



Afghanistan

A large graphic element is centered on the page. It features a light blue horizontal bar with a gradient from left to right. On the left side of this bar, the letters 'UNDP' are written vertically in a dark blue font. To the right of 'UNDP', the text 'STATE-BUILDING & GOVERNMENT SUPPORT PROGRAMME' is written in a bold, dark blue, sans-serif font, arranged in three lines. The entire graphic is framed by a large, thin blue circle. Two thick, dark blue L-shaped brackets are positioned on the left and right sides of the horizontal bar, pointing towards the center.

United Nations Development Programme
Afghanistan Country Office
9 October 2006

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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, crisis prevention and recovery and environment.**

All UNDP activities are undertaken in close collaboration with the Government of Afghanistan, UN agencies and donors. All UNDP programme activities aim to consolidate peace, enhance security and promote respect for the rule of law. UNDP projects also enhance government institutional capacity to provide public services and to create an enabling environment for legitimate livelihoods. UNDP works collaboratively with all partners to empower Afghan women and promote gender equality in Afghanistan, ensuring that gender issues are consistently mainstreamed and carefully paced.

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

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

State-Building & Government Support Programme

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

The State-Building and Government Support Team consists of 12 country office staff, six programme managers and other project management units' staff.

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Strengthening Capacity for Law Enforcement and Counter Narcotics Programmes

Law and Order Trust Fund project

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

The re-establishment of a national civilian police force is an essential element for security and the rule of law in Afghanistan. The 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. 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 by LOTFA over this period totaled US \$193 million. During the Phase IV of the LOTFA Project, remuneration has been paid up to the month of August 2006 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 will receive a 20 days training where the first, second, and third sessions for 32 provinces have been completed. The system has been deployed in the following 30 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 and Ghazni. 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 MoI and are entered to 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.

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 Mol: 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 EPS has been deployed. One containers has been purchased to be used as a store for the project at Mol.

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 have 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 Mol with more than 20 years of service experience. The Mol 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 personnel receive the same salary and benefits as male personnel. Issues of women's rights, as well as constitutional and international conventions related to Human Rights, are part of the training program undertaken by the German Police Project.

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. The recruitment of the project support staff is ongoing. The major outputs of this project are as follows:

- Employ 300 police women over two years;
- Establish a gender unit at Mol;
- 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 personnel: 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 (Mol);
- Six people from Human Resource department (Mol) were trained in computer data entry;
- Facilitation was provided through MoF for a training workshop for Finance Department (Mol) on reducing ineligible expenditure that cannot be paid by LOTFA;
- A two-day training course was conducted in Kabul for the Mol financial officers of 34 provinces. Financial management and financial reporting were the main topics covered;
- The first, second, and third group training have been provided to 133 police officers from police headquarters of 32 provinces 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 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 \$ 93 million. The funding shortfall for the police remuneration component only totals US \$ 19 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

Background

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 six Management Board meetings held to date, the following projects have been approved:
 - Three Micro Hydroelectric generators (Energy)
 - Mushroom Production (Alternative Livelihoods)
 - Comprehensive Drug Treatment (Health)
 - Community based Drug Treatment Centres (Health)
 - Protected Agriculture (Greenhouses, Alternative Livelihoods)
 - Road Construction (Infrastructure)
 - Rehabilitation and Fostering of Honey Bees (Alternative Livelihoods)
 - Flood Protection and Irrigation (Infrastructure, Alternative Livelihoods)
 - Orchards, Forestry and Check Dams (Alternative Livelihoods)
 - Rehabilitation of Silk Worm Fostering (Alternative Livelihoods)
 - Road Rehabilitation (Infrastructure)
- The total funding approved for these eleven projects is **US\$ 15,506,967**
- There are currently 21 pipeline projects for review.

Future Priorities

- Renew a Request for Proposal (RFP) for a Monitoring Agent.
- Support fundraising activities and continue with presentations to the donor community.
- Continue to work with line ministries in project development and implementation.
- Undertake joint project identification and development missions to the other target provinces.

