



Islamic Republic of Afghanistan

United Nations Development Programme

ACCOUNTABILITY AND TRANSPARENCY (ACT) PROJECT

Project ID: 000 53 687

Accountability and Transparency (ACT) Project Document dated April 9, 2009 Cover Page. This revision cancels the Project Dates and replaces them with the following:

January 2007 – March 2012

**Project Document
Substantive Revision Number 2
January 2011**

Executive Summary

Executive Summary, page 1 of the Project Document dated April 9, 2009 is cancelled and replaced by the following:

Corruption, both petty and grand, constitutes a serious problem in Afghanistan. The commitment to fight corruption was stated publicly by the Government of the Islamic Republic of Afghanistan (GIROA) and the international community during the international conference in support of Afghanistan, held in Paris in June 2008 and in London and Kabul in 2010. Several key steps have been taken by GIROA in the fight against corruption including the ratification of the United Nations Convention Against Corruption (UNCAC) on 25 August 2008, the finalization of the National Anti-Corruption Strategy (NACS), the establishment of the High Office of Oversight for the Implementation of Anti-Corruption Strategy (HOO), and articulation of a new whole-of-government approach to governance issues through several national programmes. While steps have been taken in the fighting corruption it is critical that rhetoric is transformed into concrete action and the complex set of institutions involved in the fight against corruption are coordinated to ensure a comprehensive and effective response to corruption from a top down and a bottom up approach to prevention and law enforcement.

The Accountability and Transparency (ACT) project has been designed to support GIROA in developing the necessary capacities to fight corruption. The ACT project takes the Afghanistan National Development Strategy (ANDS), the NACS and the UNCAC as its starting point. The project components have been developed in order to support the government in meeting the priorities and requirements set out in these key strategies and conventions and outlined in new national programmes under GIROA's Governance Cluster.

The ACT project consists of four main components:

- Component 1: Improved institutional and policy environment created to support the implementation of the national anti-corruption strategy.
- Component 2: Enhanced accountability, transparency and integrity in key government institutions.
- Component 3: Increased awareness and understanding amongst the public and enhanced capacity of civil society and media to effectively contribute to the fight against corruption.
- Component 4: Enhanced independent monitoring of anti-corruption efforts undertaken by government and civil society.

The ACT project will focus on prevention of and institutional/capacity development on anti-corruption, complementing on-going efforts on enforcement. The overall goal of the ACT project is to support the development of sustainable capacity within GIROA as well as Afghan civil society to effectively fight corruption. Hence there is a strong emphasis placed on capacity development and the transfer of skills. The project aims to support capacity development at the central and sub-national level through a sectoral approach.

The main government counterparts of the ACT project will be the HOO together with the Control and Audit Office, Ministry of Education, Ministry of Finance and the Ministry of Interior as well as with civil society networks that will interact at the technical policy level with MOF, MOE, and MOI. Implementation of project activities will be closely coordinated with all relevant national and international actors. The project will be implemented through Direct Implementation. The overall budget of the ACT project is **USD 13,658,206**.

Signature Page

Signature Page, pages 3-4 of the Project Document dated April 9, 2009 are cancelled and replaced by the following:

The project implementation period will cover the Country Programme Period 2006-2009 as well as 2010-2013. As the Country Programme Action Plan (CPAP) has not yet been developed, the below information is extracted from the Country Programme Document (CPD) 2010-2013 and draft United Nations Development Assistance Framework (UNDAF) 2010-2013 documents. Any changes in the above mentioned documents would subsequently be reflected in the project document.

UNDAF Outcome	Priority Area: Good Governance, Peace & Stability Outcome 2. Government capacity to deliver services to the poor and vulnerable is enhanced
UNDAF Outcome Indicator(s)	TBD
Expected CPD/CPAP Outcome	3. Government has improved ability to deliver services to foster human development and elected bodies have greater oversight capacity.
CPD/CPAP Outcome Indicator (s)	3.1. Indicator: institutional coordination effectiveness in the combat and prevention of corruption; 3.2. Indicator: Public perception of government performance combating corruption; 3.3. Indicator: Rank of Afghanistan on Transparency International index; 3.4. Indicator: Patterns of Resource Allocation and Utilization by sectors addressing anticorruption needs.
Focus area and Key result	STRENGTHENING DEMOCRATIC GOVERNANCE: b) National, regional and local levels of governance expand their capacities to manage the equitable delivery of public services and support conflict reduction;
Expected CPD/CPAP Output:	3.3. Capacity of the state and non-state actors at national and sub-national level strengthened to improve the quality of service delivery and respond to corruption.
CPD/CPAP Output	

Indicator(s):	3.3.1 Peoples knowledge on public rights and access to information 3.1.2. Presence of systems and processes for government bodies to prevent and combat corruption.
Implementing Entity	United Nations Development Programme

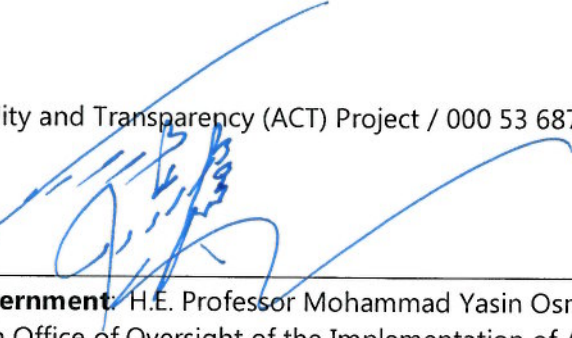
Programme Period:	2006 - 2009
Programme Component:	Democratic Governance (Strengthening accountable and responsive governing institutions)
Project Title:	Accountability and Transparency (ACT) project
Project ID:	000 53 687
Project Duration:	63 months (January 2007 – March 2012)
Management Arrangement:	Direct Implementation

Revised Budget and Funding Table

Total Budget: (7 percent GMS included)			13,658,206
Allocated resources:			8,191,802
Amount from donors	Actual Contribution	Expenditure to date	Balance
Government:			-
Regular (UNDP core budget):			-
Denmark	2,024,276	159,898	1,864,378
Italy	374,532	371,881	2,651
Norway	1,324,480	1,278,196	46,284
DFID	9,095,023	4,165,984	4,929,039
CIDA	1,450,677	101,226	1,349,451
Total	14,268,988	6,077,186	8,191,802
Unfunded budget:			5,466,404

Accountability and Transparency (ACT) Project / 000 53 687

Agreed by:



Government: H.E. Professor Mohammad Yasin Osmani, Director-General
High Office of Oversight of the Implementation of Anti-Corruption Strategy

Government: H.E. [NAME], Control and Audit Office

Government: H.E. [NAME], Ministry of Education

Government: H.E. [NAME], Ministry of Finance

Government: H.E. [NAME], Ministry of Interior

Agreed by:

UNDP: Mr. Manoj Basnyat, Country Director

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Acronyms

Acronyms, page 2 of the Project Document dated April 9, 2009 is cancelled and replaced by the following:

ACT	Accountability and Transparency Project
ACT-GF	Accountability and Transparency Grants Facility
ACU	Anti-Corruption Unit
ADB	Asian Development Bank
AGO	Attorney General's Office
ANDS	Afghanistan National Development Strategy
ANP	Afghan National Police
CAO	Control and Audit Office
CID	Criminal Investigation Department
CSO	Civil Society Organization
CSTI	Civil Service Training Institute
DFID	Department for International Development
GIAAC	General Independent Administration Against Corruption
GIRoA	Government of the Islamic Republic of Afghanistan
HOO	High Office of Oversight for the Implementation of Anti-Corruption Strategy
IARCSC	Independent Administrative Reform and Civil Service Commission
IDLG	Independent Directorate of Local Governance
IPO	Integrity Promotion Office
MEC	Joint Monitoring and Evaluation Committee
MOE	Ministry of Education
MOF	Ministry of Finance
MOI	Ministry of Interior
NACS	National Anti-Corruption Strategy
NGO	Non-Governmental Organization
UNAMA	United Nations Assistance Mission to Afghanistan
UNCAC	United Nations Convention Against Corruption
UNDP	United Nations Development Programme
UNODC	United Nations Office on Drugs and Crime
USAID	United States Agency for International Development
VCA	Vulnerability to Corruption Assessment

PART 1: Rationale for Project Revision

The Accountability and Transparency (ACT) project was initiated in January 2007 and runs until the end of March 2012. The project was designed at a time when there was no clear government counterpart in the area of anti-corruption and few concrete steps had been taken in the fight against corruption. The project was therefore designed to lay the foundations for a wider and more comprehensive approach once the right conditions were in place.

