



Afghanistan

UNDP

**STATE-BUILDING
& GOVERNMENT SUPPORT
PROGRAMME**

**United Nations Development Programme
Afghanistan Country Office
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Foreword

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 in Afghanistan

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.

Since the Bonn Agreement was signed in December 2001, UNDP has delivered more than US\$1 billion of assistance to Afghanistan. In 2005, UNDP delivered USD 349 million of development assistance, mainly for elections, disarmament, reconstruction and institution building.

Human development indicators are among the lowest in the world. 70% lives under the poverty line of US\$2 a day; life expectancy is 44.5 years¹, some 20 years lower than in all the neighboring countries; Adult literacy rate is 28.7% (43.2% male, 14.1% female)² and the maternal mortality rate is one of the highest in the world. Inadequate basic social services lead to malnutrition and vulnerability to diseases and epidemics. Only 23% of Afghans have access to safe drinking water. The Human Development Index (HDI)³ ranks Afghanistan at 173 out of 178 countries worldwide. Sixty-five percent of the population is under 25 years of age but with little hope of employment. Environmental degradation undermines the future welfare of rural communities. Not surprisingly, therefore, Afghanistan has been identified as a global priority for addressing the Millennium Development Goals.

UNDP Country Programme

UNDP operates within the framework of the integrated United Nations Assistance Mission to Afghanistan (UNAMA) and under the United Nations Development Assistance Framework (UNDAF). In December 2005, UNDP signed a new three-year Country Programme with the Government of Afghanistan focusing on three areas: state-building, democracy and civil society empowerment and sustainable livelihoods. UNDP Programme implementation is driven by capacity development, national ownership and policy dialogue in support of the attainment of the Millennium Development Goals.

The expected results are pursued in line with the Interim Afghanistan National Development Strategy (ANDS) objectives and benchmarks. In particular, UNDP supports the Government in achieving a number of development benchmarks in the field of security and the rule of law, administrative reform, transparency and accountability, local governance, political processes (elections and parliament), civil society empowerment, gender equality, human rights, environment and rural energy, the reintegration of former combatants into society, the implementation of the national counter-narcotics strategy, as well as rural development planning and private sector development.

UNDP aims to enhance government institutional capacity to deliver public services in an equitable and sustainable manner, to consolidate a participative democracy and to create an enabling environment for legitimate livelihoods. UNDP works to empower Afghan women and promote gender equality in Afghanistan, ensuring that gender issues are consistently mainstreamed and carefully paced. UNDP activities are undertaken in close collaboration with the Government of Afghanistan, sister UN agencies and other development stakeholders.

State-Building & Government Support Programme

¹ Central Statistics Office, 2003

² UNICEF, Best Estimate 2005

³ Afghanistan National Human Development Report, *Security with a human face*, UNDP, 2004

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

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

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

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

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

In order to strengthen the cross-cutting and core capacities of the State, the programmes focus on strengthening the capacities of civil servants in priority government institutions in the areas of management, leadership and other development opportunities. This includes support to capacity building of Centre of Government as well as the development of effective national aid policy, aid management capacities and the development of information management. The Trust Fund arrangement enables the government to mobilise financial resources and helps the national development budget to better manage the pooled resources from multiple donors through developing a more predictable core budget funding modalities in which the Afghan Government participates, such as the Law and Order Trust Fund for Afghanistan (LOTFA) and the Counter-Narcotics Trust Fund (CNTF). UNDP supports the management of these trust funds. LOTFA supports the strengthening of the police force through timely provision of remuneration and infrastructural and institutional development. The CNTF aims at building government capacity to implement its National Drug Control Strategy.

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

The State-Building and Government Support Team consists of thirteen country office staff and twelve programme/project managers. The head of the SBGS unit is Mr. Abdul Bari.

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Strengthening Capacity for Law Enforcement and Counter Narcotics Programmes

Law and Order Trust Fund for Afghanistan (LOTFA) project

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

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

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

Three phases of the project have been implemented since its start in 2003. Phase IV of the project is ongoing since 1 April 2006.

Achievements

The LOTFA Steering Committee (SC) comprised of Ministry of Interior (MoI), Ministry of Finance (MoF), major donors, the German Embassy as a leading nation, and UNDP was held on 03 May 2006. The SC reviewed LOTFA Phase III achievements and the future trends of the project and approved the extension of the project for 1385 and 1386 Afghan fiscal years under Phase IV. The SC agreed on the same priorities with annual budget revision in Phase IV and the timely police payment of salaries being the highest priority.

Priority 1: Nationwide payment of police staff salaries

Salaries, food allowance, as well as other allowances, for the Afghan National Police have been paid on a regular basis since November 2002. The amount disbursed to date is totaled US \$ 240 million. During the Phase IV of the LOTFA Project, police remuneration has been paid up to the 20th February 2007 for all police forces in 34 provinces.

Computerization: The computerization unit has been working from August 2004 on the development of an Electronic Payroll System (EPS) for the police force. The software was tested in Kabul and Ghazni provinces in early 1384. Computer training for the human resources of the Police Headquarters is planned in three groups, each group with 22 participants from 11 provinces (2 participants per province). Each has received a 20 days training where the first, second, and third sessions for 32 provinces and a sessions for the central departments of MoI have been completed, 224 MoI staff members trained in basic computer skills and EPS application. The system has been deployed in the following 32 provinces: Parwan, Kapisa, Panjshir, Baghlan, Kunduz, Takhar, Balkh, Samangan, Logar, Wardak, Jowzjan, Kabul, Lagman, Nangarhar, Khost, Paktia, Badakhshan, Herat, Faryab, Kandahar, Helmand, Zabul, Ghor, Badghais, Farah, Bamyán, Saripool, Urozgan, Nemrooz, Ghazni, Kunar and Paktika. The deployment of EPS has been launched at MoI headquarters.