- Prepare for a comprehensive Needs Assessment in target provinces and districts.
- Strengthen Capacity Development efforts for MCN and Line Ministries.

Challenges and Risks

- Low capacity within the Afghan governmental structures continues 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.
- Low deliver rates on CNTF funded projects may be of concern to donor 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.
- Regular donor meetings will be carried out in order to build a good relation with the donor community and seek support for the Trust Fund.
- 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\$ 37,761,779
Total commitment	US\$ 70,586,844
Shortfall:	US\$ 829,413,156

Donors

Over US\$ 70 million have been committed by Donor. The following table presents an overview of contributions, including US\$600,000 from UNDP core resources for 2006 (in 2005, there were US\$300,000 committed to the CNTF):

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
UNDP	-	600,000	\$600,000	-
Total	-	\$70,586,844	\$37,761,799	\$32,225,065

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Strengthening Capacity of Public Administration

Civil Service Leadership Development Project

Background

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 targeting specific civil servants.

Achievements

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

- Organization of three courses under the Senior Leadership Programme (SLP), targeting 24 civil servants at the level of Director Generals, Deputy Director Generals and Heads of Departments
- Organization of two courses under the Emergent Leadership Programmes (ELP), targeting 25 younger civil servants with the potential to assume leadership roles in the future.
- 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.
- Currently another 74 participants are attending the on-going courses under the ELP and SLP.
- 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.
- Two-weeks tailor-made Top Leadership Programme was organized in Berlin, Germany with 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.

(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.
- At this stage of the coaching cycle coaching has been finalized in 12 Ministries and is still going-on in 11 Ministries. The coaching is done by the team of 4 local Afghan project trainers & coaches.
- After more than 6 months of implementing coaching through Afghan Ministries the first feed-back the project has received from participants to the coaching process is very positive. Coaches and participants are working together in a pro-active manner utilizing tools such as management plans and work plans to

apply the knowledge learned during the training directly into the work place. In addition, the coaches are being utilized by the participants for on-the-job trouble-shooting and the analysis of work flows in their offices.

Future Priorities

- Preparation for further ELP and SLP courses in 2007 with emphasis on the participants from provinces.
- 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). Designing and implementing Mentoring scheme
- Developing a Networking and Alumni Programme
- Mid-term Evaluation (planned in November)

Challenges and Risks

- One of the main risks at this stage is the deteriorating security situation in Afghanistan and in particular in Kabul. Since the implementation of the CSLD training programmes depends on the timely delivery of programmes by the international partner of the CSLD Project the worsening of the security situation might have a negative impact on the overall delivery of the Project. There is a growing hesitation to sending international consultants into the country. A cancellation or freeze of the provision of experts for the delivery of the civil service training courses would have a dramatic consequence for and impact on the Project's delivery and implementation.
- The government host of the CSLD Project, the Training & Development Department of the IARCSC, continues to be weak. The department can only be considered a shell operating with the support and through a whole group of international consultants and experts. National staff in this department is scarce and over the past year there has been almost no increase in the national capacity of the department. This raises concerns on the sustainability of the Project's efforts. At this stage there is no institutional capacity that could continue to carry on or take over the project's training programmes. This has been repeatedly raised with the national counterpart to the project but has yet to be resolved.

Partnerships and Resources

The total budget for the project is at USD \$ 3,720,066. The project has received funding totaling US\$ 1,761,181 in 2005 and will receive US\$ 1,818,628 in 2006. The project is currently fully funded.