With the clear political commitment made to the fight against corruption during the Paris Conference, the finalization of the National Anti-Corruption Strategy (NACS) – also known as the 'Azimi report' – and the establishment of the High Office of Oversight for the Implementation of Anti-Corruption Strategy (HOO) it was essential that the international community prioritize scaling up its support to the fight against corruption. To capitalize on the current level of political will and to be able to provide the necessary support to key government institutions and civil society the ACT Project Board agreed to an earlier revision and extension of the project by three years. The revision of the project allowed for building on already existing capacities within ACT, leveraging established and on-going partnerships, and applying lessons learned from completed and on-going activities.

Parallel to the initial phase of institution-building at HOO, more recent developments including London and Kabul Conferences led to provision of new powers to HOO and creation of a new joint anti-corruption monitoring and evaluation mechanism (Joint Monitoring and Evaluation Committee—MEC). UNDP is also called upon to provide support in setting up the MEC and its technical secretariat as a separate component of the project with separate funding. These recent developments necessitate another realignment of activities, as reflected in this document, to ensure that the project builds on its lessons learnt and responds to new realities on the ground.

As a result the project will be well placed to serve as a platform for support to whole-of-government approach to anti-corruption outlined in new national programmes under a Governance Cluster as well as overall efforts to strengthen capacities for the prevention of and awareness-raising on corruption, including through HOO.

The project revision takes into account lessons learned from completed and on-going activities. Lessons learned that have informed the project revision are:

- The need to engage national experts/advisors on a long-term basis rather than relying on international advisors, which may hamper local capacity development. This will ensure skills transfer, follow-up and sustainability of project activities.
- The importance of focusing on a more narrow set of outputs to allow for developing the necessary partnerships to achieve the desired results and to ensure follow-up.
- The importance of having sufficient human resources in the project to ensure timely implementation of and follow-up on project activities.

PART 2: Project Definition

1. Situation Analysis / Background

Situation Analysis, pages 3-6 of the Project Document dated April 9, 2009 are cancelled and replaced by the following:

1.1 Situation Analysis

Corruption, both petty and grand, constitutes a serious problem in Afghanistan. According to recent surveys corruption has become a more significant problem in recent years relative to any other problem. Among others, Afghan population as a whole paid twice as much bribe in 2009 as it had paid in 2007. However, 23% of the respondents believed that the government has done enough to address the problem of corruption over the last five years. In 2009, Afghanistan was ranked as the second most corrupt country in the world according to Transparency International's Corruption Perceptions Index.

There are several reasons for this. In an environment where access to justice and enforcement of the law is limited, there is a lack of adequate processes and procedures for the performance of government functions and service delivery, and corruption has become a means for survival. As a result corruption has become a high reward, low risk activity. Decades of war and repression, weak state authority, the omnipresent threat of violence, the high discretionary powers of public officials, low civil service salaries and the weakness of the judiciary and legal enforcement system has led to a culture of corruption and impunity, with limited transparency and accountability in the use of public resources.

There is no doubt that corruption poses a considerable threat to sustainable peace and development in Afghanistan, and fighting corruption is increasingly seen as one of the key priorities of the Government of the Islamic Republic of Afghanistan (GIROA) and the international community. 50% of respondent to a recent survey agreed that corruption within the state was facilitating the expansion of the Taliban. Ultimately minimizing corruption is a prerequisite for rebuilding the country and the creation of a legitimate, peaceful and pluralistic state.

The commitment to fight corruption was stated publicly by GIROA and the international community during the international conferences in support of Afghanistan, held in Paris on 12 June 2008, and further detailed in London and Kabul conferences which laid out specific actions and benchmarks to be achieved by GIROA. Several key steps have been taken by GIROA in the fight against corruption including the ratification of the United Nations Convention against Corruption (UNCAC) on 25 August 2008, the finalization of the NACS, the abolishment of the General Independent Administration against Corruption (GIAAC) and the establishment of the HOO. A new whole-of-government approach to governance issues, including transparency, accountability and anti-corruption, was rolled out under GIROA's Governance Cluster activities in 2010.

While steps have been taken in the right direction it is critical that rhetoric is transformed into concrete action and the complex set of institutions involved in the fight against corruption are coordinated to ensure a comprehensive and effective response to corruption.

Economic Appraisal

Corruption generally undermines economic development by generating considerable inefficiency and causing capital flight. A government system that lacks sufficient mechanism for accountability and transparency and is plagued by widespread corruption results in citizens facing a high degree of unpredictability in accessing state services and unlevel playing field and increased cost of business for investors. In the context of Afghanistan corruption and lack of proper processes and procedures within the government also lead to decreased accountability and transparency in the utilization of government and donor funds providing opportunities for embezzlement and fraud.

Supporting the GIRoA in the fight against corruption in particular in the area of prevention, will result in clearer rules, processes and procedures thereby improving predictability in the business environment and public financial management, which will result in gains in foreign and direct investment and the creation of job opportunities. The prevention of corruption will also decrease embezzlement and fraud within the government resulting in increased revenue as well as more effective use of government and donor funds. A successful project in support of the prevention of and awareness-raising on corruption is therefore not just value for money, but essential to sustaining Afghanistan's economic growth and overall development. Supporting the HOO reviewing and simplifying administrative processes and procedures and increasing accountability and transparency in the delivery of services will be key priorities of the ACT project.

Social Appraisal

As a result of the inexistence of social prevention operational mechanisms linking state institutions and civil associations combined with low public service salaries,¹ lack of clear procedures, high levels of discretion and general lack of public ethics, petty corruption has become rampant in all government services. The Afghan tradition of kinships, whereby those in privileged positions (from senior officials to lower-level civil servants in the districts) are under pressure to support their kin (family or ethnic group) further exacerbates the problem.² Corruption in Afghanistan has deep-rooted causes. According to studies some forms of petty corruption (e.g. the giving and taking of *baksheesh*, i.e. gifts), while generally considered unacceptable, are quite prevalent and 70 percent of people perceive it as a common occurrence and a normal way of doing business with the state.

It is critical that the project pays specific attention to increasing the understanding of the underlying motivations, dynamics and perceptions of corruption in Afghanistan and that this understanding informs the development of advocacy and awareness-raising materials.

According to studies, in 2009, one adult in seven experienced direct bribery and 28 percent of Afghan households paid a bribe to obtain at least one public service. The average value of

¹ Pay increases alone will not be sufficient. As long as opportunities for corrupt behaviour remain, and corruption remains a low-risk undertaking, petty and grand corrupt will continue to flourish.

² In a culture of kinship, patrons exert considerable social and political control on formal power structures, using their influence on public decision-making and services in order to reinforce their power base or to extract profits. Benefits derived from these relationships range from gaining access to preferential services, forgery of legal papers, nepotism in obtaining employment or securing business contracts. Kinships thus reinforce the notion that personal loyalties are more important than the rule of law.

bribes among those who paid them was Afs 7,769 (USD 156) in contrast to the per capita income of USD 502.

Taking into consideration poverty levels in Afghanistan petty corruption constitutes an enormous strain on the poor and already vulnerable. Furthermore, corruption now affects rural areas, where 75 percent of the Afghan population lives and disproportionately impacts the lives of the poor as it results in misallocation of resources for or denial of access to basic services such as education and health services.

While in many countries women tend to most severely feel the impact of corruption as primary users of many government services this relationship is not clearly understood in Afghanistan. In order to address corruption from a gender perspective it will be necessary to better understand the impact of corruption on Afghan women. The ACT project will therefore pay particular attention to ensure that the gender dimension is taken into account in the experience and perception surveys that will be conducted.