Personnel Records Collection: To date, 21,750 personal records of police officers have been confirmed by the HR section at the MoI and entered into the system. The system has been improved to facilitate the translation of the report into local languages as well as English language.

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 complete.

Attendance, Salary and Allowances: The fourth component of computerization calculates the amount of salaries, allowances and deductions according to the attendance reports and other means that affects the payment of salaries. The preparation of the computerized police payroll has already commenced in Kabul and several provinces. With the introduction of Electronic Fund Transfer (EFT) and a full support of EPS, more than 10,000 police are being paid through personal bank accounts in Nangarhar provinces and more than 400 individual bank accounts are opened in Mazar Shirif.

Priority 2: Acquisition of non-lethal equipment

There was no allocation for this priority under phase III and no funds have yet been committed for phase IV. However, the following items were procured and were handed over to the MoI: 1,100 UAZ 4x4 vehicles, 490 Codan communication systems; Two pick-up vehicles; 275 police belts; 60 Computer, 30 generators, 30 copiers, 60 printers and computer desks have been procured and distributed to the 30 provinces where the EPS has been deployed. One container has been purchased to be used as a store for the project at the MoI.

Priority 3: Rehabilitation of police facilities

- Construction of 63 highway police check posts on Turkham-Kabul-Herat highway has been completed
- The construction of 9 police stations has been completed (Ghor, Farah, Maidan Wardak, Samangan, Badghis and Zabul). The building for the Border Police has been constructed in Torkham.

Priority 4: Gender orientation

There are female officers within the MoI with more than 20 years of service experience. The MoI data on 34 provinces as well as central office indicates the following female presence: 54 officers, 126 sergeants, and 55 academy graduates, or a total of 180 females currently serving. Female personnels receive the same salary and benefits as those of male personnels. 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.

A project proposal for the Gender Mainstreaming in police has been developed and fully funded by the Swiss Agency for Development and Cooperation (SDC) and UNDP. Two national staff are already recruited and the recruitment of the national director and international implementation director is ongoing. The major expected outputs of this project are as follows:

- Employ 300 police women over two years;
- Establish a gender unit at the MoI;
- Facilitate the replication of the pilot family violence unit in Kabul and 5 provinces

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 personnels: A project manager (international), deputy project manager (national) and a finance officer, admin officer, 4 programme analysts and ICT assistant, executive assistant and 4 drivers have been recruited. Other outputs are;

- 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 the 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 from 34 provinces. Financial management and financial reporting were the main topics covered;
- The first, second, and third group training for provinces and a session for the central departments of MoI have been provided to 224 police officers from police headquarters of 32 provinces and central MoI in EPS and computer basics;

- A 5 days refresher course was conducted for the first group of EPS trainees; and
- 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.

Future Priorities

- 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.
- Training of the police officer in EPS and deployment of the system will continue to cover all 34 provinces of the country.

Challenges and Risks

- 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 donor funding support might make it difficult to achieve LOTFA objectives, outputs and outcomes as delineated in the project document.
- Insufficient ownership of the process by the designated institution and lack of capacity building, which threatens to undermine the sustainability of results and to increase dependency of the national institution on external support.

Partnerships and Resources

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

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

Phase III (1 April 2005 – 31 March 2006)

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

Phase IV (1 April 2006 – 31 March 2008)

The target budget for the first Afghan fiscal year 1385 of phase IV is US \$ 168,987,433. The total available funds for this phase are around US \$ 123 million.

Donors

Belgium, Canada, Denmark, European Commission, Finland, Germany, Hungary, Ireland, Japan, Netherlands, Norway, Switzerland, UNDP, United Kingdom and United States.

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Counter Narcotics Trust Fund

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

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

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

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

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

The CNTF is executed through the National Implementation modality. Therefore 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 serve as the implementing partners of the Trust Fund and work closely with the MCN to identify, develop and propose counter narcotics related projects within their mandated area.

Achievements

- At the Management Board meetings held to date, the following 21 projects have been approved:
 - Three Micro Hydroelectric generators (Energy/ Alternative Livelihoods)
 - Irrigation Project for Flood Protection(Alternative Livelihood)
 - Two Community Drug Treatment Centers (Demand Reduction and Treatment of Addicts)
 - Community Drug Treatment Outreach Program in eight provinces (Demand Reduction and Treatment of Addicts)
 - Mushroom Production (Alternative Livelihoods)
 - Protected Agriculture – Greenhouse project (Alternative Livelihoods)
 - Rehabilitation and Fostering of Honey Bees (Alternative Livelihoods)
 - Rehabilitation of Silk Worm Fostering (Alternative Livelihoods)
 - Orchards, Forestry and Check Dams (Alternative Livelihoods)
 - National Rural Access programme in Badghis, Baghlan, Takhar (Alternative Livelihoods)
 - Farah Protection Wall (Alternative Livelihoods)
 - Faryab Irrigation Project (Alternative Livelihoods)
 - Nangarhar Protection Wall (Alternative Livelihoods)
 - Balkh Water Irrigation System (Alternative Livelihoods)
 - Ghor protection Wall (Alternative Livelihoods)
 - Badghis Protection Wall (Alternative Livelihoods)
 - Samangan Retaining Wall (Alternative Livelihoods)
 - Road Rehabilitation in Balkhab, Saripol (Infrastructure/ Alternative Livelihoods)
 - Need Assessment (Institutional Building)
 - Drug Awareness campaign (Public Awareness)
 - Carpet Weaving (Alternative Livelihoods)

- The total funding approved for these 21 projects is **US\$ 17,524,775**
- There are currently 21 pipeline projects for review.

