



## A large graphic element is centered on the page. It features 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 this bar, the letters 'UNDP' are written vertically in a dark blue font. To the right of 'UNDP', the text 'STATE-BUILDING &amp; GOVERNMENT SUPPORT PROGRAMME' is written in a bold, dark blue, sans-serif font, arranged in three lines. Large, dark blue square brackets are positioned on either side of the text, framing it.

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## UNDP in Afghanistan

*The United Nations must continue to play its central and impartial role in the international efforts to assist the Afghan people in consolidating peace in Afghanistan and rebuilding their country*

Security Council Resolution 1536 (2004)

UNDP has been present in Afghanistan since the 1950s, providing development assistance to the country and helping build the capacity of many national institutions. During the 1990s, while many government institutions were jeopardized by civil war and neglected by the Taliban regime, UNDP continued to assist communities throughout the country. During that decade, UNDP delivered US\$200 million of assistance to Afghanistan, using its own resources as well as those mobilized through bilateral partners and its extensive outreach throughout the country.

The human development challenge for Afghanistan is enormous. The level of malnutrition in Afghanistan is one of the highest in the world – 70 percent. The percentage of Afghans with access to a sufficient water source is the lowest in the world – 13 percent. The majority of the population is living below the UN-defined poverty line – 56 percent. The depth of poverty in Afghanistan is reflected consistently in all human development indicators, revealing a mosaic of a nation in need of sustained assistance. Not surprisingly, therefore, Afghanistan has been identified as a global priority for addressing the Millennium Development Goals.

## UNDP Programme

Within Afghanistan's broad National Development Framework (NDF) 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 NDF, UNDP Afghanistan focuses its activities on the following UNDP global practice areas: **poverty reduction, democratic governance, and crisis prevention and recovery.**

All UNDP activities are undertaken in close collaboration with the Government of Afghanistan, UN agencies and donors. All UNDP programme activities aim to consolidate peace, enhance security and promote respect for the rule of law. UNDP projects also enhance government institutional capacity to provide public services and to create an enabling environment for legitimate livelihoods. 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.

The UNDP Afghanistan programme remains responsive to the changing needs of a nation still in transition from conflict to peace. Afghanistan is at a crucial point in moving from state building initiatives to emerging as a newly democratic state, and the opportunity to shift focus to longer term development and government support is at hand. Accordingly, the UNDP Afghanistan programme of activities is organized thematically into three pillars: **State-Building & Government Support, Democratization & Civil Society Empowerment, and Promotion of Sustainable Livelihoods.**

As UNDP develops and implements its regular Country Programme in Afghanistan, a major focus on results-based management will remain. Future activities concentrate on institutionalizing accountability, transparency and integrity in the public service, continuing to strengthen democracy and democratic institutions such as the Constitution of Afghanistan, and further promoting access to and respect for justice and human rights for all Afghan citizens.

## **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, Capacity Building Support to Centre of Government, information management, aid coordination and tracking of resource management.

The State-Building and Government Support Team consists of seven country office staff, six programme managers and other project management units' staff. The head of the programme is

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## Strengthening Capacity for Law Enforcement and Counter Narcotics Programmes

### Law and Order Trust Fund project

The Afghan people and international community consider that improved security is a very high priority in the short term for Afghanistan. It is an essential prerequisite for reconstruction, economic development and private investment, as well as being critical 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 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. 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:

- nationwide payment of police staff salaries;
- acquisition of non-lethal equipment;
- rehabilitation of department facilities;
- recruitment and training; and
- institutional development.

This project has been implemented in three phases:

Phase I covered a period from 1 November 2003 through to 31 March 2004.

Phase II covered a period from 1 April 2004 through to 31 March 2005.

Phase III covers a period from 1 April 2005 through to 31 March 2006

The direct beneficiaries are Afghanistan's national police officers and personnel, and MoI as a whole. Indirect beneficiaries include all citizens of Afghanistan who experience improved security and the regional and international community whose security is also increased as a result of peace and stability in Afghanistan

#### Achievements

The LOTFA Steering Committee (SC) comprising MoI, MoF, major donors, the German Embassy as the lead nation, and UNDP met on 31 March 2005. The SC reviewed LOTFA Phase II achievements and the future trend of the project and approved the extension of the project for 1384 Afghan fiscal year under Phase III. The SC agreed on the same priorities in Phase III with the timely police payment of salaries being the highest priority.