The impact of petty corruption on the delivery of public services together with grand corruption generates a climate of public frustration that undermines the trust in state institutions and the international community, fuels social conflict and provides fertile ground for the recruitment of terrorist and anti-government groups. Strengthening accountability and transparency in the use of government and donor resources and in the delivery of services is therefore critical. The project will therefore work closely with the HOO and key service delivery institutions in strengthening preventive measures against corruption. Ensuring accountability and transparency in service delivery cannot only be done by the government. It is also essential that the population, civil society and the media become operationally and technically engaged in holding the government and other service providers accountable (e.g. through civil associations' involvement with complaint mechanisms at the ministries' level). To this end the project seeks to engage with and strengthen civil society as a whole to play a technically and operationally active role in the fight against corruption.

Institutional Appraisal

The institutional arrangements for fighting corruption are underpinned by the NACS, the Afghanistan National Development Strategy (ANDS), the Afghanistan Compact and the UNCAC. In accordance with the UNCAC each state party shall ensure the existence of a body or bodies that prevent corruption, as well as a body or bodies or persons specialized in combating corruption through law enforcement. Each state party also needs to have in place a system of accounting and auditing standards and related oversight. The UNCAC thus requires the establishment of such institutions, unless they already exist in some form.

In Afghanistan there are currently a number of institutions who have a mandate to fight corruption, from the side of prevention as well as enforcement. These include the Afghan National Police (ANP), the Attorney General's Office (AGO), the Control and Audit Office (CAO), the HOO, the Independent Administrative Reform and Civil Service Commission (IARCSC) and the Supreme Court.

Prevention and Awareness-Raising Institutions

The High Office of Oversight for the Implementation of Anti-Corruption Strategy: The HOO was established by Presidential Decree in August 2008. The HOO is mandated with overseeing the implementation of the NACS, taking the lead on corruption prevention and awareness-raising and to coordinating government-wide efforts to fight corruption. As such the HOO has a critical role to play in the fight against corruption and has received high level political support, most recently through a Presidential Decree and Executive Order (*Ferman* and *Hukum*) which increased powers of the HOO. The new institution however still lacks the human and financial capacity to effectively fulfil its mandate and will require extensive technical assistance in the foreseeable future. The HOO currently has a central office with seven technical directorships and in the future seven regional offices are envisaged.

The Control and Audit Office: The CAO is the Supreme Audit Institution of Afghanistan that functions under the direct control of the President. The CAO mainly concentrates on “*a posteriori*” financial audits but it is also mandated to identify deficiencies and inadequacies in the public administration. The CAO also provides methodological guidance to the internal inspection and audit departments in the ministries. The annual audit report is sent to the President and (for the first time in 2007) also to the National Assembly, but is not accessible to the public. Criminal cases are forwarded to the AGO with supporting evidence. Though having a critical role to play in the prevention of corruption the CAO has received limited support and lacks the capacity and independence to effectively fulfil this mandate.

The Independent Administration Reform and Civil Service Commission: The IARCSC is mandated with reforming the civil service to ensure the effective delivery of services and ensuring the transparent and accountable provision of government services. The IARCSC is also charged with ensuring a merit-based recruitment and appointment system through the Independent Appointments Board and the Independent Appeals Board. Through the Civil Service Training Institute (CSTI) the IARCSCS also has a key function to play in training and awareness-raising of civil servants on ethics, conflict of interest and the Code of Conduct for civil servants.

Enforcement Institutions

The Afghan National Police: The police is organised under the Ministry of Interior (MOI) and has a special department responsible for detection of corruption cases, the Criminal Investigation Department (CID). The police is only mandated to detect cases and must submit all cases to the AGO for further investigation, but there is no mandate to follow up on cases submitted. In addition to the CID the Department for Economic Crimes also plays a role in detecting corruption related crime and the Detection Department is involved in surveillance aimed at detecting corruption related crime.

The Attorney General's Office: The AGO is ‘independent’ under the Constitution, but forms part of the executive branch of Government, with approximately 4,500 staff, including over 2,500 prosecutors. In theory, the AGO administration has offices in all 34 provinces and in over 300 districts. It is charged with investigation and prosecution of crime, in conjunction with the ANP. The AGO is establishing a specialist unit, the Anti-Corruption Unit (ACU), with responsibility for investigating and prosecuting cases related to corruption and fraud. It notably follows-up on cases transferred by the Major Crimes Task Force (MCTF).

The Supreme Court: The Jurisdiction of the Afghan courts is government by the 2004 Constitution and the 2005 Law on the Organization and Authority of the Courts of the Islamic Republic of Afghanistan. The Supreme Court is the highest judicial organ, and according to the Constitution is “an independent organ of the state”. The Supreme Court also administers and oversees the lower courts. An Anti-corruption Tribunal was established in November 2009 to deal specifically with significant anti-corruption cases.

In addition to the above mentioned institutions that are also several other institutions which have mandates or functions relating to the fight against corruption. This includes the internal audit function that exists or is being established in numerous ministries; complaints mechanism in various ministries, including the Ministry of Education (MOE), the Ministry of Finance (MOF) and MOI; the Independent Directorate of Local Government (IDLG); the National Assembly; and the Provincial Councils.

So while many of the key institutions that make up a national integrity system are in place their outreach is limited, their relationship with the Afghan people is underdeveloped, the capacities of their staff are weak and the legal instruments that provide them with their mandate are frequently insufficient. In the past the institutional arrangements for combating corruption have also been marred by overlapping mandates and at times outright competition. The effectiveness of the institutions involved in the fight against corruption has also been negatively impacted by the inability or unwillingness of a weak judiciary and cautious political establishment to act decisively against cases of corruption.

The establishment of the HOO, with its mandate to coordinate the fight against corruption, has the potential to rectify several of the shortcomings of the existing institutional arrangements for fighting corruption. The NACS also provides a starting point for greater clarity on the roles and responsibilities of all government institutions with the HOO mandated to ensure that the strategy is implemented. The HOO will, however, itself require extensive capacity development support to fulfil its mandate. Strengthening the capacity of the HOO is a key component of the ACT project. The project will also support capacity development of the CAO to enable it to play a more active role in the prevention of corruption. Through increased coordination also within the international community in the area of corruption the ACT project will seek to ensure increased coordination and collaboration between enforcement and prevention institutions.

Political Appraisal

Corruption is given priority in several key documents including the ANDS and the Afghan Compact. H.E. President Karzai has repeatedly and publicly acknowledged the seriousness of the problem and stressed the commitment of the GIRoA to stamp out corruption. This included explicit political commitment at Paris Conference in 2008, and in London and Kabul Conferences in 2010, to intensify efforts in fighting corruption, ratification of the United Nations Convention against Corruption (UNCAC) on 25 August 2008 and establishing the High Office of Oversight for implementation of the National Anti-Corruption Strategy through issuance of a Presidential decree in 2008. The 2008 decree gave the HOO a broad mandate to support and oversee the development of sectoral and individual institutional anti-corruption strategies and action plans focusing on both corruption prevention and anti-corruption enforcement. More specifically, the HOO also collects and oversees action on corruption complaints, manages an asset declaration process for government officials, and

has initiated specific attempts at regulatory reforms to help reduce opportunities for corruption in certain public services. HOO's legal basis and independence was not sufficiently ensured in the original decree hence after the London Conference President Karzai issued a new Presidential Decree (*Ferman*) in February 2010 which provides for independence of the HOO and gives it power to conduct preliminary investigation of corruption offences. The decree further provides for establishment of a Monitoring and Evaluation Committee (MEC) composed of Afghan and international notables mandated to steer the progress of fight against corruption. This new decree has the potential to provide a significant opportunity to reduce corruption through addressing institutional and legal weaknesses of the HOO to become an effective and trustable anti corruption agency.

Environmental Appraisal

Corruption may also lower compliance with environmental regulations (including on emission of pollutants), lead to diversion of funds allocated to protection of environment, or facilitate trafficking in wildlife and natural resources and cause depletion of natural resources. While the project is not likely to have any direct environmental impact, it will contribute to strengthening of governance of natural resources and can reduce corruption which affects the environmental sector.