In 2005 the following financial contributions were received:

- UNDP Democratic Governance Trust Fund: US\$ 100,000
- UNDP Core Funds: US\$ 350,000
- Government of Australia: AUD 1,000,000 = US\$ 775,100
- Government of Norway: NOK 3,500,000 = US\$ 535,900

In 2006 the following financial contributions were received:

- Government of Australia: AUD 1,620,000 = US\$ 1,236,641
- Government of Germany: EUR 300,000 = US\$ 380,000

In 2006 the following financial contributions will be received:

- Government of Norway: NOK 3,500,000 = US\$ 535,900

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Support to Public Administration Internship Programme

Background

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

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

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

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

Achievements

- Selection of 60 Female and 60 Male interns through a joint process between the IARCSC and UNDP.
- Advertisement of the Programme has been made at Kabul University and through the media and local television.
- Assigning of interns to work in a wide range of ministries and government agencies such as MRRD, MoWA, MoComm, MoF, MoJ, Office of Attorney General, Parliament, High Court and IARCSC.
- The first experience sharing workshop for the interns has been conducted.
- Submission of the activity reports by interns to UNDP & IARCSC covering the first three months of their internship period.
- Monitoring of interns through visits to the relevant ministries where the interns have been assigned and discussions with interns and their supervisors.
- A ceremony has been organized and certificates have been given to Interns. Meanwhile, an experience sharing programme has also been conducted.

Future Priorities

- Final Report of the project will be prepared for submission to UNDP and IARCSC.

Partnership and Resources

Target Budget: US\$50,000.00

Received Budget: US\$50,000.00

Donors UNDP Core Funds

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Making Budgets Work

Background

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

The major project objective is to provide an efficient and professional budget development and budget tracking services that in turn contribute to the reconstruction of Afghanistan. Since around 90% of the budget is dependent on donor assistance there is clearly a persuasive reason to involve donors closely in the preparation, implementation and review of the national budget. 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.
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 1384 and approval of National Budget 1385 (2006 – 2007) by the cabinet and parliament
- Mid Year Review of the 1385 (2006 – 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 Conference on Budget Preparation and Implementation conducted.
- Development of the Ministry of Finance guidelines on the preparation and format of the Public Investment Programmes.

A Government Owned and led Aid Coordination System.

- Development and Financing of the national Programme Coordination Unit (NAPSU)
- Donor Review meeting.
- Afghanistan Development Forum.
- The establishment and review of a Consultative Group (CG) mechanism.
- Establishment of a Donor Technical Sub Committee.
- New Aid Coordination Unit
- 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 and Provincial Coordination.
- National government website (www.af) established, along with much of its content, including the budget, aid flows, and international and national aid conferences.

A Nationally Run Grants and Loans Management and Fort folio Monitoring Unit:

- Establishment and Strengthening the Portfolio and Monitoring and budget Coordination Unit.
- Support for the creation of the Counter Narcotic Trust Fund.
- Budget Execution.
- Effective Grants, Loans, Trust Funds and Donor Portfolio Administration.

Support to the 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 alignment with I-ANDS.

Capacity Development of National Staff

- Capacity Development and Training of national staff.
- Recruitment and Selection of new staff of over 50 young professional.
- Recruitment of National Senior Budget Directorate staff who replaced the existing international Manager.
- Technical assistance in support of Making Budget Works.
- Strategic Review of the making Budget Works Project.
- Supporting National Management.

Future Priorities

- Give more focus to capacity development of the Government in aid management, coordination and dissemination of information;
- CGs and AGs should remain empowered and their role strengthened within the line ministries, the aid agencies and donors.
- Mid Term review of National Budget 1385 (2006-2007)
- Planning for preparation of National Budget 1386 (2007 - 2008)
- Approval of National Budget 1386 (2007 - 2008) by cabinet and parliament
- Fiscal Strategy and budget framework for 1386 (2007- 2008) budget
- Provincial budgeting and capacity building of provincial administration.

Challenges and Risks

- Sustainability of the project could be a major challenge for the continuation of planned activities unless the government led PRR and super scale process will work beyond March 2006.
- Security in provinces is another challenge for the staff going on monitoring mission.

Partnerships and Resources

Target Budget: US\$ 11.5 million

Committed Budget:	Italy	USD 605,000
	Netherlands	USD 240,000
	USA	USD 2,100,000
	UNDP	USD 70,000
	CIDA (Canada)	USD 2,419,355 (Approximately)
	GTZ	USD 1,211,538 (Approximately)

Shortfall: US\$ 5.359 million

Donors: Netherlands, Italy, USA, GTZ, UNDP and CIDA.