Future Priorities

- Open a new window for Good Performance Initiative within CNTF with more flexible implementation approach.
- Undertake capacity assessment exercise in line ministries
- Implement capacity development project to boost implementation capacity of the MCN and line ministries
- Carry out need assessment exercise at the sub-national level to generate CN related projects
- Continue resource mobilisation efforts with donors and communicate on the progress and issues timely and effectively through working group and the Management Board
- Continue to work with line ministries in project development and implementation
- Mobilise the Monitoring Agent to ensure the financial management of the funds at the Government of Afghanistan and improve the financial management capacity of line ministries in line with Afghan laws and regulations
- Although the Alternative Livelihood pillar will still remain as the major focus of the CNTF, programme support should be expanded to all pillars of the NDCS.

Challenges and Risks

- Complex and cumbersome process of project formulation and implementation in the Afghanistan government framework as well as low commitment and capacity within the Afghan governmental structures continue to challenge the delivery of the CNTF resources and the implementation of individual projects. In order to minimize this, the investment in capacity building at the MCN and other ministries is a priority. Flexibility to support the CNTF by the MoF in 2006 has proven to be effective and this effort should be continued in 1386 budgeting exercise.
- Low deliver rates on CNTF funded projects may be of a concern to donors and their contributions in the future may be affected, so important programmes and project might not receive funding and thus not be sustainable in the future.
- 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\$ 40,279,302
Total commitment	US\$ 74,504,366
Shortfall:	US\$ 825,395,633 59

Donors

Over US\$ 74 million have been committed by 12 donors. The following table presents an overview of contributions, including US\$1,100,000 from UNDP core resources for 2006 and 2007.

Donor	Pledge	Donor Contribution (US\$)		
		Total Commitments	Total Received	Balance
Australia	A\$2 M	\$1,526,718	\$1,526,718	-
Canada	C\$ 1.2 M	\$1,052,632	\$1,052,632	-
Cyprus	-	\$10,000	\$10,000	
EC	€ 15 M	\$17,647,059	\$14,117,647	\$3,529,412
Estonia	-	\$50,000	\$50,000	
Japan	-	\$5,000,000	\$5,000,000	
New Zealand	NZ\$500 K	\$352,609	\$352,609	-
UK	£25.5 M	\$44,347,826	\$15,652,173	\$28,695,653
Italy		\$1,317,523	\$1,317,523	-
UNDP	-	\$1,100,000	\$1,100,000	-
Poland		\$100,000	\$100,000	
Sweden		\$2,000,000		
Total		\$74,504,366	\$40,279,302	\$32,225,065

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Strengthening Capacity of Public Administration

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 Independent Administrative Reform and Civil Service Commission (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. The project has developed several programs and schemes targeting specific civil servants.

Achievements

(a) Senior and Emergent Leadership Programmes (SLP & ELP)

- Four courses under the Senior Leadership Programme (SLP) and the Emergent Leadership Programmes (ELP) were delivered, targeting 24 civil servants at the level of Director Generals, Deputy Director Generals and Heads of Departments for SLP, younger civil servants with the potential to assume leadership roles in the future for ELP.
- In 2006 the training programmes were divided in 4 different phases to include 23 Afghan Ministries and to address different set of training needs of the ministries.
- Project gives priority for female and provincial participates. So far 22 female participants and 12 participants are from the provinces have participated in the courses.

(b) Top Leadership Programmes (TLP)

- The Top Leadership Programmes are exclusively designed for Deputy Ministers and selected Governors from the provinces. The TLP training courses were conducted en bloc over a period of two weeks. It combines interactive class-room training with case scenarios and study visits to German Ministries.
- The first TLP course was organized in September 2006 with 22 participants (11 Deputy Ministers and 5 Directors from the Ministries of Justice, Rural Development, Agriculture, Youth and Information, Counter-narcotics, Finance, Urban Development, Women Affairs, Interior, Health, Communication, and 6 Governors from the Provinces Zabul, Ghor, Parwan, Bamyan, Laghman and Samangan). It combined interactive class-room training with case scenarios and study visits to German Ministries. The second TLP course took place in November 2006 with 22 participants (16 Deputy Ministers and 6 Directors from the Ministries of Higher Education, Haj & Pilgrimage, Public Works, Defence, Transportation, Martyr, Disabled & Social Affairs, Repatriation & Refugees, Border, Ethnic & Tribal Affairs, Women Affairs, Commerce, Economy, Justice, Youth, Culture and Information, Health, and Counter Narcotics).

(c) Coaching

- All SLP and ELP training programmes are accompanied by a coaching scheme that help combine class-room training with extensive on-the-job coaching to maximize the actual impact of the training programmes and influence change at the work place. Coaching has been finalized in 24 Ministries and 2 independent governmental agencies. The coaching is done by the team of 5 local Afghan project trainers & coaches. These trainers were trained by the International Training Consortium lead by INWENT prior to assuming the tasks in order to familiarize themselves with the contents of the leadership courses.

- After more than 8 months of implementing coaching through Afghan Ministries the first feed-back the project has received from participants to the coaching process is very positive.
- The mid-term review of the CSLD project is on-going and the findings and recommendations will be reflected into the program, especially for coaching.

(d) Alumni Programme and CSLD Network

- A cycle of Alumni meetings was introduced in 2006 to update with latest developments in the area of public administration reform.
- CLLD Network was created in 2006 to reach out to all the former participants of the CSLD courses and to disseminate the information on PAR in general and to provide a platform for sharing materials and information among colleagues.

