



UNDP

**STATE-BUILDING  
& GOVERNMENT SUPPORT  
PROGRAMME**



**United Nations Development Programme  
Afghanistan Country Office**

**31 January 2005**

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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, 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.

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## 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 Adviser 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

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## Strengthening Capacity of Public Administration

### Support Project for the Civil Service Commission

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 the (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

- Drafted a first outline of a 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 two 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.

#### Future Priorities:

- Adoption of the draft training policy by the Ministerial Advisory Committee (MAC)
- Strengthening of human and institutional capacity within the Training and Development Department of the IARCSC;
- Development of a competency-based short-term training and development strategy and an associated action plan;
- Development of a competency-based training and development strategy and associated action plan for the subnational level;

- Assistance to the Training and Development Department in the implementation of the Civil Service Leadership Development Strategy; this requires the design and delivery of a number of competency-based development programs;

**Challenges and Risks:**

- 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.
- 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 subnational level.

**Partnerships and Resources:**

Target Budget: US\$ 307,600

Received Budget: US\$ 307,600

Shortfall: US\$ 0

Donors: UNDP core funds.

**Focal Point:** Stephan Massing, Programme Officer ([stephan.massing@undp.org](mailto:stephan.massing@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:

Target Budget: US\$ 91,000  
 Received Budget: US\$ 91,000  
 Shortfall: US\$ 0  
 Donors: UNDP core funds

**Focal Point:** Stephan Massing, Programme Officer ([stephan.massing@undp.org](mailto:stephan.massing@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 managed by Afghans and a main office in Kabul. 15% of AIMS staff are women, and most of them are in technical roles.

### 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 over \$35,000. The income generated is 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.
- Advisory services: information standards, data collection, database design, data management:
  - 2004 – Provided advisory services to over 100 organizations nationwide, supported 106 projects in NGOs and UN including the electoral process (45% in regions), 32 in government.
- 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.

#### Technical Services

- GIS (Geographic Information Systems) services: digital mapping, project support, system set-up, distribution of technical files:
  - 2004 - Ongoing and 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 3<sup>rd</sup> meeting of Afghanistan Database Developers Network.
- 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 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 (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.
- 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

Committed budget: US\$ 6.8 million

Donors: USAID, EC, UNDP

**Focal Points:**

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## 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.
- Successful adoption of the 2004 – 5 (1883) National Budget by Presidential Decree at the end of June 2004.
- Establishment and functioning of the Portfolio Monitoring and Budget Coordination Unit (PMBC) within the Ministry of Finance.
- Hosting of two national conferences: Governors' Conference on Budget Implementation (Kabul, 3-4 August 2004) and the Conference for Civil Society Representatives (Kabul, 17–18 September 2004).
- Preparation of a Comprehensive National Report of Accounts of the Transitional Islamic State of Afghanistan (January 2002–September 2004) detailing the revenues and expenditures for the period from the first quarter of 1380 to the end of the second quarter of 1383.
- National government website ([www.af](http://www.af)) established, along with much of its content, including the budget, aid flows, and international and national aid conferences.

### Future Priorities:

- More focus will 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

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## 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, and 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 framework and direction must be set by the OoP itself.

### Achievements:

- Based on the 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 six units: news and media relations, media monitoring, media production, publications, strategic communication planning and provincials hubs.

### Future Priorities:

- A Steering Committee was established to ensure effective, efficient and transparent management of the inputs to the project by all concerned parties. 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, to provide information about events in the provinces and help improve the policy development process of the Islamic State of Afghanistan.

### Partnerships and Resources:

Target Budget: US\$ 2,500,000

Received Budget: US\$ 1,784,156

Will be received shortly: US\$ 128,544 (Agreement signed fund will be transferred soon)

Shortfall: US\$ 0

Donors: United Kingdom (DFID) and USAID through IOM.

Number of Project Staff: 56

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## Information and Communication Technology (ICT)

### Phases I and II

Afghanistan has a tremendous task to undertake in the next few years to ensure well functioning state structures and its participation in regional and global communication platforms. Currently, there is a significant lack of citizens and civil servants who are literate in information and communications technology. There is an urgent need to ensure that the Afghan population, especially civil servants, are able to work in tandem with the work undertaken by international organizations.

UNDP is supporting the Ministry of Communications to expand access to information and communication technologies (ICT) and the applications of ICT for development. The project has successfully established and promoted Telekiosks throughout the country to promote the population's access to computers. The current strategy includes capacity-building of the Ministry to focus on its role as policy-maker and regulator, the development of e-Governance, and advanced ICT training.

#### 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.
- Project Document of Phase II signed by UNDP and the MoC on the 5<sup>th</sup> of September 2004.
- US\$1 million has been allocated from the core resources of UNDP to support the Multi-Purpose Community Tele-centres in 120 districts. This contribution by UNDP is adding an additional component to the project document as a NEX modality of execution by the MoC.
- Recruitment is on-going for qualified staff to implement the project.

#### Future Priorities:

- Finalization of the recruitment of staff for the project phase – II
- Handover of the ICT training centre component of the project to the MoC.
- Holding of ICT conference at which the idea for the selection of members to the ICT council will be proposed by the participants.
- Follow up with the donors on the fund raising for the project phase-II

### Partnerships and Resources

#### Phase I:

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: ,USD 5,242,331  
Received Budget: , USD 4,254,645  
Shortfall: , USD 987,686  
Donors: EC, Microsoft, Cisco, France, UNDP and USAID

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## 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.