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Bridging the Public Information Gap Project

Background

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

The Office of the President of the Islamic Republic of Afghanistan through its media and communication arm – the Office of the Spokesperson to the President – attempts to bridge the public information gap between the government and the people, within a UNDP project.

The Bridging the Public Information Gap (BPIG) project enhances the central government's ability to obtain information from provinces, districts and villages and facilitate the dissemination of information to those levels. The OoP has developed a comprehensive public information and communication strategy to ensure that the policies, messages and achievements of the Government are heard by both Afghan audiences in particular as well as the broader international community.

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

- News and Media Relation Unit
- Media Monitoring Unit.
- Media Production unit.
- Printing and Publication n Unit.
- Strategic Communication and planning unit.
- Provincial Public Information Unit

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

Future Priorities and challenges

- Continue capacity building of Media Production, Media Monitoring, Media Relations, Administration Provincial Public Information Hubs and Strategic Planning unit staff members.

- Preparation and Planning for exit strategy of the project.
- Successful Close up of the project by the end of December 2006 and hand over to the Government.

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.

Partnerships and Resources

Target Budget:	US\$ 2,894,037	
Received Budget:	DFID	USD 2,765,493 (GBP 1,500,000)
	IOM	USD 128,544

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

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Support to the Diplomatic Institute project

Background

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

Achievements:

- Agreement has been signed with the Austrian Development Agency (ADA) for support to the Afghan Diplomatic Institute 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 have 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.

Future Priorities

- The non-cost extension of the project has been approved by the Austrian Diplomatic Academy, Vienna, Austria, until end of December 2006.
- The second advisory mission will be conducted (November 2006) by an international advisor from the Austrian Diplomatic Academy, to support the Institute in the field of curriculum development.
- Initiate cooperation between the Institute and the Austrian Diplomatic Academy in view of possibly establishing a long-term cooperation and institutional partnership between both institutions.
- Final Report will be prepared upon completion of the project.

Partnership and Resources

Targeted Budget: US\$117,647.06

Received Budget: US\$117,647.06

Donors: Austrian Development Agency (ADA)

UNDP Country Office Focal Points

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Information and Communication Technology (ICT) Capacity Building project

Background

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.

Following the progress made under the UNDP ICT Capacity Building Project (Phase 1) and having taken into consideration the overall progress that have been made both through public and private sector efforts, ICT Capacity Building Project (Phase II) will focus on assisting the government in realizing its objectives central to the vision of the national ICT policy including enhancement of network, information and knowledge access and Government use of ICT with the aim to build a society fully benefiting from ICT.

In order to achieve these objectives, the project will aim to do the following:

- 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
- Re-delegation of .af to Ministry of Communications and provision of training in the required field pertaining to proper management of .af activities by the Ministry of Communications Staff members.
- Availing CISCO's regional academy status for Kabul University
- Establishment of six CISCO Training Centers in Afghanistan
- Drafting ICT Council project document and conducting successful meeting with stakeholders
- Provision of training for CISCO Academy instructors in the Lebanese American University CATC or UK (Cisco Academy Training Center)

Future Priorities

- Support to MoC in establishment of ICT Council
- .af handoff to MoC by the end of 2006
- Establishment of two new CISCO Networking Academy
- Establishment of Women's dorm IT center in two provinces.
- Creation of test center at the Kabul University Cisco Academy
- Advanced ICT Training (Specialists) for the Kabul University (CCNP)
- Training of specialists in database and software development
- Training of specialists in Free and Open Source Software (FOSS)
- Localization in Dari and Pashto
- Review potential E-Government programme
- Meeting donors agencies pertaining to provision of support in the above activities

Challenges and Risks

- As the project is near its closure (except CISCO academy, that to be continued till 2007), completing all the priority activities and ensuring the sustainable functioning of ICT councils is important.
- Establishment of new CISCO Networking Academy has been hampered by the security situation.