Future Priorities

- Preparation and delivery of CSLD Capacity Building programmes for 2007.
- Finalizing development of Training Methodology Guide. This Guide will also be developed as a foundation for the future trainers of the Afghan Civil Service Training Institute (CSI).
- Move CSLD Project Venue to the newly established Afghan Civil Service Institute
- Develop, fundraise and start implementing a new Project Output 5: Support to the Operation and Set-up of the Afghan Civil Service Institute.

Challenges and Risks

- Given the deteriorating security situation in in Kabul, particular training was hard to maintain at various times, including organising courses in Kabul, cancellation of some individual training personnel
- Limited time framework for the nomination and selection of participants as well as the delay by the Afghan government to issue the needed documents for visa affected the timely organisation of training.
- Lack of capacity by the national counterparts to support project operation may affect the delivery of the project.

Partnerships and Resources

Target Budget: US\$ 4,230,000
 Received Budget: US\$ 4,613,541
 Shortfall: US\$ 0

Donors

Austria, Norway, Germany, UNDP

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Making Budgets Work (MBW)

In April 2004 the former *Aid Coordination and Management* project was transformed into *Making Budgets Work (MBW)* project. 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. The project has five components:

1. A Unified National Budget.
2. A Government Owned and led Aid Coordination System.
3. A Nationally run an Effective Grants and Loan Management and Portfolio Monitoring Unit.
4. A Robust National Development Framework/ Afghanistan National Development Strategy
5. Capacity Development of National Staff.

Achievements

A Unified National Budget.

- The start of a new administration and Budget Department Integration
- Preparation of National Development Budget for the years 1385 (March 2006 till March 2007) and approval of National Budget 1386 (March 2006 – March 2007) by the cabinet and the parliament
- Introduction of a standard budget calendar, which contributed to the smooth preparation of budget preparation
- Mid Year Review of the 1385 (March 2006 – March 2007) National Budget.
- Training of line ministries in Budget execution.
- Report of National Account of the Islamic Republic of Afghanistan for the period of January 2002 - October 2005.
- National Workshop on 1385 Budget Preparation and Execution conducted.
- Budget Execution Reports by ministries and projects on a weekly, monthly and quarterly basis
- National Budget Performance Report of 1384 (March 2005- March 2006)
- Fiscal Strategy and Budget Framework Report for 1386 (March 2007 - March 2008)
- Program and Provincial Budget pilot initiated in three ministries and three provinces
- Preparation of MoF Program (Integration) Budget Brief.
- Establishment of the Budget Policy and Reporting Unit

A Government Owned and led Aid Coordination System.

- Donor Review meeting.
- The review and establishment of a Consultative Group (CG) mechanism.
- Establishment of a Donor Technical Sub Committee.
- Establishment of Aid Effectiveness Working Group and Donor Coordination Technical Meeting
- Establishment of a new Aid Coordination Unit under the Budget Department
- Enhancement and improvement 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.
- Organization of Afghanistan Development Forum (ADF) on 4 - 6 April 2005;
- National government website (www.af) established, along with much of its content, including the budget, aid flows, and international and national aid conferences.
- Participation of the 2006 Survey of Monitoring the Paris Declaration on Aid Effectiveness and submission of the data to OECD/DAC

A Nationally Run Grants and Loans Management and Portfolio Monitoring Unit:

- Establishment and Strengthening the Portfolio and Monitoring and budget Coordination Unit.
- Support for the creation of the Counter Narcotic Trust Fund.
- Preparation of profiles for all loans and grants

Support to the National Development Framework and Interim Afghanistan National Development Strategy:

- Production of the National Budget showing achievements, financing gaps, implementation constraints and actions across the 16 national programmes now fit to the I-ANDS.
- Support to the national Development Framework and I-ANDS.
- Support to London Conference on 31 January 01st Feb 2006.
- The establishment of six National Priority Programmes of Government (NPPs) and their alignment under I-ANDS.

Capacity Development of National Staff

- Capacity Development and Training of national staff including regular organisation of weekly staff meeting, training on general management, overseas and regional seminar
- Recruitment and Selection of new staff of over 50 young professional.
- Recruitment of National Senior Budget Directorate staff who replaced the existing international Manager.

Future Priorities

- Exit Strategy for the project for the new phase endorsed and resource mobilized on time
- Give more focus to capacity development of the Government in aid management, coordination and dissemination of information
- CGs and WGs will be further empowered and their role strengthened within the line ministries, the aid agencies and donors.
- Planning for preparation of National Budget 1387 (March 2008 – March 2009)
- Approval of National Budget 1386 by cabinet and parliament by end of March 2007
- Fiscal Strategy and budget framework for 1386 budget
- Provincial budgeting and capacity building of provincial administration.
- More effective coordination of core and external budget
- Implementation of the exit strategy and recruitment of 15 young graduate in April

Challenges and Risks

- Sustainability of the project could be a major challenge for the continuation of planned activities unless the government and donor community support the proposed absorption strategy of the project beyond March 2007.
- Gap between expenditure and budget; there is a need to come up with more realistic and flexible budget as well as improved capacity of line ministries in the budget preparation and execution
- Security in provinces is another challenge for the staff going on monitoring mission and introduction of the provincial budgeting.
- Maintaining accurate and transparent information on DAD requires a stricter discipline and order to data management, collection, verification and input.
- It may be difficult to attract qualified young graduates; the attractive training scheme is being developed

Partnerships and Resources

Target Budget:	US\$ 17,481,505
Received Budget:	US\$ 6,290,993
Total commitment	US\$ 6,811,505
Shortfall:	US\$ 10.5 million

Donor

The following table presents an overview of contributions:

Donor	Committed	Received	Balance
Canada	CND 3,000,000 (Around \$ 2,584,967)	2,584,967	0.00.
USA	2,100,000	2,100,000	0.00
Italy	605,000	605,000	0.00
Netherlands	240,000	240,000	0.00
GTZ	€ 945,000 (Around \$ 1,211,538)	641,026	570,512 (Apx.)
UNDP	120,000	120,000	120,000
Total	6,811,505	6,290,993	690,512