#### *Priority I: Nationwide payment of police staff salaries*

Salaries for all police force have been paid up to the end of the Afghan fiscal year 1384 (April 05 up to March 06).

Computerization: The computerization unit has been working from August 2004 in development of Electronic Payroll System (EPS) for the police force. The software, prepared by the Project Support Unit (MSU) staff was tested in Kabul and Ghazni provinces in early 1384. Computer training for the human

resources of the Police Headquarters have been planned in three groups, each group 22 participants from 11 provinces (2 participants per province) each should receive a 20 days training. First and second sessions for 19 provinces have been completed and the deployment of the system has been accomplished in 13 provinces (Baghlan, Kunduz, Takhkhar, Samangan, Balkh, Panjsher, Kapisa, Parwan, Maidanwardak, Logar, Kabul, Nangarhar and Laghman ). In the second group 11 provinces were invited but only 8 provinces managed to attend the training. In addition, 34 computers and accessories have been provided by CFC Alfa for roll out to provinces. As of end of January 2006, around 21,750 personnel files of police officers have been entered to the system.

Personnel Records Collection: This component refers to the collection of data from personnel files of the police force at MoI, and to date 21,750 personal records of police officers have been confirmed by HR section and entered to the system. The system has been improved to facilitate the translation of the report into Local language as well as English language. A total of six individuals from the Ministry were trained in data entry.

Budget, Revenue and non Salary Expenditures: This component refers to budgetary issues, incomes and all non-salary expenditures according to budgets. This component is nearly completed.

Attendance, Salary and Allowances: The fourth component of computerization is designed to calculate the amount of salaries, allowances and deductions according to the attendance reports and other means that affects the payment of salaries. This component is nearly completed.

#### *Priority 2: Acquisition of non-lethal equipment*

While there is no allocation for this priority under phase III, the following items were procured under phase I and II of the project and handed over to MoI:

- 4 hulls for helicopters,
- various office furniture and equipment,
- 2 pick up vehicles ,
- 34 computers sets,
- 1,100 UAZ 4x4 vehicles, 490 Codan communication systems, and 275 police belts.
- Computers, generators, copiers, printer and computer desks have been procured and been distributed to 11 provinces. Also one container was purchased to be used as storage room for the project in MoI . Procurement of computers, generators, copiers, printers and computer desks for the second group of the trainees is in progress

#### *Priority 3: Rehabilitation of department facilities*

- Construction of 69 highway police check posts on Turkham-Kabul-Herat highway ongoing;
- Designs for six police stations have been completed (Ghor, Farah, Maidan Wardak, Samangan, Badghis and Zabul,) and contracts have been awarded. Rehabilitation of police stations in Wardak, Farah, Badghasi,, Zabul and Samangan is completed while there are some changes with scope of work for Ghor province, which is pending now.

#### *Priority 4: Recruitment and training*

- A three-month training course was conducted for 47 staff of Finance Department (MoI);
- Six people from Human Resource department (MoI) were trained in computer data entry;
- Facilitation was provided through MoF for a training workshop for Finance Department (MoI) on reducing ineligible expenditure that cannot be paid by LOTFA;
- A two-day training course was conducted in Kabul for the MoI financial officers of 34 provinces. Financial management and financial reporting were the main topics covered.
- The first and second groups trainings of 47 participants of local police headquarters in 19 provinces are completed in relation to computerization of payroll .

- People from computer and finance section participated in the EPS team missions to the provinces where they have received proper training on the job site on EPS.

#### *Priority 5: Institutional development*

In light of the approved Support to Law and Order project document Phase III, a Management System Unit (MSU) was revised and staffed with key project personnel including a project manager (international), Deputy project manager (National) and a finance officer, admin officer, 4 programme analysts and ICT assistant and 4 drivers have been recruited

#### *Special project focus: Gender*

There are female officers within the MoI with more than 20 years of service experience. During their service, they have proven their leadership qualities at various ranks in provinces as well as with the office of MoI. Currently women are serving as officers and sergeants. The MoI has data available on 11 provinces as well as central office, which indicate the following female presence: 54 officers, 126 sergeants, and 55 academy graduates for a total of 180 females serving.