Partnerships and Resources

Target budget: USD 3,603,783

Received budget: USD 1,995,266 UNDP core funds
USD 987,686 USAID
USD 73,750 Cisco
USD 12,000 French Trust Fund
USD 61,000 Microsoft
USD 48,600 EC (Euro to USD conversion windfall from a Phase I EC contribution)

Donors: USAID, UNDP

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Afghanistan Information Management Services (AIMS) Project

Background

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 a skilled national information management workforce.

Within the context of GOA's growth and Afghanistan's national development, AIMS is seen as a reputable and reliable strategic partner with the core capabilities to deliver human capacity building and critical information management services to the Afghanistan government and the broader development community. Through its central Kabul office and five regional offices, AIMS has played a critical role in providing a range of information management products and customized services, which were previously unavailable. AIMS has also laid the foundation for effective data management in key line ministries and foresees expanding this foundation for planning, managing and monitoring reconstruction activities within Afghanistan.

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

Achieved Activities:

- a) Applications Development: Delivered customized application development for Information Management (IM) with emphasis on project monitoring and tracking systems.
 - 5 Project based products such as GeoBase, Who is Doing What and Where WDW, MoWA, Disaster Management Information system DMIS, Emergency Rehabilitations and Irrigations Project EIRP.
 - Set-up a MIS system in MRRD in support of WDW in Mazar and Kunduz (North and North-east) of Afghanistan.
 - 170 staff trained in Access Database (103 Government, 47 UN, NGOs and private sector).
- b) Geographical Information Systems (GIS): Provided GIS technical assistance and project-based services
 - 300 GIS assistance, 50 GIS technicians are trained (25 Government, 50 UN, NGOs and private sectors)
- c) Customer Services: The provision of map products and data to clients directly or over Internet, in soft and hard copy
 - Since 2004 - Kabul office sold over 27,500 maps and CDs raised US\$?. The income generated has been invested in on-going and future training programs for government staff.
- d) Institutional Relation and Development: Provided Information Technology advisory services and develop institutional relation between Government ministries, departments and AIMS.
 - 5 Professors are trained in TOT programme.
 - 7 GIS lab established in (MRRD, MUD, Kabul University, Kabul Municipality, MoMI, MoC and CSO). Provides GIS projects and services.
 - 130 staff is provided with the technology awareness workshops this includes government high officials such as Ministers, Deputy Ministers and head of departments.
 - Developed a computerized media monitoring system and trained 4 staff (2 in GIS and 2 in Database).
 - 20 University students received GIS orientation.
 - 23 Ministries are provided with technical advisory support in the field of GIS, Database, MIS & DMIS.
- e) Regional Services: Developed regional information management capacity in five regions in Afghanistan (Mazar, Jalalabad, Hirat, Kandahar and Kunduz).

- Trained 365 civil servants across the region in Basic English and Computer skills.
- Developed regional information management plan.
- Established 15 GIS and Data processing unites for data collection and reporting.
- Dissemination of information of maps and data to the Government departments and other clients.

Future priorities

- Preparation for the transition and sustainability plan of the AIMS project
- Successful development and provision of services including GeoBase, Emergency Irrigation Rehabilitation Project Tracking and Performance MIS, PINNACLE (central monitoring and reporting platform)
- GIS capacity building in seven ministries and Kabul University (ongoing)
- Continue build information management capacity of the Government including support to GIS department in AGCHO, disaster management

Challenges and Risks

- Increase its internal administrative capacity and preparation of a good marketing strategy are essential in order to deliver effective services and results and for its exit strategy

Partnerships and Resources

Total Budget: USD 6,325,612
 Received Budget UNDP core funds USD 1,000,000
 USAID: USD 2,340,433
 EC: USD 2,500,000

Target budget (for 2007/8): USD 6.5 million
 Committed budget: USD 4 million
 Shortfall: USD 2.5 million

Donors: USAID, EC, UNDP

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Support to the Center of Government (SCoG) Project

Background

The Support to Center of Government (SCoG) project targets the Afghan Center of Government, which includes (a) Office of Administrative Affairs (OAA) (b) Chief of Staff Office (CoS). Whereas in particular, the CoS office supports the president in his role as the head of the state, the OAA supports the president in his role as the head of the government.

