. The head of the programme is Mr. Abdul Bari, Assistant Country Director.

E-mail: abdul.bari@undp.org
Mobile: 070.288.361
Strengthening Capacity for Law Enforcement

Support to Law & Order in Afghanistan Phase II

The re-establishment of a national civilian police force is essential for security in Afghanistan. The National Development Framework 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, enabling the development of civil society and combating the drug trade. The Afghan National Police has the potential to contribute to regional and global security and to serve as a symbol of national identity.

To support the financing of priority police activities in Afghanistan, an open trust fund, the ‘Law & Order Trust Fund for Afghanistan’ (LOTFA) was created in 2002 under the management responsibility of UNDP. MoI is the designated institution for the implementation of the programme under project ‘Support to Law & Order in Afghanistan’. The priority activities to be addressed are the following:

1. Support for costs of police remuneration throughout the country;
2. Procurement of non-lethal equipment;
3. Rehabilitation of police facilities;
4. Capacity building and training for police;
5. Institutional development.

In essence, police remunerations (salaries, allowances and other benefits) must be met first before addressing any other priority needs.

‘Support to Law & Order in Afghanistan’ was initially designed for the period of November 2002 through June 2004, and has now ended. Based on the recommendation of the LOTFA Steering Committee, a new project document was signed on 11 July 2004 for Phase II of the activities, for the period of 1 April 2004 through 21 March 2005 (Afghan Fiscal Year 1383).

Achievements:

**Priority 1: Support for costs of police remuneration**

- Reimbursement to the Ministry of Finance (MoF) for the police salaries has continued, ensuring payment to all police officers, sergeants and patrolmen whose documents and identities have been verified and who are enrolled as police personnel in all provinces.
- The final police staff levels *tashkeel* (organizational structure) as well as actual number of police personnel in the payroll has been finalized.
- Simultaneously, with a view to improving the accuracy and timing of payments to police personnel, the MoF has begun the implementation of a pilot individualized pay system for police staff through Da Afghanistan Bank in Kabul. The process, implemented in collaboration with the MoI, aims at ensuring priority payments of police personnel in Kabul in the first stage and then expands to seven major cities, covering about 60% of police staff in Afghanistan.
- Progress is continuing in the development of a computerized payroll system for the police. The required equipment has been procured, staff recruited and office space rehabilitated. The project is currently in the testing phase.

**Priority 2: Procurement of non-lethal equipment**

- With UNDP support, a total of 490 UAZ 4x4 vehicles and 490 CODAN radio communication equipment were procured, under an EC contribution, and received, checked and equipped at the MoI logistical center. Currently, the police personnel are using these vehicles in both Kabul as well as in the provinces.
Priority 3: Rehabilitation of police facilities
• An agreement was reached between the MoI, UNDP and UNOPS on rehabilitation priorities, and the LOTFA Steering Committee endorsed the proposal. Further to the agreement and endorsement of LOTFA Steering Committee, a memorandum of understanding between MoI and UNOPS will be signed in July. Eleven provincial headquarters have been identified, and the activity will be initiated shortly.

Priority 4: Capacity building and training
• Training in radio communications, in the context of the 4 January MoU, was provided to the police involved in voter registration security.

Priority 5: Institutional Development
• A new project document was approved for Phase II of the project, to cover the period of 1 April 2004 through 31 March 2005 (fiscal year 1383). The project makes provision for measures to both strengthen the capacity of the MoI to implement the activities under the project as well as reinforce monitoring mechanisms.
• The Programme Adviser for Support to Law & Order began duty on 16 May 2004.
• A three-month training course on accounting and financial management for the staff of the Finance and Personnel Departments of the MoI was successfully completed.
• In this context, the recruitment of a full-time Programme Advisor to support the National Director for the project was initiated in January 2004. The Programme Adviser is supporting capacity building at the MoI for the management of activities under Phase II of the project.
• With the cooperation of the Government of Germany as the lead donor nation for the law enforcement sector, UNAMA and other stakeholders, meetings of the LOTFA Steering Committee took place on 18 November 2003, 22 January 2003, 6 May 2004 and 11 July 2004.
• To oversee the financial transactions under the Law & Order Trust Fund, the LOTFA Oversight Committee has met regularly.