Female personnel receive the same salary and benefits as male personnel. Issues of women's rights, as well as constitutional and international conventions related to Human Rights, are part of the training program undertaken by the German Police Project.

For Gender Orientations (Recruitment & Training) and gender promotion the paper work of the two new projects are under way to facilitate and promote gender (female police) within MoI. The project proposal has been revised and amalgamated into one and that has been submitted for the donor's consideration

### **Partnerships and Resources**

#### *Phase I and II*

In both phase I and phase II the estimated budget was US\$ 275,846,292, and the received and delivered amount is US\$ 119,995,564 with US\$ 136,746,820 shortfall. Due to the shortfall, all the planned components of the project could not have been implemented.

#### *Phase III*

Total Target Budget for phase III is US\$ 159,340,000, including PPSS, then during the mid-year revision of the budget the total budget was revised to US \$ 164,550,000.

EC is one of the potential donors for Phase III, which indicated Euro 30,000,000 as their potential commitment. The Trust Fund have received US \$ 24,183,797 from EC and US\$1,652,893 from CIDA/Canada for this phase of the project. The trust fund received Euro 10, 000,000 from EC as the second instalment according to their commitment for phase III, USA also committed US \$ 40,000,000 for the police remuneration and the amount has been received by the Trust Fund.

*Donors:* UNDP, USA, EC, Germany, Finland, Belgium, Switzerland, Netherlands, Canada, Norway, Ireland and Norway

### **Future Plans**

LOTFA will apply undesignated contributions to the reimbursement of police remunerations until annual costs are covered. Remaining undesignated contributions will then be applied to the subsequent four priority areas. Other activities will be implemented as needs are identified and funds become available. Two new activities under 'priority IV' (Recruitment & training) and 'priority V' (Institutional development) will include gender promotion, female police recruitment and the development and distribution of national ID cards. Training of the police officer in EPs and deployment of the system will continue to cover all 34 provinces in the country.

**Challenges and Risks**

Several of the main activities indicated in this project document assume that donor funding will be provided, that appropriate capacity will 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 implementing measures to improve the payment systems for police, which threaten to undermine the reliability of the police force and potentially the achievement of the outcome;
- Insufficient transparency or accountability of expenditures and payment mechanisms under the project, which threaten to undermine donor confidence and further funding support;
- Insufficient ownership of the process by the designated institution and lack of capacity building, which threatens to undermine the sustainability of results and increase dependency of the national institution on external support.

Strict implementation of a realistic work plan with clear timeframes will ensure that the results are achieved. Tight monitoring, verification and regular functioning by 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.

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## Counter Narcotics Trust Fund

The objective of Counter Narcotics Trust Fund (“CNTF”) is to mobilize additional resources needed to support the efforts of the Afghan Government to meet 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 counter narcotic 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 project eligibility criteria are based on these 8 pillars. When assessing a project for funding some 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 in the project.

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

### Achievements

- The Terms of Reference for the Trust Fund were approved by the Government of Afghanistan and signed by UNDP Headquarters in May 2005. The Programme Document was signed by the Minister of Finance, the Minister of Counter Narcotics and UNDP Country Director on 29 October 2005. Thus the CNTF programme has officially been established and this allows UNDP to receive donor contributions and also release funding to approved projects.
- A Trust Fund Manager was recruited end of August 2005 and works with both the MCN and UNDP on CNTF matters.
- Two Management Board (“the Board”) meetings have been held and one project for three Micro Hydroelectric generators has been approved.
- Australia made the first contribution of US\$1,526,718 in June 2005, followed by New Zealand in October 2005 with US\$352,609. In December, the European Commission (EC) signed a Contribution Agreement of 15 million Euros and Estonia granted US\$50,000. In March 2006, the United Kingdom donated US\$15,652,173 and Canada US\$1,052,632. Also, the UNDP has given from its core resources US\$400,000 to support this programme and build capacity. By the end of the first quarter of 2006, there were US\$33,151,779 deposited with the CNTF to support Counter Narcotic activities.

- For the fiscal year 1385 the Government of Afghanistan has assigned US\$ 30 million budget that has to be ratified by the Parliament
- The first Steering Committee meeting was held on 7 March, 2006.