UNDP 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 as 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 Bridging the Public Information Gap (BPIG) project enhances the central government's ability to obtain information from provinces 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 within the OoP has been reinforced through UNDP support delivered through this project. The BPIG project mainly focuses and intends to support the OPS on the following areas:

- (i) public information and communication strategy established and implemented;
- (ii) Information Production and publication established;
- (iii) comprehensive media monitoring system in place;
- (iv) active News and Media Relation Unit in place.
- (v) active Provincial Information Unit in place and;
- (vi) administrative system for the smooth implementation in place

Achievements

- Based on Office of the Spokesperson strategy and project document, a public information policy has been established and implemented.
- Developed Administrative Manual for Office of the Spokesperson
- Daily news bulletin (4 bulletins: Internet news, Radio new, TV news, and Print Media new bulletins), disseminated within the OoP (to the President and decision makers) and to other key Government stakeholders
- Bi-Weekly president's public outreach program "You & the President" through the radio broadcast.
- Preparation of President's visit reports (for domestic and international trips)
- Media analysis reports to the President and decision makers
- Periodic reconstruction reports and video documentaries on projects implemented in the provinces
- Annual Report of government 25 ministries' achievement
- Establishment of six units: News and Production Unit, Media Relation & Events Organizing Unit, Media Monitoring Unit, Media Analysis and Strategic Communication Unit, Provincial Public Information Unit, Administrative and IT Unit.
- Establishment of archive system within the Office of the Spokesperson.
- Media Analysis and Strategic Communication system established that includes: military, defence, reconstruction, political, diplomatic relations, religious and Social Affairs.
- Designed and established a functional presidential press website (www.president.gov.af)
- Development of a sustainability and phase-out strategy for BPIG project started
- Additional USD 381,680 has been mobilized from EC to support the transition phase from January to July 2007.

Future Priorities and challenges

- Build analytical capacity and quality of media reports to inform the President and policy makers better

- Preparation and implementation of the exit strategy of the project and integration of the staff under the government budget through the PRR process
- Coordination of the project transition with the main reform efforts under the Office of the President

Challenges and Risks

- Sustainability of activities beyond the project is critical to continue the important work for the Office of the President. Successful transition to the government payroll system is key yet another challenge due to the difference of the salary scale that may hamper the continued work by the current staff. It needs to develop a sustainable mechanism and gradual transition. It may need to secure additional funding depending on the timeframe by the Office of the President to be able to absorb the staff
- Security situation hampers some activities in the provinces. Communities also do not appreciate the public information dissemination sufficiently until people see the tangible benefits to the communities.

Partnerships and Resources

Target Budget:	US\$ 3,775,717
Received Budget:	US\$ 2,894,037
Total commitment	US\$ 3,275,717
Shortfall:	US\$ 500,000

Donors

United Kingdom (DFID), USAID (through IOM) and EC.

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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: 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 in Afghanistan project (Euro 100,000.00).
- An advisor has been recruited to help the Director of the Institute with implementation of the project.
- 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.
- A delegation of key management staff of the Institute has been sent to Austria for a Study Trip to the Diplomatic Academy in Vienna, Austria, April 2006.
- The first technical advisory mission (two weeks) has been conducted by an international advisor from the Austrian Diplomatic Academy in the field of organizational development and curriculum design.
- Assistance has been provided to the Institute in establishing the Resource and Language Learning Centers.
- The second non-cost extension of the project has been approved by the Austrian Diplomatic Academy, Vienna, Austria, until 30 April 2007.

Future Priorities

- Arrival of Prof. William Maley, Senior Academic Programmes Advisor, for the Development of the Curriculum to the Afghan Diplomatic Institute. The mission will be conducted in two rounds, 10-15 March 2007, and 07 - 21 April 2007.
- Preparation for the operational closure of the project and submission of Final Report to Donor, UNDP and MoFA will be done after 30 April 2007.

Partnership and Resources

Targeted Budget:	US\$117,647.06
Received Budget:	US\$117,647.06
Shortfall:	US\$ 0

Donors

Austrian Development Agency (ADA)

UNDP Focal Points

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Information and Communication Technology (ICT) Capacity Building

The Information and Communication Technology (ICT) Capacity Building Project (Phase II) aims to assist the Government of Afghanistan in its effort to narrow the digital divide with the rest of the world and enable the country to further benefit from ICT by becoming part of the global information society while preserving the country's cultural heritage.

ICT Capacity Building Project (Phase II) provide support to the government in realizing its objectives central to the vision of the national ICT policy including.

- Build the capacity of MoC to focus on the ministry's role as policy maker and regulator
- Enhance Government efficiency through E-Governance
- Build advanced ICT capacity

Achievements

- Successful organization of ICT Conference with the aim of enhancing awareness of ICTs among the people of Afghanistan
- ICT Council secretariat was established and the first ministerial meeting was held on 6 December 2006
- More than 500 domains have been registered for personal and business uses and a total of approximately around US\$ 200,000 revenue has been generated through .af registration/renewal
- A successful .af hand over to Ministry of Communications (MoC) and installation of Afghanistan Computer Emergency Response Team (AFCERT), National Internet Registry Association (NIRA) and Internet Exchange Point (IXP).
- Establishment of six CISCO Training Centers in Afghanistan
- The establishment of Cisco training center in Kabul Education University and Women's Dorm IT Center
- Availing CISCO's regional academy status for Kabul University
- Provision of training for CISCO Academy instructors in the Lebanese American University CATC or UK (Cisco Academy Training Center)
- Four hundred students trained through Cisco networking academy with more than a 30% female enrollment ratio
- Pashto Computational Glossary of around 8000 words comprised of both basic glossary and second phase glossary is developed for Windows Vista and Office 2007 localization projects and is under revision.
- Over 95% of Windows XP Pashto Interface Pack is done and will be available for end user in early 2007.
- The concept development of e-Governance and related reports (on e-Government enterprise systems architecture, e-Government in ANDS, e-Government programme planning & implementation) were completed
- A total of 114 Multi-purpose Telecommunication Centers (MPTC) were completed during 2005-2006.