1.2 Background

The United Nations Development Programme's (UNDP) ACT project was launched in January 2007 and has been providing support to the GIROA and Afghan civil society in the fight against corruption. The reformulated ACT project serves as a continuation of the support provided to date. The ACT project has been working and will continue to work in close collaboration with the Asian Development Bank (ADB), the Department for International Development (DFID), the United Nations Office on Drugs and Crime (UNODC), the United States Agency for International Development (USAID) and the World Bank in supporting the GIROA in the prevention of and awareness-raising on corruption. On the enforcement side the United Kingdom and United States Governments, together with UNODC, have been providing support to the AGO in the establishment of the ACU and the international community is working to support anti-corruption efforts in the MOI.

The GIROA has taken several key steps in the fight against corruption, including the ratification of the UNCAC, the finalization of the NACS, issuance of a Presidential Decree (*Ferman*), an Executive order of the President (*Hukum*) and the establishment of the HOO and increasing efforts to coordinate the fight against corruption. Efforts by the GIROA, with the support of the international community, to reform the government system at the central and sub-national level and strengthening the civil service also contribute to prevention of corruption. It continues to remain critical that the GIROA increase coordination and efforts in the fight against corruption and move from rhetoric towards concrete actions in the fight against corruption.

1.3 Constraints and challenges

Political will: While H.E. President Karzai has repeatedly stated the Government's commitment to fight corruption political will does not necessarily extend throughout the

GIRoA. Without support at the highest level within the institutions which the project will be partnering with it is unlikely that activities will have significant impact. It is therefore crucial that the project engage with institutions where there is already a clear commitment to the fight against corruption. The project will also support the public and civil society in generating political will for the fight against corruption.

Institutional clarity: The fight against corruption has in the past been hampered by the lack of institutional clarity and overlapping mandates. The NACS and the HOO provide opportunities for ensuring greater institutional clarity and coordination of government efforts in the fight against corruption. To this end the project will support the HOO in developing the capacity to coordinate efforts to fight corruption.

Coordination: An increasing number of actors within the international community are becoming involved in supporting the government in the fight against corruption. It will be essential that there is effective coordination, and when relevant collaboration, to avoid overlaps and to ensure the effective use of resources. To this end, UNDP and the ACT project, in collaboration with other relevant actors, will seek to take a leading role in coordinating the efforts of the international community.

Independence of oversight institutions: Independence of institutions which hold governments accountable to the public, and ensure the transparency of government operations, and preventing political interference in operations of such institutions is a key element of any advanced governance system, required in certain instances by international instruments. Supreme Audit institutions, and anti-corruption entities, and prosecutorial bodies are, therefore, granted formal and fiscal independence in many countries. GIRoA has committed itself in the 2010 Kabul Conference to ensure independence of HOO and CAO, however, that commitment is yet to be translated into action. Establishment of MEC, which will be supported by the project, is in part intended to fill the independence gap in the area of anti-corruption. The project will further assist HOO and CAO in their move towards formal independence.

2. Project Approach / Strategy

Strategy, pages 7-10 of the Project Document dated April 9, 2009 are cancelled and replaced by the following:

The project takes the ANDS, the NACS and the UNCAC as its starting point. The project components have been developed in order to support the government in meeting the priorities and requirements set out in these key strategies and conventions. In addition, the four project components are defined in order to maximize synergies among them and positive feed-back effects in the anti-corruption operational efforts undertaken by government and civil society.

A holistic approach is required for the fight against corruption to be successful. Such an approach includes prevention and awareness-raising as well as enforcement. The project will focus on support in the areas of prevention, awareness-raising and capacity development, given the comparative advantages that the UNDP has in these areas. Close coordination and

collaboration will be established with international development partners focusing on the enforcement side to ensure that activities and approaches are complimentary.

Any successful approach to combating corruption will also require the involvement a wide range of actors along with the government, in particular civil society, media and the public. To this end the project will engage with and support a broad range of actors outside of the government, with particular emphasis placed on increasing the involvement of civil society actors, media and the public in the fight against corruption through the generation of networks of civil associations that will be operationally linked to specific government agencies. A key strategy will be to form partnerships with the relevant actors in the areas in which the project is engaging. Only through broad-based coalitions and joint activities when relevant will anti-corruption efforts prove to be effective and sustainable. (See Annex 3 for further details on Linkages and Partnerships.)

HOO as the leading anti-corruption institutions, together with CAO, MOE, MOF, and MOI, will be key partners for the project given central roles that these institutions have to play in the prevention of corruption, training and advocacy and inter-institutional coordination of anticorruption across the Afghan State. The project will engage with civil society at the central as well as sub-national level.

The project will place a strong emphasis on capacity development and skills transfer to enable the development of the necessary national capacities to ensure the sustainability of project outputs. In particular emphasis will be placed on developing capacities of government counterparts and Afghan civil society actors to take the lead in the fight against corruption. To this end the project will engage international experts/advisors on a long-term and short term basis with an explicit mandate and responsibility to provide mentoring and on-the-job training to national counterparts and work towards sustainable organizational change in partner institutions and organizations. Within the project team itself emphasis will also be placed on the transfer of skills from international to national staff to allow for gradual nationalization.

It is expected that there will be a need for further support to the government and civil society in the area of anti-corruption beyond the duration of the current phase of the ACT project. It is therefore envisaged that a third phase of the project will be developed based on experiences and lessons learned generated during the earlier phases of the project.

The project will work towards a further deepening of the understanding of the extent and causes of corruption in Afghanistan to inform the development of anti-corruption strategies and policies as well as future anti-corruption initiatives undertaken by the government and international development partners.

3. Project Description

Results Framework, pages 10-17 of the Project Document April 9, 2009 are cancelled and replaced by the following:

3.1 Project Outputs

COMPONENT 1: IMPROVED INSTITUTIONAL AND POLICY ENVIRONMENT CREATED TO SUPPORT THE IMPLEMENTATION OF THE NATIONAL ANTI-CORRUPTION STRATEGY

Several critical steps have been taken by the GIROA towards strengthening institutional, legal and policy frameworks for combating corruption. Significant support will however be necessary to ensure that these initiatives become entrenched and that the opportunities which they provide are capitalized upon. Of particular importance is to ensure the implementation of the NACS and establishment and strengthening of the HOO, as well as establishing a baseline against which to measure progress in the fight against corruption.

Furthermore, raising the awareness of civil servants at all levels of government, the judiciary, the National Assembly, Provincial Councils and the public (in particular the youth) is essential to creating an environment in which there is a growing culture of no-tolerance for corruption and increased support for the fight against corruption. Though such a culture of no-tolerance will grow only over time the project seeks to support this through awareness-raising, training and advocacy initiatives.

Output 1.1: High Office of Oversight enabled to fulfil its mandate

The implementation of the NACS will play a significant part in successfully fighting corruption, as will greater coordination of anti-corruption efforts within the government. A well functioning HOO will have a key role to play in ensuring the implementation of the NACS and enhanced inter-governmental coordination. Therefore support to the HOO is a key component of the project's overall support to the government's fight against corruption.

As part of the project will be based in the HOO the project staff and staff hired through a Letter of Agreement (LOA) with the HOO will be providing advice and support to its senior management on a day-to-day basis. To ensure sustainability and skills transfer the project will also provide long-term mentoring through international and national advisors/experts who will be working directly with the staff of the different departments within the HOO. In order to meet emerging needs the project will also ensure that there is sufficient flexibility to provide short-term expertise as and when necessary. In addition to this emphasis will also be placed on developing partnerships with anti-corruption institutions to allow for exchanges and skills transfer, allowing the HOO to benefit from experiences and lessons learned of practitioners in other countries.

The HOO will require considerable support, requiring the active engagement of a range of actors. Together with the HOO the project will work towards coordinating support in order to avoid duplication and ensuring that support is provided to meet all the needs of the office.

Sub-Output 1.1.1: Management and administrative capacity of the High Office of Oversight enhanced

Though enabling the HOO to fulfil its mandate will depend on developing technical capacity it is also critical that the necessary management and administrative capacities are developed and processes and procedures established to allow the HOO to function effectively. Essential to the functioning of the institution will also be the development and strengthening of the organizational structure of the HOO.