#### **Future Priorities**

- Call for a Request for Proposal (RFP) for a Monitoring Agent.
- Support fundraising activities and continue with presentations to the donor community.
- Establish a presence of the CNTF programme at the MCN.
- Start implementation of selected projects submitted in May 2006.
- Work with line ministries to get CNTF project proposals developed and submitted to the Management Board.

#### **Challenges and Risks**

- One of the concerns is if the donor contribution is not sufficient there is a risk that important programmes and project might not receive funding and thus not be implemented. Regular donor meetings will be carried out in order to build a good relation with the donor community and seek support for the Trust Fund.
- Low capacity within the Afghan structures might have a negative impact on the delivery of the CNTF and the individual projects. In order to minimize this, the investment in capacity building at the MCN and other Ministries is very important.
- The changing and uncertain security situation will have to be taken into account when designing and implementing CNTF projects and will have impact on the delivery of the Programme.

#### **Partnerships and Resources**

*Target Budget:* US\$ 900,000,000

*Received Budget:* US\$ 33,151,779(approximately)

*Pledged but not received:* US\$ 32,225,065

*Shortfall:* US\$ 834,623,156

*Donors:* Australia, New Zealand, European Commission, Estonia, United Kingdom, Canada

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## Strengthening Capacity of Public Administration

### Support to the Civil Service Commission – Training and Development

The Independent Administrative Reform and Civil Service Commission (IARCSC), foreseen in the Bonn Agreement and set up by presidential decree in May 2002, is the lead body within the government mandated to coordinate the public administration reform process. UNDP has supported the IARCSC since its establishment.

Under the current project UNDP is assisting the Training and Development Department of the IARCSC in conceiving and organizing training and development programs for qualified civil servants and to build capacity within the Department. Based on the immediate priorities identified by the Government, UNDP supports the IARCSC in: (i) formulation of an overall training policy; (ii) the development of a short-term training and development strategy; (iii) the development of a leadership development strategy; and (iv) the development of a training and development strategy for the provincial and district level.

#### Achievements

With the support of UNDP technical assistance, the T&D Department has recently:

- Finalized a draft training policy that will create the framework for the IARCSC to plan, develop, establish, implement, evaluate and fund training and development programs designed to improve the quality and performance of the Afghan Civil service.
- Formulated a new approach to leadership development. This has involved:
  - Identifying the target group of senior leaders who should be developed;
  - Researching and formulating a detailed framework of the leadership and management competencies that are required in their work;
  - Assessing the current level of competency and thus identifying the precise needs for development of the target group;
  - Establishing a strategy to provide, over time, access to new development opportunities for the target group;
  - Determining on an action plan to implement the Strategy.
- Completed draft competency models for the higher/middle management and operational/administrative staff of the Afghan Civil Service. These will form the basis for the delivery of training programmes in the future.
- Conducted a Training Needs Assessment (TNA) in ten Kabul ministries targeting public sector managers (grade 2 and above), middle level managers (grades 3-6) and operational and administrative personnel (grades 7 and below);
- Conducted a Performance Discrepancy Assessment (PDA) in Kabul, Balkh, Herat, Wardak and Parwan including a total of eleven districts with 400 civil servants respondents;
- Conducted five regional Training Needs Assessment (TNA) workshops in Kabul, Mazar-e-Sharif, Herat, Jalalabad and Kandahar with a total of 500 civil servants covering 26 provinces and 78 districts;
- Prepared a first draft of a short-term management and operation training strategy that will address the knowledge and skills development which are needed to give policy advice, prepare and enact legislation, oversee program, project and service delivery and provide for administrative and operational support functions.
- Drafted a sub-national training needs assessment report that also puts forward recommendations on a training and development strategy for the sub-national level.
- Developed a draft sub-national training & development strategy, implementation plan and a training management system for the delivery of training at the sub-national level.

- Prepared a draft national training programme that encompasses individual draft developed so far.
- Strengthened the Organizational Capacity of the T&D Department. This has included:
  - Design of new and realigned Organizational Model and Structure of T&D Department (including, Mission, Values, Mandate, Role and Function, Structure);
  - Development of T&D Department Management and Staffing Plan and inputs on T&D Department Budget (Development and Recurrent) for 2006
  - Design of Organizational Structure and Staffing plan for the T&D Department and the Civil Service Institute, including job descriptions for positions of the T&D Department.
  - Preparation of a set of standard operating procedures for the T&D Department.
  - Preparation of a recruitment and induction plan for the T&D Department.