Future Priorities

- Identify the scope for E-governance development support, recruit a consultant to update ICT policy and/law and draft e-Governance policy documents.
- Organisation of a mission from UNDP regional office/APDIP (Asia-Pacific Development and Information Programme) in April and coordination of activities with other key donors supporting the MoC
- To establish Nangarhar Cisco Academy training center
- To establish test center at the Kabul University Cisco Academy
- Advanced ICT Training (Specialists) for Kabul University (CCNP)
- Develop Localized system/OS both in FOSS and Microsoft

Challenges and Risks

- Development and review of E-governance is large in scope as it may cover the whole area. Coordination under the ICT council and with other donors and project will be necessary to ensure the practical approach to promote e-governance.
- Installing a sustainability mechanism with a high female enrollement ratio for Cisco Academy is a critical success factor. This will be established by the end of August 2008.
- Establishment of new CISCO Networking Academy in Kandahar has been hampered by the security situation.

Partnerships and Resources

Target budget:	US\$ 3,603,783
Received budget:	US\$ 3,596,466 (Total Received)
	US\$ 2,395,430 UNDP core funds
	US\$ 987,686 USAID (for Cisco program component)
	US\$ 91,750 Cisco (for Cisco program component)
	US\$ 12,000 French Trust Fund
	US\$ 61,000 Microsoft
	US\$ 48,600 EC (Euro to USD conversion windfall from a Phase I EC contribution)
Total Commitment:	US\$ 3,946,466
Shortfall:	US\$ 100,000

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Afghanistan Information Management Services (AIMS)

Afghanistan is evolving from a humanitarian to a developmental focus. The Government of Afghanistan (GoA) is undergoing radical changes that seek to establish effective national and sub-national levels of government. To achieve the goals of effective public administration, transparency and accountability, the government requires and depends heavily upon appropriate information management processes and tools, and skilled national information management workforces.

AIMS is seen as a reputable and reliable strategic partner with the core capabilities to deliver human capacity building and critical information management services to the Afghanistan government and the broader development community at central Kabul office and five regional offices (Jalalabad, Kandahar, Hirat, Mazar and Kunduz) covering 34 provinces. AIMS has also laid the foundation for effective data management in key line ministries and foresees expanding this foundation for planning, managing, implementing and monitoring reconstruction activities within Afghanistan. Since 2003, AIMS has been a directly implemented by UNDP.

Achievements

- 5 Project based products such as GeoBase, Who is Doing What and Where (WDWW), MoWA, Disaster Management Information system (DMIS), Emergency Rehabilitations and Irrigations Project (EIRP).
- AIMS trained over 1554 government staff from 13 ministries in basic English and computer skills; 517 staff in 28 ministries and agencies in Geographic information Systems (GIS), use of global positioning systems (GPS) and in database management.
- In 2006, AIMS Customer Services provided over 50,000 maps to the Government, NGOs, Private sector and humanitarian agencies.
- In 2006, the cost recovery amounting US\$ 138,000 was made from map sales and GIS services
- Set-up a MIS system in MRRD in support of WDWW in Mazar and Kunduz (North and North-east) of Afghanistan.
- 7 GIS labs established in (MRRD, MUD, Kabul University, Kabul Municipality, MoMI, MoC and CSO) and they provide GIS projects and services.
- Developed a computerized media monitoring system and trained 4 staff (2 in GIS and 2 in Database).
- 130 staff is provided with the technology awareness workshops this includes government high officials such as Ministers, Deputy Ministers and head of departments.
- E-Governance assessment for the Ministry of Foreign Affairs was conducted. The final assessment report is submitted for further action.
- Web-Services: a survey of government ministry websites, web capability, web needs concluded and a database was developed storing collected data. The Disaster Preparedness department has started the successful implementation of this project.
- Violence against Women Database was developed for UNIFEM produced analytical reports, the system is used and operational.
- 5 Professors are trained in TOT programme and 20 University students received GIS orientation.
- AIMS Transition and Sustainability Plan for 2007-2008 was developed in consultation with donors, and resource has been mobilized from USAID for implementation. Work plan for the transition phase was developed and being implemented.

Future priorities

- Implementation of the transition and sustainability plan of the AIMS project including determination of the business model, consultation with the relevant stakeholders, establishment of board members, registration as an independent organisation with the aim to be independent from UNDP by the end of 2007. Building internal capacity and its human resource policy and financial management will be a key for success. Recruitment for a management advisor is expected to support this transition.
- Strengthen the services and products of AIMS for the government at both central and sub-national levels and the international community to build information management capacity at strategic level.

- Identify service needs and get more orders from the government and the donor-funded projects. In longer-term, five year marketing plan will also be developed and the legal aspects of AIMS service provision will be clarified.

Challenges and Risks

- The balance between the delivery of the services and products and investment in building internal capacity needs to be matched. For this purpose, there is a need for investment and a management advisor to intensify the institutional capacity of the AIMS towards its sustainability as an independent organisation in the near future.
- Security situations may hamper the business investment and mobility of staff for providing services.