Monitoring, Evaluation and Audit
• Audit report of the nationally executed project has been finalized. An overall evaluation of the Phase I of the project has been requested by the Steering Committee.
• In support of this agreement, UNDP, in collaboration with the MoI and the MoF, visited 14 provinces (Badakhshan, Baghlan, Balkh, Faryab, Juzjan, Kapisa, Kunduz, Logar, Nangarhar, Parwan, Samangan, Sar-I-Pul, Takhar, and Wardak) and the capital city of Kabul (in collaboration with ISAF). A comprehensive workplan has been prepared for joint monitoring missions to all provinces by the end of 2004.

Challenges and Risks:
Several of the main activities indicated in this project document assume donor funding. They also assume that the appropriate capacity can be built within the Ministry, and that the required implementing partners are available to carry out specific activities.

The key risks to successful implementation are:
• Delays in the implementation of measures to improve the payment systems for the police, resulting in unreliability of the police force and potentially threatening the achievement of the outcome.
• Insufficient transparency or accountability of expenditures and payment mechanisms under the project, resulting in the lack of donor confidence and thus donor funding, which would immediately impact the ability of the project to produce the required outputs.
• Insufficient ownership by, and capacity building at, the designated institution, resulting in lack of sustainability of results and increased dependency of the national institution on external support.

Strict implementation of realistic work plans with clear timeframes should ensure that the results be achieved in a reasonable timeframe. Tight monitoring and verification and regular functioning of the Monitoring Committee should allow for timely corrective measures with regard to payment and expenditures. The overall effectiveness of the above arrangements and their impact on capacity building and long-term sustainability will be systematically reviewed during monitoring and evaluation.

**Future Activities:**
The fulfillment of all five LOTFA priorities is vital to the national security of Afghanistan and thus to the country’s ability to register voters, conduct the national elections, and fully implement the Bonn Agreement. The two most immediate requirements are the mobilization of the additional resources needed to carry out the full LOTFA programme and ensuring the rapid and accountable delivery of LOTFA resources. Meanwhile the following activities will be undertaken in priority under LOTFA:

- Reimbursement of police salary expenditures through the MoF will be continued on a priority basis;
- Payment systems will be improved simultaneously, through the gradual transfer of the payment responsibility to MoF, and issuance of ID cards to police personnel;
- The computerization of the payroll system at MoI is expected to be functional in Kabul and Wardak provinces. The project will be gradually extended to other provinces;
- Priority equipment will be procured to equip the Afghan national police in the districts as well as the border police and other units;
- The rehabilitation of 11 provincial police headquarters will be initiated under UNOPS implementation;
- Consultation on gender orientation activities will be initiated and a proposal for activities submitted to the Steering Committee;
- Training activities and the recruitment of women will be supported;
- Capacity will be gradually increased at the MoI to coordinate, manage and undertake a growing number of activities;
- The Project Steering Committee composed of the MoI, MoF, UNAMA, UNDP, Germany (the lead donor country) and the European Commission (EC), will meet on regular basis;
- An overall evaluation of the project Phase I will be undertaken monitoring visits, undertaken in collaboration with relevant Ministries and other parties, are expected to increase in quality and frequency, reaching all provinces of Afghanistan by the end of 2004.

**Partnerships and Resources:**

**Phase I** (November 2002 through June 2004, which has changed to March 2004):
Target Budget: US$ 114.4 million
Received Budget (committed): US$ 110.2 million
Expenditures: US$ 64.7 million
Balance (to be transferred to Phase II): US$ 45.5 million

**Phase II** (April 2004 through March 2005):
Target Budget: US$ 153.1 million
Received Budget: US$ 61.8 million
Shortfall: US$ 91.3 million

**Donors:** World Bank, EC, Canada, Denmark, Finland, Ireland, Norway, Switzerland, Germany and USA.

**Number of Project Staff:** 1 international and 6 national staff
<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focal Point (UNDP)</td>
<td>Abdul Bari</td>
<td><a href="mailto:abdul.bari@undp.org">abdul.bari@undp.org</a></td>
</tr>
<tr>
<td>National Director: (MoI)</td>
<td>Shahmahmoud Miakhel</td>
<td><a href="mailto:smiakhel@yahoo.com">smiakhel@yahoo.com</a></td>
</tr>
<tr>
<td>Programme Advisor</td>
<td>Remmelt Hummelen</td>
<td><a href="mailto:remmelt.hummelen@undp.org">remmelt.hummelen@undp.org</a></td>
</tr>
</tbody>
</table>
**Strengthening Capacity of Public Administration**

**Support Project for the Civil Service Commission**

The Independent Administrative Reform and Civil Service Commission (IARCSC) is the government body mandated to coordinate the public administration reform efforts. While comprehensive ministry restructuring and pay reform programmes are being developed, the government mandated the IARCSC to support the urgent restructuring of key governmental departments and to retain and motivate key staff within those functions, through the Priority Reform and Restructuring Programme.