#### **Future Priorities**

- Adopt the draft training policy by the newly established cabinet sub-committee on public administration reform;
- Strengthen the capacity within the Training and Development Department of the IARCSC;

#### **Challenges and Risks**

- An effective civil service training system requires that a technical regulation of the civil service is in place. This includes foremost a Human Resources Policy.
- 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 good coordination are of great importance.
- Security problems in some of the provinces and districts might affect the implementation and delivery of the training and development strategy at the sub-national level.

#### **Partnerships and Resources**

*Target Budget:* US\$ 544,404

*Received Budget:* US\$ 544,404

*Shortfall:* US\$ 0

*Donors:* UNDP core funds.

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## Civil Service Leadership Development

Today, the 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 IARCSC to implement the recently launched Civil Service Leadership Development Strategy. 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. This will expose at least 550 senior civil servants to different streams of development including a) competency-based training programs, b) career development programs and c) external development programs.

### Achievements:

- An international capacity building provider has been identified. A consortium of three German firms has started to design and develop the training and coaching courses.
- The inception mission of the project has taken place conducting a re-assessment of the training needs of the different training and coaching target groups.
- Five local Afghan trainers have been recruited for the project. They will work with the international training provider and will be trained as trainers and coaches in due course. The local trainers will be built up with the aim to make them available as training personnel to the Civil Service Institute (CSI) which the Afghan government is currently constructing. That way the conduct and the delivery of the Leadership Courses will be sustained after the end of the CSLD project.
- Draft training curricula have been developed and translated for all three levels of the training and coaching programme at the Top Leader, Senior Management and Emergent (Junior) Management level for the Afghan Civil Service.
- 11 Training modules with altogether 27 sub-modules of the different training and coaching courses have been developed and finalized. The complete set of about 1000 pages of training material has also been translated into Dari involving the simultaneous efforts of three translators.
- A set of strict selection criteria has been developed for all three training streams of the CSLD Programmes.
- To ensure the cooperation of the sending Ministries in the selection of participants, Memorandums of Understanding (MOU) were signed between the IARCSC and six line ministries to ensure the nomination/participation of candidates along the pre-defined criteria in the CSLD training programmes.
- The first two meetings of the selection committees were held in March to select the participants among the received nominations for the first round of SLP, ELP and TLP courses
- The CSLD was formally launched by the Chairman of the IARCSC, Senior Deputy Country Director Anita Nirody and the Director of the IARCSC’s Training and Development Department, Wali Hamidzada and more than 60 invitees from the public sector of Afghanistan at the IARCSC Training & Development Department on 1 April 2006.
- The first group of 24 senior government officials have begun the first Senior Leadership Programme course.

### Future Priorities:

- In 2006 the CSLD project will organize and conduct altogether 4 SLP, 4 ELP and 2 TLP courses. Training will take place on a daily bases with each course consisting of a combination between training and coaching over the period of 18 weeks. To ensure the timely implementation of all the training and coaching programmes will be the main priority of the project in 2006.
- In addition to the start-up of the training and coaching element of the project the mentoring programme, management modules and a networking programme will be developed as well as the incorporation of other external development awards.
- The second phase is to be launched after selection of other line ministries to nominate their candidates for training programmes.

**Partnerships and Resources:**

*Target Budget:* US\$ 3,500,000

*Received Budget:* UNDP core US\$ 350,000, UNDP DGTF US\$ 100,000, AUS\$ 1,000,000, NOK 7,000,000

*Shortfall:* US\$ 1.2 million

*Donors:* Australia, Norway, UNDP, DGTTF

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## Support to Public Administration Internship Programme

In view of the successful implementation and effective outcomes achieved through the joint implementation of the pilot phase of this project in 2005, the Management of the Independent Administrative Reform and Civil Service Commission (IARCSC), suggested the UNDP CO on further expand the implementation and continuation of this project in 2006 as well.