Partnerships and Resources

Total Budget:	US\$ 10,214,172	
Received Budget	UNDP core funds	US\$ 1,500,000
	USAID:	US\$ 4,106,133
	EC:	Eur 2,500,000
	Project income	US \$ 637,985
Target budget (for 2007):	US\$ 2,900,000	
Committed budget:	US\$ 2,000,000	
Shortfall:	US\$ 900,000	

Donors

USAID, EC, UNDP

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Support to the Center of Government (SCoG)

The Support to Center of Government (SCoG) aims to strengthen the Afghan center of government, which includes Office of Administrative Affairs (OAA) and Chief of Staff Office (CoS), to be more agile, streamlined, transparent, and effective in their support of the Office of President as it strives to meet its policy objectives.

In broad terms, the CoS supports the President in his role as the head of state, while the OAA supports the president in his role as the head of the government. While both offices have received varying types of support from the international community, they still require assistance to support the performance of basic functions.

It is envisaged that the SCoG project will achieve its intended outputs through a project implementation strategy that views the CoG institutions as part of a whole and is based on the assumption that every organization is a system, composed of a set of interacting functional “domains” that need to work well together to enable overall good organizational performance. The project therefore takes a “systems approach” to simultaneously achieve progress in the six key inter-related domains (facilities, information technology, administrative work processes, training, organization and policy facilitation & decision making processes).

Achievements

Facilities Domain:

- Facilities site survey and assessments for the CoS and OAA was completed for the new CoS Administration Center and Qasr-e-Marmareen respectively.
- The landscaping designs for Dil Khusha Palace and the Salam Khana reception halls at the Arg (Presidential Compound) were completed.
- The architectural Master Plan for the Presidential Palace grounds (The Arg.) was completed.

Administration Work Process Domain

- An approach to streamlining the CoS and OAA administrative work processes was developed, presented, and agreed.
- A transport study was conducted at the CoS to assess the current state of the transport vehicles.
- Completed the current state view of the procurement process at OAA

Organization Domain

- Developed and presented an approach to assessing the Human Resource Management function for the CoS and OAA office.
- Organisational assessments of the CoS and OAA offices are completed

Training Domain:

- The training needs assessment was completed at the CoS and OAA offices.
- Training centres are being set up both at the CoS and the OAA.

Information Technology Domain:

- Web-based training programs were delivered to the IT staff.
- New software and hardware have been acquired and were installed at the CoS and OAA. Delivery of computers, printers, projectors has been made.
- Installation of a “firewall” to prevented outside parties from “hacking” into the OAA’s files.
- The IT Team designed and began implementation of a new network infrastructure at the OAA which will be more stable and secure

Policy Coordination Processes Domain:

- The mission statement, departmental ToR’s and position description for the CoS were completed.
- The assessment of the OAA’s Directorate of Policy Monitoring and Evaluation was completed.

Future Priorities

- Clarify the changes to the scope of the project and seek the support from the Steering Committee
- Mobilise additional resources to support the additional tasks that are required to ensure the successful implementation of the project
- Implementation of the repair and building based on the designs.
- Identify process improvement opportunities.
- Define a new organizational structure for the OAA's Ajir staff who are not included in PRR process.
- Implement training strategy and courses on English, Computers, Office Management, Business Communication and Human Resources Management.
- Installation of network wiring design for new Council of Ministers building which will house the OAA and the cabinet.
- Develop a new CoS organisational structure, especially the Office of President Programs that will manage the president's schedule and correspondence.
- Implementation of a policy resource center, building the capacity of the new M&E unit, building the capacity of the policy directorate in general and improving the Cabinet Secretariat process
- More effective and regular coordination under the Project Management Team

Challenges and Risks

- There may be significant resistance to organizational reform and changes among the CoS and OAA employees
- Due to the late start of the program, the priorities and needs of both the OAA and CoS have changed requiring a change to the project's scope of work and resource requirements. While the project is aggressively moving, it appears that the project is under-funded in the facilities, IT and training domains.

Partnerships and Resources

Target budget: US\$ 17,079,000
 Received budget: USAID: US\$ 2,000,000
 DFID: UK £ 3,000,000 (or equivalent to US\$ 5,720,101)
 UNDP core fund: US\$ 345,056
 Total Commitment: US\$ 12,065,157
 Shortfall; US\$ 5,013,843

UNDP Focal points

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Afghanistan Sub-national Governance Programme (ASGP)

The Afghanistan Sub-national Governance Programme (ASGP) will play a key role in developing capacity and systems to ensure effective implementation of the governance strategies outlined in the Afghan National Development Strategy and the Afghanistan Compact addressing the challenges identified for sub-national governance. The programme has three major components and one support component:

1. Support to central government agencies responsible for formulating and implementing sub-national governance policy and developing the legal and regulatory framework. This support will focus on developing awareness on the functions of the central government, facilitating national dialogue on sub-national governance, and technical support to key ministries.
2. Support to the government's public administration reform strategy to build institutional and administrative capacities in provincial, district and municipal administrations to manage basic service delivery through reforming organizational structures, streamlining management processes, developing essential skills and knowledge of civil servants and improving management of public service delivery.
3. Support for the development of representation and participation in sub-national governance by strengthening the capacity of provincial councils, supporting knowledge sharing and exchange among provincial councils and conducting awareness-raising and civic education campaigns to help citizens participate in conflict-sensitive governance.
4. Provide support on strengthening national capacities in programming, administrative management, financial management, systems design to enable the Afghan government counterparts in transition to full national implementation of the programme within three years.

The ASGP Preparatory Assistance (PA) provided support and prepared the ground for the full implementation of ASGP having four broad and interrelated components outlined above. The PA phase of the project played a catalytic role in initiating a number of start-up activities planned under the sub-national governance programme. The PA phase provided the necessary grounding that enabled the full project document to be signed by the GoA and UNDP in November 2006. The full project is now focused on developing an implementation approach for all of the programme components. Recruitment of technical advisors and finalisation of management and institutional arrangements began in early 2007.