UNDP supported the establishment of the Independent Administrative Reform and Civil Service Commission (IARCSC) through financing an expert working group of Afghan public administration specialists. This working group brought together Afghan experts in civil service. Their role was to audit the current civil service law and to draw up an inventory of the issues the Commission will have to tackle with a view to reforming and modernizing the Afghan civil service. Technical assistance has been provided in kind by the UNDP, and the project document is currently being prepared.

**Achievements:**

Support was provided by UNDP for the establishment and functioning of the Commission, including the following:

- Salary payments for the Expert Working Group on Civil Service matters.
- Salary payments for staff of the Civil Service Commission.
- Provision of international expertise in civil service reform and development.
- Needs assessment of immediate capacity building priorities for senior-level positions at the central and local levels carried out.

**Future Priorities:**

Based on the current needs and priorities previously identified, UNDP will support IARCSC in the following interrelated fields:

- Formulation of an overall training policy and strengthening capacity (human and institutional) within the Department of Training and Development;
- Development of a short-term training and development strategy and assistance in its implementation;
- Development of a leadership development strategy; and
- Development of a training and development strategy for the provincial and district levels.

**Challenges and Risks:**

- One immediate challenge is increasing the absorptive capacity in the IARCSC to manage change. The IARCSC is starting with a low level of capacity relative to the number of tasks it faces, particularly in overall strategic guidance at the political level, providing the goals of the civil service training system and how it relates to and supports the type of civil service that is required.
- As the development and implementation of a capacity and training strategy focuses on the short-term needs of the Afghan civil service until a proposed Government Training Academy is functional, proper timing and a quick start are of great importance. This will also require the immediate attraction of funds.
• An effective civil service training system requires that a technical regulation of the civil service is in place. A new Civil Service Law is currently being prepared for promulgation in the form of a Presidential Decree, but it has not yet been signed.

• The IARCSC should also have the internal capacity to manage a number of Technical Assistants (TAs) offered by several donors. There is a risk that the Commission will not be able to manage the TAs effectively, thus losing national ownership and coordination of donor activities. There is a need to offer specific TAs, getting the Commission’s commitment on proper management and coordination, with allocated national human resources to work closely with TAs and increase their own capacities.

**Partnerships and Resources:**

| Target Budget: | US$ 307,600 |
| Received Budget: | US$ 307,600 |
| Shortfall: | US$ 0 |
| Donors: | UNDP core funds. |

**Focal Point:** Dinara Rakhmanova (dinara.rakhmanova@undp.org)
**Women’s Advancement and Equal Opportunities in the Afghan Civil Service**

Decades of war and armed conflict in Afghanistan have destroyed much of the infrastructure and human capital of the country. Women, in particular, were targeted by systematic discrimination and exclusion from public, communal and political life during this period. Under the Taliban rule, women were subjected to violence, banned from education and literally removed from public life. Unsurprisingly, these developments did not spare the Afghan civil service, where women were forced to withdraw from their positions. As a consequence, women’s share of employment in the civil service, and especially the number of women employed in higher positions, is extremely low. Today, even skilled and qualified women who were working with the Government in the past are often unable to reestablish their careers. At the same time, there is evidence that the civil service, particularly at the individual ministry level, is not always representative of the population of Afghanistan. The extent to which public institutions as employers provide equal opportunities to all individuals regardless of language, religion, ethnicity or disability, however, is an important issue in public administration reform.

The Government of Afghanistan, which is committed to rebuilding a competent and efficient civil service, has recognized the importance of establishing a service that fully reflects the Afghan society and provides every group with equal-opportunity access to employment. On request of the IARCSC, this Preparatory Assistance project will assist the Commission in initiating activities related to gender and equal opportunities in the Afghan civil service.

**Achievements:**
- The project document has recently been signed.
- Shortlisting of the consultants for a mission has been completed.