The Internship Programme offers 120 young graduates and post graduated-level students the opportunity to acquire direct exposure to the work of Technical Ministries of the Afghan Government, relevant to their field of study.

It is intended to help them to complement their theoretical knowledge with practical experience through on the job training and learning by doing. At the same time it will provide the Afghan civil service with highly qualified young professionals specialized in various technical fields.

It is envisaged that successful participants of the Programme will continue working with the Government upon completion of the Programme. The programme is especially supporting women and, therefore, aims to contribute to the advancement of women in the Afghan civil service.

### Achievements:

- Identification and selection of 118 interns (46 female & 72 male) through a joint cooperation between UNDP and IARCSC on merit basis.
- Placing 118 interns to the IARCSC's training courses on Management, English language and Computer for six months.

### Future Priorities

- Assigning of interns to work in a wide range of ministries and government agencies such as MoJ, MoF, MoC, MRRD, MCN, MoIC&T, Parliament, High Court and IARCSC.
- Submission of the first activity reports by interns to UNDP & IARCSC covering the first two months of their internship period.
- Monitoring of interns through regular visits to the relevant ministries and discussions with supervisors.
- Organization of experience sharing and networking workshops every three months.
- Evaluation of the project after completion of its activities.

### Partnership and Resources

*Target Budget:* US\$ 50,000.00

*Received Budget:* US\$ 50,000.00

*Shortfall:* US\$ 0

*Donors:* UNDP Core Funds

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## 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 managed by Afghans and a main office in Kabul. 15% of AIMS staff are women, and most of them are in technical roles.

### Achieved Activities:

#### *Customer Services*

- Product services: the provision of data and map products over Internet, in soft and hard copy:
  - 2004 - Kabul office sold over 4,000 maps and CDs, raising more than US\$35,000. The income generated is invested in training programs for government staff.
  - 2005 January to December – Kabul office sold over 3,000 maps and CDs, raising over US\$ 40,000. The income generated is being 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:
  - 2004 – Provided 646 trainings to Ministry staff from 24 government departments. 36% of these were in the regions. 98 were trained in GIS and 22 in databases.
  - 2005 January to December – provided over 120 GIS and database trainings to Ministries staff from 25 government department.
- Advisory services: information standards, data collection, database design, data management:
  - 2004 to December 2005 – Provided advisory services to over 150 organizations nationwide, supported 110 projects in NGOs and UN including the electoral process (45% in regions), 34 in government.
  - 2005 July-December (ongoing) - Long-term strategic planning for MRRD, and Establishment of a GIS, MIS and IT unit in MUDH.
- Government services: building skills and systems in cooperation with development organizations:
  - 2004 – Numerous ongoing and completed training courses around the country. Raised nearly \$400,000 from regional donors, including PRTs, to support regional ministries. Provided web services support to three departments.
  - 2005 January to December – 15 technology awareness workshops for government departments.

#### *Technical Services*

- GIS (Geographic Information Systems) services: digital mapping, project support, system set-up, distribution of technical files:
  - 2004-2005 - Completed GIS projects include: New Kabul City map, 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 (Management Information Systems) services: supporting development of standards for ministries and developing shareable systems for development organizations:
  - 2004 – Developed and/or hosted new websites for the Central Statistics Office and the Ministry of Rural Rehabilitation and Development. Developed data standards and metrics for project tracking. Developed nine 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.
  - 2005 – The first phase of Geobase project is completed; USAID and its prime contractors have started data entry of completed and ongoing activities being funded by USAID.
- Standards and Quality: Strong focus on promoting standards for the sharing of data between databases and on maps, coupled with a commitment to developing skills internally to deliver more advanced databases and maps for analysis.

*Future and On-going Projects:*

- Information management for disasters (early stage): A pilot project is ongoing 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. The project is going to be completed in March 2006.
- ‘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. Committed/target budget is US\$11,866. The project is completed, and final report is submitted to UNAMA.
- GIS capacity building in seven ministries and Kabul University (ongoing): 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. Committed/target budget is US\$344,457. Mid-term report to UNAMA submitted. The project is going to complete in March 2006.
- 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. Committed/target budget is US\$138,000. Extendable final pilot report submitted.

