



QUARTERLY PROJECT REPORT [First Quarter, 2007]

United Nations Development Programme Afghanistan Support to Center of Government project 01 January 2007 – 31 March 2007

Project ID:	00046407
Duration:	3 years
Component (MYFF):	2.7. Public Administration Reform and Anti Corruption
Total Budget:	16,275,000
Unfunded:	3.88 million
Implementing Partners/Responsible parties:	UNDP in collaboration with Chief of Staff (CoS) and Office of Administrative Affairs (OAA) of the President and The Asia Foundation (TAF)

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I. PROJECT IMPLEMENTATION CHALLENGES

1. UPDATED PROJECT RISKS¹ AND ACTIONS

Request for scope of change

Several requests for project scope changes have been made by the Office of Administrative Affairs (OAA) and the Chief of Staff (CoS) office. The following suggested scope changes were made at the last steering Committee meeting:

- The design of a new “state archive” building and function
- The procurement and implementation of information technology for the new council of ministers (cabinet) building under the management of the OAA
- Design of the renovation of the vice president’s office building on the sedarat compound which is under the management of the OAA
- Additional funding for the construction of a recommended new CoS administration building
- Additional funding for required staff training at both the OAA and the CoS
- Additional funding for recommended information technology at both institutions

The requests were presented and discussed at the March 4th steering committee meeting and are under consideration by the Steering Committee.

Delay in the Repair works of the project

Due to heavy rain and snowfall the repair works of the OAA building was delayed for short time, although it did not affect significantly the anticipated progress of the facility domain. It was expected that the design works for the CoS building will be delayed because of the difficulty in obtaining information and site visit by the Studio Zarnegar staff; however the sub-contractor was able to meet the deadline and the rest of the domains activities are delivered on time as anticipated in the inception plan.

2. UPDATED PROJECT ISSUES² AND ACTIONS

Changes in the Leadership and staff of CoS

In early January the Chief of Staff (CoS) left his position and several of his key staff left along with him, many of whom were serving as the project counterparts. The result was a period of minimal project activity at the CoS office while a new chief of staff was appointed by the president and he had a chance to appoint his own staff. The impact was primarily on the schedule of project activities. The project schedule is now “back on track” now that the new chief of staff is settling in and appointing staff who can serve as project counterparts and the project team starts to work closely with them on planned project activities and deliverables.

¹ A risk is an external circumstance, condition or event that could potentially jeopardize the completion of a project component (output or activity) with an agreed timeline and/or at the required level of quality. A risk results from the *probability* multiplied by *impact* of a *threat*.

² An issue is something that can be solved by managerial actions. An issue could be a request for change, or a general issue such as a question or statement or concern.

Organizational Restructuring and PRR

A new organizational structure is expected to be introduced by the new Chief of Staff after he took the portfolio of his office. Office of the CoS is approaching IARCSC to reach a compact to frontier the scope of appointment competition during the implementation of PRR. It is anticipated that the positions shall not be announced widely because of the security and political reasons. It is assumed that such deals may lead to narrowing down the competition window which may lead to partially merit based recruitment.

Access to the CoS

The potential difficulty in gaining access to the CoS office located inside the ARG which is enveloped in several layers of security was identified as a potential issue early on in the project. This issue was initially dealt with by having the project's counterparts in the CoS office attend scheduled meetings at the SCoG project office. However, now that the project has established a new training center within the ARG for the office of CoS employee, it has been challenging for the trainers to gain regular unimpeded access to the ARG causing delays in some of the class timings. This is now being mitigated by having the project team "apply" for ARG security passes that will allow for regular access, if the passes are granted by the security office. It is worth to mention that the Deputy Chief of Staff is making efforts to facilitate entry for the SCoG staff based on the need and requirements. The entry badges for the frequent visitors of the project staff are under process and closely followed by the DCoS.

Project Management Team Meetings

The Project Management Team (PMT) meetings are conducted at TAF frequently. In the forthcoming quarters the PMT meetings will be more systematically organized to review progress against Annual Work Plan (AWP), discuss issues and actions and pursue on the recommendations made by the Steering Committee (SC) meetings.

The last SC meeting took place on 4th of March 2007, where two major issues were left for further action and further follow up. i). Recruitment of Deputy Chief of Party will be discussed and agreed by the parties concerned and the conclusion will be shared with the Steering Committee members. ii). Follow up on donors' contribution and the request for early release of the funding.

II. IMPLEMENTATION PROGRESS

Progress on all 6 domains (corresponding outputs below) of the project is well underway. Despite the issues and risks that have had direct impact on the pace of the project, the intended outputs for the reporting period are significantly achieved. The significant deliverables by each domain are listed bellow:

Output 1: OAA/CoS building rehabilitated

Annual target deliverables:

The OAA building renovated; the new CoS building designed.

Progress

The renovation on the OAA building was nearly completed in this reporting period.

- New roof installed
- New roof terrace installed
- Water channels cleaned and repaired

- Isogam on roof terrace installed
- Roof water tank replaced
- New PVC windows on stairwell installed

The design of the new CoS administration building has been completed including:

- Detailed construction blue prints
- Bill of quantity

Output 2: OAA and CoS are equipped with ICT infrastructure

Annual target deliverables:

ICT assessment, deployed systems and network infrastructure; applications strategy, mentor ICT managers and technical staff; designed governance and standards framework.