The project will support the development of management capacity within the HOO through providing long-term advisors to the senior management as well as short-term expertise as necessary. As part of strengthening management capacity of the HOO the project will support the strengthening of the Secretariat/Chief of Staff's Office.

The project will provide the necessary expertise to the HOO in order to support the development of the organizational structure. Support will also be provided to develop and establish the necessary process and procedures for the functioning of HOO, including finance, human resources, procurement and general office support. In the longer-term the project will provide advisory and capacity development support to the Administration Department and the Human Resource Department through mentoring provided by long-term advisors/experts and when the need arises through the provision of short-term expertise.

Sub-Output 1.1.2: Capacity of key departments in the High Office of Oversight enhanced through the issuing of Protocols of inter-institutional coordination for addressing the combat and prevention of corruption

Developing the technical capacity of the HOO will require considerable specialized support. While support will be provided to the HOO as a whole, particular emphasis will be placed on supporting capacity development of the current Strategy and Planning Department,³ Oversight Department, and Prevention Department,⁴ with focus on inter-institutional coordination for addressing the combat and prevention of corruption. Capacity development support will be provided by long-term advisors/experts located within each of the departments and when the need arises through the provision of short-term expertise.

In order to ensure that staff of the HOO gains practical experience and on-the-job training in addition to long-term mentoring they will also be involved in the implementation of several activities under the project. This will for example include staff from the HOO taking part in all Vulnerability to Corruption Assessments (VCA) (see Output 2.1), a methodology which is eventually to be adopted by the Prevention Department. The development of technical capacity within the HOO will significantly benefit from exchanges with anti-corruption institutions in other countries (see Sub-Output 1.1.3).

³ As part of the support provided to the Strategy and Planning Department particular attention will be given to working with the HOO in further operationalizing the NACS and developing clearly defined action plans for its implementation. Furthermore, policy-related activities of HOO, including survey and research and a National Integrity Monitoring System housed at HOO will be supported.

⁴ As part of the support provided to the Prevention Department particular attention will be given to developing capacity to engage with municipalities/local government. The critical role that the justice institutions have to play in the fight against corruption is also recognized. Therefore the project will also focus on developing capacity within the Prevention Department to engage with the justice sector institutions, as well as in maintaining close coordination.

Support to the Complaints and Information Gathering Department will be provided under Output 2.2 of the project. Case tracking departments will be supported under this component to assist HOO in performing its coordination role with institutions supported under Output 2.2 as well as other law enforcement agencies.

Capacity development support to the Training and Capacity Building Unit and Media and Public Outreach Unit will be provided under Output 1.4 and Component 3 of the project. Particular attention will be given to strengthening the cooperation between HOO and Civil Society Organization (See Component 3 of the project). In conjunction with Public Outreach Department and Prevention Department training materials and modules will be developed and integrated into on-going training initiatives of civil servants (see Output 1.3).

Furthermore, HOO will be supported in enhancing its coordination role with other relevant institutions in the area of anti-corruption (including through conclusion of operational protocols of inter-institutional cooperation). The support provided under Sub-Output 1.1.2 will not only focus on the central level. The relevant advisors/experts will also provide the necessary training and capacity development support for the staff of the HOO Regional Offices which are to be established.

Sub-Output 1.1.3: Strategic national, regional and international partnerships developed

There is much to learn for the HOO from the experiences of long established anti-corruption institutions in other countries. The project will support the development of partnerships between the HOO with relevant anti-corruption institutions in other countries. This will allow the HOO to benefit from their experiences, lessons learned and expertise, with a focus on developing the necessary technical capacities. Rather than focusing on 'study visits' the project will provide support to relevant staff of the HOO to work alongside counterparts from other countries anti-corruption institutions, allowing the staff of the HOO to gain practical experience from working with experienced anti-corruption practitioners.

Support will also be provided to the HOO to join regional and international anti-corruption networks and forums. This support will not be limited only to the HOO, with support extended to other Afghan institutions involved in the fight against corruption when relevant.

Output 1.2: Comprehensive corruption monitoring system established

To successfully combat corruption it is necessary to have accurate information on the extent and causes of corruption, something which does not exist in Afghanistan. It is therefore necessary to establish a comprehensive corruption monitoring system. A corruption monitoring system is also necessary in order to measure progress in the fight against corruption over time. The envisaged corruption monitoring system will allow for this and will also serve as tool for informing future policy decisions in the fight against corruption and provide the necessary inputs to strategy formulation at the national, sub-national, sectoral and institutional levels.

The corruption monitoring system will consist of three substantive technical components that together provide a comprehensive overview of the extent, causes and perceptions of corruption as well as measure progress in the fight against corruption. The components are:

1. UNCAC self-assessment and an objective external assessment to measure Afghanistan's progress in implementation of the provisions of the Convention.
2. Strategy implementation monitoring tool: to measure the implementation of the NACS based on clearly defined indicators.
3. Corruption experience and perception-based surveys: to provide data on perceptions and experiences of corruption amongst civil servants and the population.
4. A sector by sector assessment that encompasses law enforcement agencies (Attorney General's Office) and preventive agencies (e.g. CAO).

The corruption experience and perception surveys will be carried out nationwide and will consist of General Civil Servant Surveys, Police Surveys, Education Sector Surveys, Justice Sector Surveys, General Population Survey and Business Sector Surveys. The surveys will be complemented with focus group discussions and case studies focus on specific service delivery procedures.

The Corruption Monitoring System (CMS) will be established with four main sections addressing each of the technical domains of coordinating anticorruption policy efforts (social and situational prevention, legal drafting and law enforcement, public advocacy, and policy review). CMS will be developed within the HOO to ensure sustainability and national ownership and will build on experience of other corruption surveys carried out in Afghanistan and elsewhere.

To develop the necessary capacity within the HOO to overtime take full ownership of the corruption monitoring system a Survey Unit will be established in the HOO's Strategy and Planning Department with support and staffing provided jointly by the ACT project and UNODC. The Survey Unit will function as part of the policy review domain and will also support the HOO in developing a partial set of indicators in order to allow for a quantitative measurement of progress on the implementation of the NACS based on clearly defined and time-bound targets. The CMS will be trained and advised by the ACT project and four capacity development manuals with its protocols and training material will be produced for each of the four technical areas of CMS, stated above.

COMPONENT 2: ENHANCED ACCOUNTABILITY, TRANSPARENCY AND INTEGRITY IN KEY GOVERNMENT INSTITUTIONS

Government ministries and institutions themselves have a key role to play in the fight against corruption, as the HOO will not be able to effectively fight corruption on its own. It is therefore essential that all government ministries and institutions play an active role in ensuring the implementation of the NACS, putting in place measures to promote transparency and prevent corruption, particularly in service delivery, from occurring. It is also critical that all government ministries and institutions develop the capacity to receive complaints related to corruption and to address corruption cases administratively, as corruption-related offences will not always constitute a criminal case. Attitudinal change of civil servants will also form a critical element in strengthening accountability, transparency and integrity requiring extensive training and awareness-raising efforts. Increased accountability, transparency and integrity of government ministries and institutions will also be strengthened by, and facilitate, citizens', communities' and civil society's ability to monitor and hold the government accountable for the delivery of services (see Sub-Output 3.3).

The project will continue its on-going support to the MOF, CAO and MOI and reinforce its support to MOE in enhancing anti-corruption efforts. , A critical element of support to the ministries is that activities not focus only on the central level. Efforts at the sub-national level will therefore be an integral part of the activities undertaken in collaboration with the relevant ministries. Activities in Component 2 will benefit from the results of the various surveys that will be conducted as part of Output 1.2.

In order to ensure that activities under Component 2 achieve the expected results and to ensure sustainability, all activities will be closely coordinated with key providers of technical assistance in the respective ministries and to the extent possible efforts will be made to carry out activities jointly.

In this context, an agreement has been reached with the senior management of the MOF to involve a network of UNDP-trained civil associations to serve as a secondary and tertiary channel for receiving, classifying and forwarding complaints to the MOF Complaints Office. Furthermore, an Integrity Promotion Office (IPO) will have oversight and policy role in the improvements in the handling and investigation of the complaints. The civil society network will be making recommendations on how the authorities should process the complaints, working closely and providing help to the Complaints Office and the IPO in the MOF, MOE and MOI. The two actors (CSO and IPO) will have an ideal linkage with the HOO.