The objective of the project is to strengthen the institutions at the Center of Government that they are more agile, streamlined, transparent, and effective in their support of the Office of President as it strives to meet its policy objectives.

The outcome will be CoS and OAA offices that have been transformed over a three-year period according to their PRR designs through the building of their capacities, rationalization of their organizational structures, redesigning of their administrative work processes, and upgrading of their facilities and information technology to international standards.

The outcome will be attained through a project implementation strategy that views the CoG institutions as part of a “whole” and is based on the assumption that every organization is a “system,” composed of a set of interacting functional “domains” that need to work well together to enable overall good organizational performance. The project document envisages a “systems approach” that will simultaneously address the improvement of the following six key inter-related domains:

1. Physical facilities
2. Information Technology
3. Administrative Work Processes
4. Training
5. Organization
6. Policy Facilitation & Decision Making Processes

Achievements

- Site surveys and assessments have been completed for the CoS and OAA facilities.
- IT assessment has been completed and a new IT infrastructure architecture has been implemented for the OAA.
- The IT network architecture has been designed for the new Council of Ministers building managed by the OAA.
- An online IT training program has been implemented for both the OAA and CoS staff.
- Process Change Management meetings and presentations have been conducted with OAA and CoS management.
- A “Process Analysis Manual” has been developed for the CoS and OAA”.
- Process Flows for the Office of Presidential Programs within the CoS office have been developed.
- Analysis of the OAA and CoS procurement process has started.
- A comprehensive training needs assessment has begun for the OAA and CoS
- A “Business Communications Course” has been designed and scheduled for the OAA and CoS frontline staff
- Current state assessment of the Human Resource Management function with the CoS and the OAA has been completed
- Both OAA and CoS PRR designs have been reviewed and assessed.
- A mission statement, departmental ToR’s, and job descriptions have been developed for the Office of Presidential Programs within the CoS office.
- An assessment of the Monitoring & Evaluation Department of the OAA has been completed.
- The Support to the Center of Government Steering Committee first meeting was held. .
- Subcontracts negotiated and signed.

Future Priorities

- The development of a revised project plan based on the new OAA and CoS priorities, including the detailed work plan with monthly time scale for the SCoG project.
- The establishment of Work Process Hierarchy and Process Maps for key CoS/OAA administrative work processes.
- The design of Information Technology Architecture for the CoS.
- The preparation of Preliminary Designs of Building and Facilities
- The development of a comprehensive Training Needs Analysis for all Domains of SCoG project.
- The development of a plan to strengthen the Human Resource Management function of the CoS and OAA.
- The development of Department ToR's job descriptions for the entire CoS office
- The assessment and strengthening of the cabinet Secretariat process within the OAA.

Challenges and Risks

- There may be significant resistance to organizational reform and changes among the CoS and OAA employees
- Changing of CoS and OAA leadership may change the commitment to the program
- 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.

Partnerships and Resources

Target budget: US\$ 17 Million
 Committed budget: USAID: US\$ 5,000,000
 DFID: UK £ 3,000,000
 UNDP core fund: US\$ 400,000

In addition, about USD 2 million has been made available from the government regular resources.

UNDP Country Office Focal points

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Afghanistan Sub-national Governance Programme (ASGP) Preparatory Assistance project

Background

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 and district 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 GOA counterparts in transition to full national implementation of the programme within three years.

The ASGP Preparatory Assistance (PA) will provide support and prepare the ground for the full implementation of ASGP having four broad and interrelated components outlined above. The PA phase of the project will play a catalytic role in initiating a number of start-up activities planned under the sub-national governance programme. The PA will help in developing an approach for some of the components such as i) strengthening the policy dialogue process on the institutional framework for sub-national governance; ii) strengthening the plan for the public administration reforms and capacity development approaches at different levels; and iii) setting up the Programme Management Arrangements. This will be achieved by recruitment of technical advisors and finalisation of management and institutional arrangements thereby ensuring detailing of the implementation plan for ASGP.