**Future Priorities:**

The PA aims to provide initial support to the Independent Administrative Reform and Civil Service Commission in developing and launching a multi-dimensional long-term strategy in order to increase the gender balance and promote equal opportunities in the Afghan civil service. This will be achieved by deploying a short-term mission to Afghanistan, which will:

(i) analyse gender disparities and obstacles to equal opportunities in the Afghan civil service;
(ii) develop a comprehensive approach to address these;
(iii) build the necessary capacity within the Commission to support and implement related activities and initiatives; and
(iv) assist UNDP in the development of a project document.

The mission will closely consult with all Government bodies involved in affirmative action and gender issues.

**Partnerships and Resources:**

<table>
<thead>
<tr>
<th>Target Budget:</th>
<th>US$ 91,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Received Budget:</td>
<td>US$ 91,000</td>
</tr>
<tr>
<td>Shortfall:</td>
<td>US$ 0</td>
</tr>
<tr>
<td>Donors:</td>
<td>UNDP core funds</td>
</tr>
</tbody>
</table>

**Focal Point:** Dinara Rakhmanova (dinara.rakhmanova@undp.org)
Afghanistan Information Management Services (AIMS)

AIMS sits at the forefront of attempts to develop and harmonize disparate approaches to information management. AIMS has a mandate, firstly, to build “information management capacity” in the government of Afghanistan, and, secondly, to provide “information management services” to the government and the broader humanitarian community. AIMS promotes common data and technology standards and the free flow of information. It achieves this through focused customer service, product delivery, capacity building and supporting information policy development. Currently, AIMS is directly serving over ten government departments, and has regional offices in five cities and a main office in Kabul.

Achievements:

Customer Services
- Product services: the provision of data and map products over Internet, in soft and hard copy:
  - 3rd Quarter 2004 – Kabul office sold over 4,000 maps and cds. The income generated was invested in training programs for government staff.
- Training services: a suite of specialist and general training in GIS and database courses following international certification standards:
  - 3rd Quarter 2004 – Trained over sixty Ministry staff from ten government departments in GIS.
- Advisory services: information standards, data collection, database design, data management:
  - 3rd Quarter 2004 – Provided advisory services to over fifty organizations nationwide.
- Government services: building skills and systems in cooperation with development organizations:
  - 3rd Quarter 2004 – Numerous ongoing and completed training courses and GIS projects with ACGHO, CSO, and 17 other ministries.

Technical Services
- GIS Services; digital mapping, project support, system set-up, distribution of technical files:
  - 3rd Quarter 2004 – Ongoing and completed GIS projects include: Provincial donor mapping; updated settlements, rivers, roads and city maps; soil mapping, Badakhshan earthquake mapping and analysis, map scanning and cataloging for government, and the National Human Development Report.
- Database and MIS Services: supporting development of standards for ministries and developing shareable systems for development organizations:
  - 3rd Quarter 2004 – Developed and/or hosted new websites for CSO and MRRD. Developed data standards and metrics for project tracking. Developed numerous original databases including: Political Rights Complaints, Activity Tracking, AIMS MIS, ‘Who is Doing What and Where for MRRD, and the Corporate Register. Convened 3rd meeting of Afghanistan Database Developers Network.

Future Priorities:
- Information management for disasters: A pilot project is planned to build capacity in the Department of Disaster Preparedness combining extensive training, provision of hardware, in-kind donations of remote sensing data, and the development of a prototype system to collect and manage information in the event of a natural disaster.
- ‘Who is Doing What and Where’ for Kunduz: Enabling the Ministry of Rural Rehabilitation and Development in Kunduz to collect and manage data on development projects in the northeast region.
- GIS capacity building in seven ministries and Kabul University: A project that will build and train “geo-units” in targeted ministries to allow the government to manage spatial data, create maps and provide GIS services to a range of clients and donors.
- GEOBase: A database and reporting system that will enable the government to have a visibility and comparison of activities, allow government to track development projects, avoid multiplication of
activities, and build common ground between different organizations and government departments through the creation and use of data standards.