To ensure transparency a network of civil associations will be selected and trained by UNDP ACT project at HOO premises. At a subsequent stage, HOO will focus on training and a coordination role with the AGO addressing how effectively the MOF complaints should be dealt with. International experience shows that these types of mechanisms possess the capacity to improve the social perception of legitimacy of government institutions and would increase the levels of trust between the public and the government.

The linkage of three Complaints Offices at MOF, MOE, and MOI with civil society networks and the IPOs in each ministry will address concerns of accountability and transparency in the complaints resolution process and will ensure the close collaboration between a network of civil society actors the IPO and the Complaints Office, while at the same time ensure the independence and perceived impartiality of the Complaints Office. Complaints Offices in each ministry (MOE, MOF, MOI) will be the central points for receiving internal and external complaints within each ministry domains either directly or through secondary or tertiary channels i.e. the civil society network and/or the HOO. The Complaints Office will not, however, investigate complaints received. Rather it will perform the initial analysis and then pass the complaint on for investigation to the appropriate department or unit. The Complaints Office will process the complaints as per the rules and regulation while the IPO will play the crucial role of overseeing the entire procedure of complaints' reception, processing and investigation, thus ensuring that complaints are resolved in a timely manner and in accordance with rules and regulations.

Output 2.1: Vulnerability to Corruption Assessments (VCAs) completed and recommendations integrated in on-going technical assistance in four government institutions

Prevention of corruption requires a thorough understanding of procedures and processes within a ministry of sector. UNDP, together with the ADB, DFID and the World Bank, have conducted VCAs in a number of ministries and sectors with the aim of assessing vulnerabilities to corruption in particular processes and procedures. Based on the findings of the VCAs, action plans have been developed to strengthen the processes and procedures that have been assessed.

As part of the expanded phase of the project, additional VCAs are proposed to be carried out in the MOE/Education Sector. One VCA was conducted in 2010 and another follow up VCA will be conducted in 2012 in order to establish a before and after reforms comparison, given institutional improvements made), the MOI/Afghan National Police and a municipality. The departments, processes and procedures that will be assessed will be agreed upon with the respective government institutions with inputs from key providers of technical assistance in the respective sector. Priority will be given to departments, processes and procedures considered to be particularly vulnerable to corruption as well as with considerable government-citizen interface. The VCAs will also focus on processes and procedures from the central to the sub-national level given that a significant proportion of service delivery takes place at the province and district level.

The VCAs will be conducted together with relevant staff in the respective ministry/municipality as well as staff from the Prevention Department of HOO to ensure ownership of the process and that there is transfer of skills, allowing the HOO to take the lead in conducting future VCAs (see Sub-Output 1.1.2).

Based on the findings of the VCAs, action plans to reduce vulnerabilities to corruption within the respective government institution will be developed in close consultation with the senior management of the government institution, the HOO and key providers of technical assistance. The action plans will serve as a critical input to the development of the ministries internal integrity initiatives. The successful implementation of the VCA-based action plans will depend on the commitment of the respective government institution to implement the recommendations made as well as the commitment of the relevant providers of technical assistance to support the government institution in this regard.

Output 2.2: Complaints and investigation⁵ capacity established/developed in four government institutions

A well functioning complaints mechanism can serve as a strong deterrent to corruption and malfeasance amongst civil servants. It is also a useful tool for involving the public in holding those in power accountable and getting actively involved in the fight against corruption. The project will support the MOE, MOF and MOI to establish effective complaints mechanism, and will provide support to further develop and strengthen the complaints mechanisms when such mechanisms are already in place.

Sub-Output 2.2.1: Development of a Training Manual for the Complaints Offices in 3 ministries

⁵ Investigation should be understood as referring to investigations of administrative cases. It is recognized that all criminal cases are to be referred to the AGO.

As part of this support the project will develop complaints management training and guide manual with its corresponding software to ensure the effective handling of complaints. The effectiveness of the complaints mechanism will also depend on its accessibility at the sub-national level.

Activities aimed at supporting the establishment/development of complaints mechanisms will be closely coordinated with the HOO in view of its mandate as the central point for receiving complaints. In the implementation of activities related to the complaints mechanisms relevant staff of the HOO will be involved to allow them to benefit from on the job training and the transfer of skills.

The credibility of the complaints mechanisms will depend to a large extent on whether or not there is follow-up on the complaints received. This will in part depend on the capacity of MOE, MOF and MOI to enhance the transparency of the complaint-process of reception and processing. In this context, a network of civil associations will be trained by UNDP with the purpose of receiving and classifying complaints and IPOs in each ministry will oversee the investigation and resolution of complaints either through each ministry or through the Attorney General's Office.

Support to the establishment/strengthening of complaints mechanisms and investigation capacity in MOE, MOF and MOI will be provided by long-term experts/advisors that will provide the necessary technical inputs as well as provide mentoring and on-the-job training of the relevant staff within the ministries. The project will also support MOE, MOF and MOI to put in place the necessary IT and communications equipment for handling complaints and investigations.

Output 2.3: Integrity Promotion Offices established in government institutions

To develop the necessary capacity for developing and implementing internal integrity initiatives the project will fund the establishment of Integrity Promotion Offices (IPO) in each of the MOE, MOF and MOI. The IPOs will be staffed by national staff supported by long-term advisors/experts. The IPOs will work closely with senior management in the respective government institutions in order to develop internal anti-corruption plans, incorporating the findings of relevant surveys (see Output 1.2), overseeing the complaint mechanisms and their related investigations within each ministry, supporting the VCAs (see Output 2.1), develop action plan of policy measures based on the VCAs, and supporting implementation of these action plans.

The IPOs will take the lead in ensuring that the recommendations coming out of the VCAs are implemented. To this end they will also support the respective government institution in coordinating overall efforts to promote transparency and fight corruption, bringing together all actors providing technical assistance in the respective sectors.

The IPOs will play a key role in affecting attitudinal change and awareness-raising amongst civil servants through supporting the delivery of corruption, ethics and conflict of interest training.

The IPOs will also serve as a link between the HOO and the MOE, MOF and MOI. They will support the government institutions in reporting on the implementation of the NACS as well as facilitate the work of HOO in supporting its work in the area of strategy development, prevention and oversight.

While the staff of the IPOs will be funded through the project it is expected that they will be employed by the government at the end of the project and that the IPOs will become a permanent office within the structure of the ministry.

Output 2.4: Capacity of the Control and Audit Office to ensure financial accountability in government institutions strengthened

The CAO has a key role to play in the prevention of corruption through its mandate to hold public officials accountable for their performance and use of public funds and assets. The ability to carry out this mandate depends on the capacity of the CAO to carry out financial and performance audits with financial audits providing assurance on financial statements and performance audits providing an assessment of the performance of government institutions. Performance audits are particularly important for minimising corruption and maladministration of public funds and maximizing the limited resources available to the civil service. The effectiveness of the CAO in holding public officials accountable will also depend on the degree of transparency of audit reports and their accessibility to other actors such as the National Assembly, media and civil society.

Sub-Output 2.4.1: Capacity of the Control and Audit Office to detect corruption and fraud strengthened

The ability of the CAO to play an active role in the prevention of corruption will require that auditing procedures are in place that are specifically designed to reduce the incidence of corruption and increase the likelihood of its detection. Existing auditing procedures will therefore be reviewed to assess their actual effectiveness in preventing and detecting corruption. Based on the review recommendations will be made on how to improve and further strengthen these procedures supported by checklists, manuals or handbooks, wherever essential.

The project will support the CAO in developing the capacity of relevant staff to make effective use of auditing procedures aimed at preventing and detecting corruption. Capacity development support will be provided through mentoring and on-the-job training provided by a long-term technical expert/advisor as well as participation in relevant international trainings and the development of partnerships with relevant audit institutions in the region and internationally. In carrying out this activity, training material and modules will be developed and delivered.