Achievements

- The Preparatory Assistance (PA) document was approved by LPAC in June 2006 with a total contribution of US \$ 530,000.
- Meetings were held with the three government agencies – Ministry of Interior Affairs, Office of Administrative Affairs and IARCSC to discuss the programme objectives, strategies and implementation arrangements.
- The Programme Management Arrangements were finalized and approved by the GoA and UNDP.
- ASGP received an additional contribution of US\$ 50,000 and additional activities were developed.
- Programme Support Unit was established in Ministry of Interior Affairs and a Programme Manager and support staff were recruited and office space has also been allocated in OAA to initiate activities on Provincial Councils.
- Initial activities are being initiated by hiring technical assistance on sub-national governance policy development and an expert on financial frameworks to support Mol, PAR expert to support CSC and

Mol, organizing exposure visits to good practices on sub-national governance policy development in Cambodia and Thailand.

- In collaboration with Mol, a study on sub-national administrative capacity is being planned to be conducted in certain provinces to assess the legislative framework authorizing functions of the sub-national administration; how services are delivered; internal structure of units at provincial, district and municipal levels; staffing qualification; capacity of units to undertake administrative processes; financial condition of provinces and municipalities; and physical and social setting in which the work is being performed.
- The larger project document on ASGP with a budget of US\$ 43 million has been finalized, bilateral meetings are ongoing with donor agencies, Programme Appraisal of the document was held jointly by the government and UNDP with bilateral donors.

Future Priorities

- The larger programme is being finalized based on appraisal feedback.
- Resources for implementation of activities will be mobilized jointly by the Government and UNDP.
- Implementation of preparatory assistance activities will be continued.
- Programme coverage at the sub-national level will be finalised for phase I implementation.
- Presentations of the programme will be undertaken at the regional/provincial level.
- Implementation strategy at provincial level will be finalized.

Partnership and Resource

Target Budget for PA phase: US\$530,000.00
 Received Budget: US\$530,000.00

Donor: UNDP Core Funds

UNDP Country Office Focal Points

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Coaches & Advisors Programme for Public Sector Capacity Development (CAP) Preparatory Assistance Project

Background

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 effort 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."¹

The CAP will focus on providing coaching and advisory services to senior civil servants and elected officials at central and sub-national level as well as building 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. 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 public sector to universities, private firms and local NGOs.

The 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. 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.

This preparatory assistance project will provide immediate support in setting up the CAP and will focus on the following activities:

- 1) Establishment and operationalisation of the Capacity Development Secretariat.
- 2) Preparation for design of CAP coaching methodology.
- 3) Establishment of CAP Experts Registry and recruitment and placement of some short-term coaches and advisors with line ministries.

A **Capacity Development Secretariat** under IARCSC will backstop the CAP together with AEP and LEP and operate under an Executive Committee and the PAR Steering Committee.

Achievements

- The Preparatory Assistance (PA) document was approved in June 2006 with an initial contribution of US\$ 250,000 by UNDP.
- A CAP Coordinator has been recruited.
- Meetings have been held with IARCSC for recruitment of staff for the project and to discuss the operational modality.
- The programme has already received a strong commitment from the Government of India to provide senior officials from the Indian Government as coaches and advisors.
- The UNDP Special Unit for South-South Cooperation has made available US\$ 470,000 for the project.
- Based on the recommendation of bilateral donor such as DFID supporting ARTF, consultations have been held with IARCSC and the World Bank (ARTF Programme Administrator) to ensure that CAP complements AEP/LEP and is an integral part of the GoA capacity development framework with a common management arrangement and is backstopped by the joint capacity development secretariat in the IARCSC.

¹ Interim Afghanistan National Development Strategy Vol. I & II (Draft: 22 December 2005), p. 83.