**Partnerships and Resources:**

*Target budget:* US\$ 6.8 million

*Committed budget:* US\$ 6.8 million

*Donors:* USAID, EC, UNDP

**Focal Point:**

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## Making Budgets Work

In April 2004 the former *Aid Coordination and Management* project was transformed into *Making Budgets Work* project. This reorientation focused on the core business of the project on the National Budget, superseding its original aid coordination function. Making Budgets Works promotes the national budget as a pivotal coordination mechanism and an instrument of policy prioritization and implementation.

The major project objective is to provide an efficient and professional budget development and budget tracking services that in turn contribute to the reconstruction of Afghanistan. Since around 90% of the budget is dependent on donor assistance there is clearly a persuasive reason to involve donors closely in the preparation, implementation and review of the national budget.

### Achievements

- The establishment and review of a Consultative Group (CG) mechanism.
- Recruitment and training of an Afghan national team of over 43 young professionals.
- Recruitment of national 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 90 % of total aid to Afghanistan currently tracked; high-level training of national Database Manager and Assistant.
- Production of the National Budget showing achievements, financing gaps, implementation constraints and actions across the 16 national programmes.
- Report of National Account of the Islamic Republic of Afghanistan for the period of January 2002 – October 2005.
- Organization of Afghanistan Development Forum (ADF) on 4 – 6 April 2005;
- Preparation of National Development Budget for the year 1384 (2005 – 2006);
- National Conference on Budget Preparation and Implementation conducted.
- Portfolio Management/Monitoring and Budget Co-Ordination unit established.
- Support to the national Development Framework.
- Effective Grants, Loans, Trust Funds and Donor Portfolio Administration.
- Budget Department Integration
- Training of line Ministries in Budget Execution.
- The National Development Framework (NDF) and the reform of the Consultative Group Mechanism.
- The establishment of six National Priority Programmes of Government (NPPs).
- National and Provincial Coordination.
- Capacity development of national staff.
- 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.
- Preparation of Data and source of information for London Conference.
- Approval of National Budget by the cabinet.

### Future Priorities

- More focus should be given to strengthen the capacity development of the Government in aid management, coordination 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.

- Approval of national Budget by Parliament.
- Mid Term review of National Budget
- Planning for preparation of National Budget 1385

### **Partnerships and Resources**

*Target Budget:* US\$ 6.5 million

*Received Budget:* US\$ 5.5 million

*Shortfall:* US\$ 1 million

*Donors:* Netherlands, Italy, USA and CIDA.

*Number of Project Staff:* 45

### **Focal Points:**

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## Bridging the Public Information Gap

The Office of the President (OoP) has limited capacity to provide information on the political, 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 Office of the President of the Islamic Republic of Afghanistan through its media and communication arm – the Office of the Spokesperson to the President – attempts to bridge the public information gap between the government and the people, within a UNDP project.

The project enhances the central government’s ability to obtain information from provinces, districts and villages and facilitate the dissemination of information to those levels. 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 to other key Government stakeholders.
- Quality production of public information has been achieved.
- Establishment of six units: news and media relations unit; media monitoring unit; media production unit; publications unit; strategic communication planning unit; and provincial public information unit.
- Establishment of archive system within the Office of the Spokesperson.
- Strategic Communication system established that includes six desks: Military and defence desk; Reconstruction desk; Political desk; Diplomatic Relations desk; Religious desk; and Social Affairs desk.
- Designed and established a functional presidential press website ([www.afghanistan.org](http://www.afghanistan.org))
- A Steering Committee for the project was established to ensure the effective, efficient and transparent management of inputs made available to the project by different agencies, coordination and consultation mechanisms. The objective of the Steering Committee is to monitor further project implementation in line with the government and UNDP policies, administrative and operational procedures, as well as to ensure broad participation and transparency in decision-making.

### Future Priorities

- Continue capacity building of Media Production, Media Monitoring, Media Relations, Administration Provincial Public Information Hubs and Strategic Planning unit staff members.
- Preparation and Planning for exit strategy of the project

### Partnerships and Resources

*Target Budget:* US\$ 2,894,037

*Received Budget:* US\$ 2,894,037

*Donors:* United Kingdom (DFID), USAID (through IOM).