The support provided to the CAO to strengthen the capacity to deter and detect corruption and fraud will be closely coordinated with the HOO. It is also aimed at strengthening the CAO's capacity to perform the role that it has been mandated vis-à-vis the HOO, i.e. review financial activities/data referred to it by the HOO. The project will also seek to further strengthen the partnership between the CAO and existing internal audit functions in government institutions.

Sub-Output 2.4.2: Outreach capacity of the Control and Audit Office

International best practice indicates the importance of transparency of audit institutions on carrying out their mandate and the public accessibility of audit reports in allowing audit institutions to effectively play a role in holding public officials accountable. The current legislation in Afghanistan however does not provide for public access to audit reports. A study will be conducted of current practices for the submission of audit reports and findings with recommendations made for how transparency of the CAO and accessibility to audit reports can be increased as well as an assessment of the feasibility of these recommendations.

The project will support the CAO in strengthening its capacity to present audit reports and findings in an accessible and user friendly manner. Initial focus will be placed on the GIROA's annual financial statement which is submitted to the CAO by the MOF for verification before it is submitted to the National Assembly. Within the existing legal framework the project will support the CAO to further develop their partnership and establish coordination with relevant actors to increase transparency and accessibility of audit reports and the effective presentation of audit findings.

The project will also support the development of an information campaign to raise awareness and understanding within the GIROA and of civil society, media and the public of the role, mandate and function of the CAO.

The project will support initiatives to facilitate coordination among the institutions involved in anti-corruption as well as that with the audited ministries/organisations to improve follow up on the audit findings that are indicative of possibilities of fraud and corruption.

COMPONENT 3: INCREASED AWARENESS AND UNDERSTANDING AMONGST THE PUBLIC AND ENHANCED CAPACITY OF CIVIL SOCIETY AND MEDIA TO EFFECTIVELY CONTRIBUTE TO THE FIGHT AGAINST CORRUPTION

Raising the awareness of the public (in particular the youth) is essential to creating an environment in which there is a growing culture of no-tolerance for corruption and increased support for the fight against corruption. Though the development of such a culture of no-tolerance will grow only over time, the project seeks to support this through awareness-raising, training and advocacy initiatives.

Civil society actors (including youth and women organizations) and the media have a crucial role to play in the fight against corruption by holding the government and the donor community accountable for their actions through social auditing, as well as promoting the engagement of society as a whole in the fight against corruption. Civil society actors and the media are, however, as of yet only involved in the fight against corruption to a limited extent. Furthermore, the capacity of these actors to engage in accountability and transparency initiatives is limited. The project will seek to strengthen the capacity of civil society actors and media to engage in the fight against corruption, create networks of civil society

organizations to facilitate government-public interface. In addition, the project will provide financial support to viable initiatives by civil society organizations and networks aimed at increasing accountability and transparency. Given the important role that civil society can play, the other three components of the project document include a civil society aspect contributing to engaging civil society in the anti-corruption efforts of the government supported by this component.

Output 3.1: Awareness-raising campaign material for the general public developed and distributed to raise understanding of general public about corruption and their role in the fight against corruption

Active engagement by the public is essential to any efforts to combat corruption. It is therefore necessary to raise the awareness of the public on the role that it can play in the fight against corruption. In close collaboration with the HOO, the project will develop and carry out awareness-raising campaign to raise understanding of general public about corruption and their role to fight corruption at national and sub-national level. TV and radio spots, billboards, posters, and other materials will be developed and used. Care will be taken to ensure that advocacy campaigns and awareness-raising materials are adapted and are suitable to the Afghan context.

As part of the campaign, the project, together with United Nations Assistance Mission to Afghanistan (UNAMA) and UNODC will support the HOO in organizing nationwide celebrations of the International Anti-Corruption Day. The celebrations will serve as a means to raise the awareness of the public of the achievements of the government in the fight corruption as well as to engage with the broader public on issues related to corruption. Similarly, the project will support the CSOs including media organizations to organize public advocacy events and forums to raise their voices in the fight against corruption.

Output 3.2: Training module on the role of public representatives in the fight against corruption developed and capacity building trainings delivered to members of parliament and provincial councils

There is a need to increase awareness of members of parliament and provincial councils on the extent and consequences of corruption in Afghanistan, the need for a holistic approach to fighting corruption, as well as the role of public representatives in the fight against corruption. The project will develop a training module on the role of public representatives in the fight against corruption which will be adapted to the Afghan context, taking into account existing materials, textbooks, guides and manuals. The training materials will be developed in close consultation with the HOO and Afghanistan Sub-National Governance Programme (ASGP). Trainings based on the material will be incorporated into on-going training initiatives to the extent possible and will be delivered through the HOO and ASGP.

Output 3.3: Training modules on the operational role of civil society in public complaints processing, monitoring public service delivery, research and advocacy, and access to information developed and trainings delivered (linked to Output 2.2)

The civil society in Afghanistan has a weak technical capacity in the area of anti-corruption. In order to enable the Afghan civil society to take an active part in the fight against

corruption, the ACT project will provide capacity development support to civil society actors, youth organizations and the media in order to support Output.2.2. The project will provide capacity building support to the Afghan CSOs through development of training materials and modules and delivery of trainings on topics related to anti-corruption including public complaints processing, monitoring of public service delivery and social audit, research and advocacy, and access to information. Technical support of international Non-Governmental Organizations (NGOs) and international experts, with experience in anti-corruption, will be sought to develop and deliver trainings. The modules will be developed in close consultation with HOO, Deputy Ministry of Youth Affairs, Civil Society Organizations and the media. In addition to the ACT project, trainings will be delivered through the HOO, MOF, MOE, Youth Information and Contact Centres and UNDP Gender Project at the national and sub-national level.

Output 3.4: Civil society and media networks established, guidelines for complaints processing by CSOs developed, and training manual on technical assessment of government institutions developed

Building on the capacity development of CSOs, the ACT project will support the establishment of linkages between civil society and media and GIROA in the fight against corruption with emphasis placed on exploring the opportunities for collaboration between civil society and HOO. The project will support creation of networks that will work as government-public interface including receiving and follow up of complaints and carrying out technical assessment of government institutions. The networks will also facilitate exchange of lessons learned, provision of mutual support and development of joint initiatives in the area of anti-corruption specially in social auditing. The project will provide capacity building to the CSOs in this regard by developing guidelines for complaints processing by CSOs and developing a training module on technical assessment of government institutions. The members of the networks will receive trainings in this regard. The ACT project will also coordinate the work of the networks with the Monitoring and Evaluation Committee and other relevant government institution.

Output 3.5: Civil society networks receive grants through the Accountability and Transparency Grants Facility in order to establish operational channels of engagement with the state

Through the Accountability and Transparency Grants Facility (ACT-GF) the project will provide civil society actors, youth and women's organizations and media organizations with small and medium-sized grants to undertake activities in the area of accountability and transparency with an emphasis on social auditing. Emphasis will be put on providing grants to networks of CSOs created to facilitate government-public interface linking with Output 2.2. During the training workshops for the CSOs' capacity building under output 3.3, the project will ensure that the capacity of CSOs are also built to develop relevant proposals for receiving funding through the ACT-GF. In addition, workshops will be organized at a later stage in the selection process during which international Civil Society Organizations (CSO)/Non-Governmental Organizations (NGO), with experience in anti-corruption, will support the applicants to further develop their proposals. After the project implementation by the CSOs, assessment of the project effectiveness will be carried out to determine the level of effectiveness of the project in a specific area of anti-corruption. For each completed

round of the ACT-GF a workshop will be organized by the grants recipients, with the support of the project, during which results, lessons learned and suggestions for further activities will be presented/discussed.

The project will ensure a fair, equitable and transparent process for the selection of grants recipients. A simplified and user friendly selection mechanism will ensure that support is provided not only to organizations already receiving support from the international community. Though the ACT-GF will provide support to civil society actors and media at the national and sub-national level, priority will be given to proposals coming through the networks created under output 3.4 thus generating synergies with Output.2.2.