- The larger CAP document with a budget of about US \$ 7.5 million is being finalized in collaboration with IARCSC.

Future Priorities

- The larger CAP programme after finalization will be submitted by IARCSC as a proposal for review and support by ARTF Management Committee.
- Implementation of preparatory assistance activities will be continued.
- Implementation plan for the larger programme will be developed.

Partnership and Resource

Target Budget for PA phase: US\$ 250,000
Received Budget: US\$ 250,000

Donor: UNDP Core Funds

UNDP Country Office Focal Points

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Support to the Civil Service Commission – Training and Development - Project

Background

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

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

Achievements

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

- Finalized a draft training policy that will create the framework for the IARCSC to plan, develop, establish, implement, evaluate and fund training and development programs designed to improve the quality and performance of the Afghan Civil service.
- Formulated a new approach to leadership development. This has involved:
 - Identifying the target group of senior leaders who should be developed;
 - Researching and formulating a detailed framework of the leadership and management competencies that are required in their work;
 - Assessing the current level of competency and thus identifying the precise needs for development of the target group;
 - Establishing a strategy to provide, over time, access to new development opportunities for the target group;
 - Determining on an action plan to implement the Strategy.
- Completed draft competency models for the higher/middle management and operational/administrative staff of the Afghan Civil Service. These will form the basis for the delivery of training programmes in the future.
- Conducted a Training Needs Assessment (TNA) in ten Kabul ministries targeting public sector managers (grade 2 and above), middle level managers (grades 3-6) and operational and administrative personnel (grades 7 and below);
- Conducted a Performance Discrepancy Assessment (PDA) in Kabul, Balkh, Herat, Wardak and Parwan including a total of eleven districts with 400 civil servants respondents;
- Conducted five regional Training Needs Assessment (TNA) workshops in Kabul, Mazar-e-Sharif, Herat, Jalalabad and Kandahar with a total of 500 civil servants covering 26 provinces and 78 districts;
- Prepared a first draft of a short-term management and operation training strategy that will address the knowledge and skills development which are needed to give policy advice, prepare and enact legislation, oversee program, project and service delivery and provide for administrative and operational support functions.
- Drafted a subnational training needs assessment report that also puts forward recommendations on a training and development strategy for the subnational level.
- Strengthened the Organizational Capacity of the T&D Department. This has included:
 - Design of new and realigned Organizational Model and Structure of T&D Department (including, Mission, Values, Mandate, Role and Function, Structure);
 - Development of T&D Department Management and Staffing Plan and inputs on T&D Department Budget (Development and Recurrent) for 2006
 - Design of Organizational Structure and Staffing plan for the T&D Department and the Civil Service Institute, including job descriptions for positions of the T&D Department.

Future Priorities

- Adopt the draft training policy by the newly established cabinet sub-committee on public administration reform;
- Strengthen the capacity within the Training and Development Department of the IARCSC;
- Prepare an implementation plan for the Management and Operations strategy for 2006 and 2007.
- Develop a competency-based training and development strategy as well as an associated action plan for the sub national level;
- Formulate and budget a national training programme that builds on the individual draft strategies developed so far.

Challenges and Risks

- An effective civil service training system requires that a technical regulation of the civil service is in place. This includes foremost a Human Resources Policy.
- One immediate challenge is increasing the absorptive capacity in the IARCSC to manage change. The IARCSC is starting with a low level of capacity relative to the number of tasks it faces, particularly in overall strategic guidance at the political level, providing the goals of the civil service training system and how it relates to and supports the type of civil service that is required.
- As the development and implementation of a capacity and training strategy focuses on the short-term needs of the Afghan civil service until a proposed Government Training Academy is functional, proper timing and good coordination are of great importance.
- Security problems in some of the provinces and districts might affect the implementation and delivery of the training and development strategy at the sub national level.

Partnerships and Resources

Target Budget: US\$528,200
Received Budget: US\$528,200

Donor: UNDP core funds.

UNDP Country Office Focal Point

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