Progress

The ICT assessment has been completed and the deployment of the systems infrastructure was well underway in this reporting period.

Office of Administrative Affairs (OAA)

- Delivered and installed state of the art software
- Installed server infrastructure
- Deployed infrastructure to several departments
- Doubled the size of the internet bandwidth
- Designed the IT infrastructure for the new cabinet building
- Provided an online training program
- Delivered daily one-on-one mentoring for IT staff and managers

Chief of Staff (CoS)

- Delivered power conditioning units and new servers
- Delivered and installed state of the art software
- Provided ongoing technical support

Output 3: Critical Administrative work processes are streamlined and transparent

Annual target deliverables:

One core administrative work process redesigned; documented in the form of flow charts; and the refined process implemented.

Progress

Office of Administrative Affairs (OAA)

- Assessed the procurement process
- Developed a work process improvement guide
- Identified "quick impact" improvement recommendation for the procurement process
- Drafted a future procurement process design
- Draft new work design for the documents and relations department and function

Chief of Staff (COS)

- Assessed the procurement process
- Developed a work process improvement guide
- Identified “quick impact” improvement recommendation for the procurement process
- Drafted a future procurement process design
- Conducted a review of the transport process and fleet of vehicles
- Evaluated a software vendor to support the new procurement process

Output 4: OAA and CoS staff receive training necessary to do their jobs

Annual target deliverables:

Training needs assessment; comprehensive training plan; ongoing English language and computer skills classes implemented; calendar of course prepared and being implemented.

Progress

Office of Administrative Affairs (OAA) and the Chief of Staff (COS)

- Training needs assessment has been completed
- Develop 2-year comprehensive training strategy for the entire staff at all levels
- Two new training centers have been constructed/installed
- Over 200 staff are enrolled in daily English language and computer classes
- Basic business communication and office management course have been delivered

Output 5: Human Resource policies are implemented

Annual target deliverables:

HRM assessment; documented key HR policies and procedures; training for HR officers; key policies and procedures implemented.

Progress

Office of Administrative Affairs (OAA) and the Chief of Staff (CoS)

- HR assessment completed
- Reviewed IARCSC HR policies for implementation
- Developed over 60 job descriptions

Output 6: Policy and Decision-making processes are more effective

Annual target deliverables:

New CoS organizational support as requested; mapped policy process and recommendations for improvement; recommendations for cabinet process; new cabinet procedures developed and training delivered.

Progress

Office of Administrative Affairs (OAA)

- Completed needs assessment of the monitoring & evaluation directorate
- Designed a new cabinet submission procedure

- Designed a new cabinet operating guide
- Developed a cabinet liaison officer training program
- Started policy mapping process

Chief of Staff (CoS):

- Completed definitions of new “office of presidential programs” within new CoS office structure
- Developed a mission statement
- Developed departmental ToR’s
- Developed position descriptions

III. FINANCIAL STATUS AND UTILISATION

1. FINANCIAL STATUS

Table 1: Contribution Overview [June 2006 – June 2009]

DONOR NAME	CONTRIBUTIONS		CONTRIBUTION BALANCE
	Committed	Received	
USAID	2,000,000	2,000,000	4,000,000*
DFID	5,720,101	5,130,710**	589,391
UNDP	676,000	676,000	-
TOTAL	8,396,101	2,676,000	589,391

* This amount is expected to come in but has the status of a pledge not a binding commitment

** The latest tranche of funds (GBP 1.2m), equivalent to US \$ 2,357,564 were received in March 2007

2. FINANCIAL UTILIZATION

Table 2: Quarterly Expenditure by Activity [January 1st – March 31st, 2007]

Activity	BUDGET [2007]	QUARTERLY EXPENDITURE	BALANCE	DELIVERY (%)
Activity 1 [PD Formulation]	2,056,300	618,233	1,438,067	30%
Activity 2 [Leading CoG reform]	388,571	6,630	381,941	2%
UNDP GMS (5%)	104,244	30,912	73,332	
Total	2,549,115	655,775	1,893,340	26%

Note: The figures are based on ATLAS financial system. The latest tranche of funds (GBP 1.2m) is under process to be included in 2007 budget, therefore not reflected yet in the table (ATLAS Activity 1).

Table 3: Quarterly Expenditure by Donor [January 1st- March 31st, 2007]

DONORS	ACTIVITY (as per approved budget)	2007 Budget	Q1 EXPENDITURES 01/01/07 - 31/03/07	BALANCE as of 31/03/07	DELIVERY RATE %
USAID	Activity 1: PD Formulation	33,383	-	33,383	
	Activity2: Leading CoG Reform	28,571		28,571	
GMS 5%		3,098	-	3,098	
Subtotal DONOR I		65,052	-	65,052	0%
DFID	Activity 1: PD Formulation	2,022,917	618,233	1,404,684	
GMS 5%		101,146	30,912	70,234	
Subtotal DONOR II		2,124,063	649,145	1,474,918	31%
UNDP	Activity 2: Leading CoG Reform	360,000	6,630	353,370	
Subtotal DONOR III		360,000	6,630	353,370	2%
Total		2,549,115	655,775	1,893,340	26%