**Partnerships and Resources:**
Target budget: US$ 6.8 million  
Received budget: US$ 6.8 million  
Donors: USAID, EC, UNDP

**Focal Points:**  
Abdul Bari, Senior Program Officer (abdul.bari@undp.org)  
Faqir Kohistani, Programme Officer (faqir.kohistani@undp.org)

**Project Manager:**  
David Saunders (david.saunders@aims.org.af)
Making Budgets Work
UNDP has actively responded to the Government's request for support in capacity building for aid management and budget coordination. This project aims to assist the Governmental Ministries, particularly the Ministry of Finance, in developing a comprehensive aid coordination mechanism.

Achievements:
- The establishment and review of a Consultative Group (CG) mechanism.
- Recruitment and training of an Afghan national team of over 33 young professionals.
- Recruitment of senior Budget Directorate staff to replace the existing international manager.
- Training of senior officers for management roles.
- Steps taken towards the progressive integration of UNDP and civil service staff.
- Enhancement of the Donor Assistance Database (DAD) to support the preparation of the National Development Budget, with over 85% of total aid to Afghanistan currently tracked; high-level training of national Database Manager and Assistant.
- Production of the Mid-Year Budget Review showing achievements, financing gaps, implementation constraints and actions across the 16 national programmes.
- Development of the Ministry of Finance guidelines on the preparation and format of the Public Investment Programmes.
- National government website (www.af) established, along with much of its content, including the budget, aid flows, and international and national aid conferences.

Future Priorities:
- More focus should be given to strengthen the capacity development of the Government in aid management and dissemination of information about it.
- CGs and AGs should remain empowered and their role strengthened within the line ministries, the aid agencies and donors.

Partnerships and Resources:
Target Budget: US$ 6.4 million
Received Budget: US$ 2.9 million
Shortfall: US$ 3.5 million
Donors: Netherlands, Italy, and the USA.
Number of Project Staff: 33

Focal Points: Abdul Bari, Senior Programme Officer (abdul.bari@undp.org)
Ezzatullah Saeedi, Senior Programme Associate (ezzatullah.saeedi@undp.org)

Project Manager: Nematullah Bizhan (nematullah.bizhan@undp.org)
Bridging the Public Information Gap

The Office of the President (OoP) has limited capacity to provide information on the political and reconstruction and recovery processes to the Afghan people. Enhancing this capacity to communicate to Afghan citizens is essential in order to address frustration with the perceived lack of benefits from the reconstruction process so far. Public awareness of the positive achievements of the Government and its partners is very low. International media coverage also tends to present a negative and pessimistic analysis.

The OoP has developed a comprehensive public information and communication strategy to ensure that the policies, messages and achievements of the Government are heard by both Afghan audiences in particular as well as the broader international community.

The capacity of the Office of the Spokesperson (OSP) within the OoP has been reinforced through UNDP support delivered through this project. However, a step-change in support is required, and the OoP itself must set the framework and direction.

Achievements:

- Based on OSP strategy and project document, a public information policy has been established and implemented.
- Daily and weekly monitoring and analytical reports disseminated within the OoP and other key Government stakeholders.
- Quality production of public information has been achieved.
- Establishment of five units: news and media relations unit, media monitoring unit, media production unit, publications unit and strategic communication planning unit

Future Priorities:

- Ensure effective, efficient and transparent management of the inputs made available to the project by different agencies, coordination and consultation mechanism in the form of a Steering Committee for the project will be established. The objective of the Steering Committee is to set up administrative procedures and an operational strategy for project implementation, to define the roles and responsibilities of the various partners, and to ensure broad participation and transparency in decision-making.
- Establishment of Provincial Hubs within the office of the spokesperson (Information about events in the provinces, improve the messaging abilities and policy conception of the Islamic State of Afghanistan).

Partnerships and Resources:

Target Budget:  US$ 2,670,917  
Received Budget:  US$ 2,670,917  
Shortfall:  US$ 0  
Donors: United Kingdom (DFID) and USAID through IOM.  
Number of Project Staff: 32

Focal Points:  Abdul Bari, Senior Programme Officer (abdul.bari@undp.org) 
Ezzatullah Saeedi, Senior Programme Associate (ezzatullah.saeedi@undp.org)
Information and Communication Technology (ICT)
Phases I and II

Phase I
In collaboration with the Ministry of Communication, UNDP executed and implemented the first phase of the Information and Communication Technology (ICT) capacity development project, which provided an opportunity for the government and Afghan people to enter the digital era. The project aimed to support national ICT policy development, to enable civil servants to apply effective ICTs in meeting the challenges of the transitional government, and to expand ICT skills and access among the general population, particularly women, youth and returnees. It also provided income-generating opportunities via the proposed implementation/roll-out model, i.e. direct involvement of Afghan nationals at all stages of planning, design and implementation, while ensuring the policy and institutional frameworks were comprehensively in place. The project had six components covering the following activities:

- ICT training centres
- Tele-kiosks
- ICT policy development
- CISCO Networking Academy Programme
- Country-code top-level domain (.af)
- Technical and managerial support to the Ministry of Communications (MoC)

Achievements:
- ICT policy development: ICT policy book was prepared and distributed.
- Training of ICT specialists through the establishment of Cisco Networking Academy Program (CNAP) in Kabul University, Telecommunications Training Centre (TTC) of MoC and Ministry of Women Affairs (MoWA).
- 14 trainees, of which five were women, graduated as of the end of July 2004; 255 trainees are currently enrolled in Cisco training centres. The Local CNAP has been promoted to a Regional CNAP.
- Establishment of three ICT training centres in Kabul and eight in the provincial capitals. 3,000 people, including women and children, have been trained as of May 2004.
- 1338 trainees (1,184 men and 154 women) have graduated from the private sectors, assisted by the ICT project.
- Establishment of nine telekiosks in eight post offices and the Kabul Airport to serve as a model for private Internet and e-mail services.
- Government acquisition and operations of the country code top level domain “.af” is on-going.
- Technical and management support to the Ministry of Communication, including staff, training, advisors and logistics, is ongoing.

Phase II
The first phase of the project was completed on 15th July 2004, and plans developed to exit from the Telekiosks and ICT training components of the project by the end of December 2004, in view of the expanding private-sector activities in these areas. UNDP will continue to fund the remaining activities. The second phase of the project emphasizes capacity building for the Government and advanced ICT training.
Achievements:
- LPAC for the Project Document of the 2nd Phase of the ICT approved by UNDP.
- The fundraising meeting of donors was held in close collaboration with MoC.

Future Priorities:
- Capacity building of MoC as a policymaker and regulator through:
  - Support to the National Information and Communication Technology Council of Afghanistan.
  - Support to the modernization of the Ministry of Communications.
- Enhance government efficiency through e-governance through:
  - Development of a policy on implementation of e-governance.
  - Support to the establishment of the National Data Center.
  - Provision of secure Internet access, including the establishment of NIRA, IXP, SERT and ISP Associations of Afghanistan.
- Building advanced ICT capacity through:
  - Training of specialists in networking and hardware.
  - Training of specialists in database and software development.
  - Training of specialists in free and open-source software.

Partnerships and Resources
Phase 1:
Target Budget: USD 2,292,150
Received Budget: USD 2,292,150
Shortfall: USD 0
Donors: UNDP, EC, France (FTF), Cisco and Microsoft

Phase 2:
Target Budget: 3,482,650
Received Budget: 1,987,686
Shortfall: USD 1,494,964.00
Donors: EC, Microsoft, Cisco, France, UNDP and USAID

Focal Points:
Abdul Bari, Senior Programme Officer (abdul.bari@undp.org)
Faqir Kohistani, Programme Officer (faqir.kohistani@undp.org)
National Project Coordinator:
Humayoon Rasaw (humayoon.rasaw@undp.org)
International Project Adviser (IPA):
Oscar Fiesteras-Tejada (ofiestas@undp.org)
Pipeline

Improving the Government’s Diplomatic Training

The Diplomatic Institute was established one year ago by the Ministry of Foreign Affairs to train Afghan diplomats. The objective of this pipeline project is to provide the institute with support in leadership, planning and programming to develop its work plan for 2004-2005 and to develop its activities with international partners in its field.

This project covers the following activities:

1) Recruitment of a high-level advisor to perform the functions of the Director of the Diplomatic Institute within the Ministry of Foreign Affairs; and
2) Improvement of the Institute’s library by equipping it with books related to international relations, diplomatic laws and international history.

These two components are in full accordance with the ministerial strategy aimed at restarting career training for diplomats. After a first phase of assessment, it is expected that the institute will become the main centre for training of diplomats. A curriculum for training will need to be prepared and teaching sessions organized for new and less experienced diplomats. The implementation of a full-scale development of the Institute should take at least one year, with the possibility of an extension of one more year to test the new teaching methods and curriculum.