Achievements

- The Subnational Governance Programme document was signed by the GoA in November 2006.
- A national training policy was drafted and submitted to the full IARCSC Board for approval
- A workshop was held for the Ministry of Interior (MoI) and provincial staff introducing an approach to subnational organisational assessment to be implemented by the provinces.
- Two study tours for Provincial Council (PC) members were conducted. One group went to the Philippines and the other visited Indonesia.
- The PC study tour groups assisted the Office of Administrative Affairs (OAA) to conduct a national seminar in February 2007 during which they shared the new knowledge they learned on their trips with their colleagues. The seminar also enabled all PCs to be involved in finalising the rules of procedure and to prepare an action plan for 2007.
- A study by an international consultant on Municipal revenue generation was completed in December 2006 and is being used as a basis for a proposed national conference on municipal policy issues.

Future Priorities

- Implementing subnational PAR in 8 provinces
- Advancing reform on administration and financial management of municipalities by conducting studies and holding a national conference
- Implementation of Provincial Council support agenda
- Conduct study tour to Thailand for MoI and OAA

- Conduct additional study tours for PCs
- Building capacity of Mol (administrative branch) to support subnational administrative bodies
- Support IARCSC Training Department to deliver basic training courses at subnational level
- Create solid capacity in provinces and municipalities to use modern information management tools
- Establishment of project offices in Kabul, Mazar and Faryab
- Finalising the recruitment process of international and national technical and support staff under the project

Partnership and Resource

Target Budget for phase:	US\$41,000,000
Received Budget:	US\$3,700,00
Shortfall:	US\$ 37,300,000

Donors

Norway, UNDP Core Funds

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Capacity for the Afghan Public Service Programme (CAP)

Capacity Development (CD) is a complex and long-term process. In Afghanistan, limited capacity continues to be perhaps the most fundamental challenge to the country's development in spite of considerable capacity efforts by the GoA and donors alike. The Interim-Afghanistan National Development Strategy reflects this view by stating that "Afghanistan's past has left it without the functioning structures a national government requires to protect its people and deliver services to them."

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

CAP will concentrate on developing capacity in the areas of strategic priority to the GoA, viz. the capacity to implement ANDS and the PAR and any other areas that the GoA may define as of strategic importance. Priorities as projected in the report presented to the Joint Coordination and Monitoring Board (JCMB) in February 2007 will form the basis for capacity building. CAP is based on best-practice across UNDP's global experience and on a careful analysis of the CD effort to date in the GoA. It also builds on OECD-DAC good practice on capacity development – following government priorities, using government systems, using non-state actors (CSOs), tapping the south-south modality and using techniques that go beyond consultant-delivered training. It recognizes that training must be accompanied by on-site coaching and mentoring in order to enable better retention of learning and more sustainable capacity building.

A preparatory assistance project in 2006 provided support for setting up the CAP and focused on the following activities:

- 1) Initial strengthening and equipping of the Capacity Development Secretariat to provide support to this project.
- 2) Preparation for design of CAP coaching methodology.
- 3) Appointment of a project manager
- 4) Agreement with the Government of India for offering services of civil servants to work as coaches and advisors under the programme
- 5) Creation of necessary documentation and templates for the implementation of the project
- 6) Initiation of an outreach and communications exercise
- 7) Discussions with potential donors for supporting the project.

A **Capacity Development Secretariat** under the Independent Administrative Reform and Civil Service Commission (IARCSC) **is providing support for this project** together with Afghan Expat Program (AEP) and Lateral Entry Program (LEP) and is operating under the guidance of an Executive Committee.

Achievements

- The CAP project document for Phase I, with a budget of about US \$ 7.69 million has been finalized in collaboration with IARCSC and approved by the local project appraisal committee (LPAC);
- A CAP Coordinator (project manager) has been appointed; A CAP project officer has been appointed;
- Operational modalities have been set up;
- An agreement has been signed between the Government of India, the Government of Afghanistan and the UNDP under which the Government of India would offer upto 30 officers from their civil services to work as coaches and advisors in different Ministries of the Government of Afghanistan and would also part fund the salaries of such coaches and advisors from India.

- An intensive outreach exercise has been taken up and a very positive response to project has been generated. Over 30 requests for providing coaches and advisors in different areas of expertise have been received from the different ministries in Kabul to date and many more are expected.
- Six coaches have already been selected and offer letters sent to them. The process of selections against other requirements is continuing.
- Offers have been received against an Request for Proposal (RFP) to develop a coaching methodology program and delivery of training in coaching techniques and toolkits
- The UNDP Special Unit for South-South Cooperation has made available US\$ 470,000 for the project.
- UNDP provided US\$ 600,000 from its core funds for 2007
- The Democratic Governance and Thematic Trust Fund provided US 100,000 for 2007

Future Priorities

- Selection and deployment of 30 coaches under the agreement with the Government of India
- Exploring possibilities with other civil services for an agreement in lines similar to those with India
- Identifying and establishing firm procedures for getting coaches and advisors through other sources such as the UNV and TOKTEN
- Development of a roster and database of potential candidates
- Development of a streamlined system for identifying and deploying Afghan coaches
- Development of a coaching orientation program
- Exploring methods for expanding the program to the sub-national level

Partnership and Resource

Total Budget for the project:	US\$ 7,688,485
Received Budget:	US\$ 1,070,000
Committed:	US\$ 1,180,000
Shortfall:	US\$ 5,438,485

Donors

UNDP Core Funds –	US\$ 600,000
TCDC -	US\$ 470,000
Govt. of India -	US\$ 1,080,000

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