*Number of Project Staff:* 64

**Focal Point:**

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## Support to the Diplomatic Institute

The Afghan Diplomatic Institute reopened in late 2003, following more than fifteen years of inactivity. The Institute currently faces the enormous task of delivering a major amount of training to the employees of the Ministry of Foreign Affairs in the pursuit of two priority objectives: the training of a new generation of young Afghans to form a new diplomatic corps for the country, as well as the training and development incumbent employees of the ministry to qualify them for both in-country and overseas work.

### Achievements

- Agreement has been signed with the Austrian Development Agency (ADA) for support to the Afghan Diplomatic Institute Project (Euro 100,000.00).
- Project Document has been signed between the MoFA, and UNDP.
- A high level advisor has been recruited to perform the functions of the Director of the Institute.
- A collection of books related to the concerned areas of training has been procured for the improvement of the capacity of the Institute's library.

### Future Priorities

- To develop capacities of the key management staff, a delegation of the Afghan Diplomatic Institute has been traveled for a study trip to the Austrian Diplomatic Academy in Vienna, Austria.
- Support the institutional development of the Diplomatic Institute through the provision of technical assistance from the Austrian Diplomatic Academy in the field of organizational development and curriculum design.
- Support the Institute in establishing a resource and language learning centre.
- Initiate cooperation between the Institute and the Austrian Diplomatic Academy in view of possibly establishing a long-term cooperation and institutional partnership between both institutions.

### Partnership and Resources

*Targeted Budget:* US\$ 117,647.06

*Received Budget:* US\$ 117,647.06

*Shortfall:* US\$ 0

*Donors:* Austrian Development Agency (ADA)

### Focal Points:

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## 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 from July 2002 – July 2004.

It 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 a proposed implementation/roll-out model, designed to directly involve Afghan nationals at all stages of planning, design and implementation while ensuring that policy and institutional frameworks were comprehensively in place. The project had six components:

- Establishing ICT training centers
- Establishing Tele-kiosks
- Developing ICT policy
- Establishing a CISCO Networking Academy Programme
- Establishing a country-code top-level domain (.af)
- Providing technical and managerial support to the Ministry of Communications

#### **Achievements**

- ICT policy development: ICT policy book developed.
- 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 whom 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.
- 1 338 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 acquired the country code top level domain “.af” and operation of the domain is ongoing.
- 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 15 July 2004. Plans were 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 continues to fund the remaining four activities. The second phase of the project emphasizes capacity building for the Government and advanced ICT training.

**Achievements**

- Project Document signed by UNDP and the MoC on 5 of September 2004.
- The fundraising meeting of donors was held in close collaboration with MoC.
- Completed hand over of ICT Training Centers to the MoC
- Regional CISCO Academy launched in Herat, Kabul and Mazar
- Multi-Purpose Tele-Centers (MPCT) constructed in 112 districts of all 34 provinces.
- Fund Raising:
  - US\$1 million was allocated and budgeted from the core resources of UNDP for the implementation of the project Phase II.
  - US\$1 million was allocated from the core resources of UNDP to support the District Communications Network (DCN) project. This contribution by UNDP represents an additional component to the project document as a NEX modality of execution by the MoC.
  - US\$1 million by USAID&Cisco for the expansion of Cisco Network Academies to the provinces in Afghanistan

**Future Priorities**

- Build capacity of MoC as a policymaker and regulator
- Support the restructuring of and management of MoC.
- Develop a policy on implementation of e-governance.
- Support the establishment of the National Data Centre and build capacity of its staff.
- Provide secure Internet access, including the establishment of NIRA, IXP, SERT and ISP Associations of Afghanistan.
- Build advanced ICT capacity through training specialists (men & women) in data center operations, network management hardware software development database management and use of free and open-source software.
- Create an Interim National ICT Council
- Open regional CISCO Academies in a number of provinces (Mazar, Khost, other provinces)

**Partnerships and Resources****Phase I**

*Target Budget:* US\$ 2,292,150

*Received Budget:* US\$ 2,292,150

*Shortfall:* US\$ 0

*Donors:* UNDP, EC, France (FTF), Cisco and Microsoft

**Phase II**

*Target Budget:* US\$ 5,470,336

*Received Budget:* US\$ 3,975,372

*Shortfall:* US\$ 1,494,964

*Donors:* EC, Microsoft, Cisco, France, UNDP and USAID

**Focal Points:**

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