COMPONENT 4: ENHANCED INDEPENDENT MONITORING OF ANTI-CORRUPTION EFFORTS UNDERTAKEN BY GOVERNMENT AND CIVIL SOCIETY

Supporting the government's holistic anti-corruption strategy requires a novel mechanism for international assistance. It is an empirical fact that every government that has experienced and benefitted from improvements in the prevention and combat of public and private sector corruption, has established an independent framework to monitor and evaluate the executive branch's efforts to combat and prevent corruption. In all governments that enjoy high levels of public sector governance this takes the form of parliamentary or national assembly (legislative) committees mandated with the task to monitor the executive branches' agencies in charge of law enforcement and crime prevention. In other governments with low institutional development, "blue ribbon" commissions are sometimes established, all composed of highly prestigious national and international members with the mandate to technically evaluate the nature, effectiveness, and impact of preventive and punitive policies against public and private sector corruption.

In addition, within this type of institutional environments, these committees are mandated to foster an institutional environment within which prosecutors and police can possess the technical feasibility (without undue political interference) to judicially process high-level corruption (criminal) charges brought against well-positioned high-level political actors at the national, provincial, and local domains.

In this context, the Government of Afghanistan invited the international community to form an International Monitoring and Evaluation Committee (MEC) to offer it policy advice and monitor and evaluate progress against specific benchmarks. The invitation from the Government of Afghanistan was welcomed by the international community gathered in the London Conference. Six members of the Committee (three Afghans and three international) will be selected by a nominating body to be assembled by the GIRoA.

International experience demonstrates that, for these ad-hoc committees to achieve their intended objectives, nominees require to be highly recognized national and international personalities that have previously occupied high-level positions in governments, international bodies, and civil society organizations with the capacity and willingness to interact on an equal basis with representatives of the highest levels of the Afghan Government (i.e. with the President, with Parliament members, and with cabinet ministers). The MEC members will also act in their capacity as experts on the ways and means to tackle

corruption and the MEC would be entirely independent. The Committee will determine its own operating procedures. The MEC will have the sole authority to determine the content of its reports, which must be published every six months, within one month of completion of every second visit. Publication means that all such reports will be available to the President, Parliament, and people of Afghanistan through the media. They will also be made available to the international community. Reports will provide an assessment against agreed benchmarks but may also choose to examine specific themes or sectors.

UNDP is called upon to assist in setting up this new mechanism and support its technical secretariat through a distinct component of ACT Project. Donor funding in support of this component will be separate from funding for the rest of the project.

Output 4.1: An executive secretariat of the MEC established with institutional channels developed to link with independent technical sources of information from HOO, civil society and private sector networks

A small number of executive staff supporting the MEC will establish an institutional presence in Afghanistan. The executive coordinator of the MEC will establish permanent channels to obtain and assess technical anti-corruption benchmark-related reports from the HOO's Corruption Monitoring System (linked to Output 1.2), a civil society board and a private sector board (to be trained by UNDP and linked to Output 3.4). Other channels of institutional communication may be developed outside of the ACT project's domain. The executive secretariat will not be under the umbrella of the High Office of Oversight (HOO) and would be further "firewalled" from the other institutions of the Afghan state through a system of recruitment and remuneration orchestrated through UNDP, through a system of technical assistance and permanent advisory through UNDP-ACT, and through its interaction with a civil society board, private sector board, and media board all reviewing and commenting on the Executive Secretariat's reports and performance.

The Executive Secretariat of the MEC will be constituted by technical officers specialized in the fields of crime prevention, law enforcement, policy analysis, and public advocacy within the civil society domain. The Executive Secretariat will be entrusted with all technical analysis of the private and public sector vulnerabilities to corruption and anti-corruption performance. Moreover, the Secretariat will generate monthly reports on the state of implementation anticorruption measures within the private and public sector and will provide all technical support to the 6 member MEC as requested.

Output 4.2: The capacity development of a civil society board achieved

An operational network of civil associations will be formed as part of the ACT project with the technical capacity to independently provide technical assessments at the local, provincial, and central government levels through technical reports to the MEC addressing the state of the anti-corruption efforts to be undertaken by the Afghan Government (linking to Outputs 2.2. and 3.4). This civil society operational network will be technically trained and assisted by UNDP.

Output 4.3: The formation, capacity development, and training of an operational private sector business board

International experience shows that the private sector can also provide the basis for a culture of corruption that later negatively impacts on the levels of investments undertaken by the national and foreign private sectors operating in Afghanistan. In this context, the private sector is normally part of a frequently held operational interaction with government agencies (MOFs, central banks, etc). In this framework, an operational network of Afghan private sector firms will be formed to independently provide assessments to the MEC while addressing the state of the anti-corruption efforts to be undertaken by the Afghan Government and by the private sector of Afghanistan within its own domain. The private sector network will receive UNDP’s technical facilitation.

Output 4.4: stakeholders group established

To provide strategic support for information gathering and feedback, the HOO, in consultation with the international community, will establish a stakeholders group composed of one representative from each of the following areas: executive branch, legislative branch, judicial branch, the private sector, media, civil society, and the donor community to serve as additional information sources and sounding board for the Committee. This Stakeholders Group will be technically assisted by UNDP in its deliberations and technical assessments.

3.2 Risk Analysis

Assumptions, risks, pages 26-27 of the Project Document dated April 9, 2009 are cancelled and replaced by the following:

Risk identification	Risk mitigation measures
Lack of political will and/or capacity to put declared commitments into practice.	Development partners, donor countries, and CSOs need to join forces and demand with a one-voice-approach a clear action from the government, parliament and the judicial sector and that they provide the necessary resources to the fight against corruption. Development partners can also help identify entry points to overcome restrictions for turning political commitment into practice.

<p>Resistance/lack of buy-in on the part of various stakeholders. Support for anti-corruption measures may not be widespread. Scepticism regarding feasibility of anti-corruption efforts in general.</p>	<p>The transformation to a society that does not tolerate corruption needs to be approached in a culturally and conflict sensitive manner. This is a long-term process, which requires incremental steps. Preventive measures introduced through basic public administration reforms, access to information and civil society empowerment concepts are therefore crucial. Afghanistan is a young society. In 5 years, the average age of the public servants is estimated to be 35. Focus therefore needs to be on the new generation. In the meantime, civil society is wary about corruption and is willing to become engaged. In particular Component 3 aims to empower these groups within society.</p>
<p>Possible divergence of views of HOO's senior management on the institutional scope and scale of activities that could hamper institutional effectiveness.</p>	<p>Provide technical advice to senior HOO management showing pros and cons of each alternative institutional framework all driven towards an institutional consensus</p>
<p>Anti-corruption programmes are long-term endeavours that require substantive funding. Lack of political will may result in a lack of donor funding which may hamper project implementation and render the programme unsustainable.</p>	<p>To sustain donor support, the government will need to express its political will to fight corruption through clear signals by relevant institutions supported through the project and issue measures that will enforce government action in this regard as well as facilitate the monitoring of progress by civil society and the media as well as other mechanisms.</p>
<p>A large number of actors within the international community are becoming increasingly involved in providing support to the GIRoA in the fight against corruption. This has the potential to lead to overlaps and inefficient use of project resources.</p>	<p>UNDP and the ACT project will take a leading role in coordinating the efforts of the international community and will work in close partnership with relevant actors to ensure coordination and the effective use of resources.</p>
<p>Tackling corruption will inevitably have a destabilizing impact, as a lot of the corruption problems are directly linked to power structures and illegal production of narcotics.</p>	<p>Corruption efforts need to be introduced in tandem with democratic initiatives, the rule of law, protection of human rights and poverty reduction efforts. Awareness raising and popular support is needed in order to create a critical mass of Afghans who demand meaningful change.</p>

<p>In the past five years not much has been done to fight corruption. There is a risk of wanting to do too much too soon. The absorptive capacity may be lacking, hence the risk that many of the outputs will be produced by external assistance rather than by the national stakeholders.</p>	<p>Careful management of expectations is needed. Voices from different sectors of society, including the media, have become more outspoken and forceful to advocate against corruption and promote accountability and transparency. To avoid an externally driven process, national stakeholders and civil society actors will be involved in project implementation.</p>
<p>Anti-corruption activities can be captured for political purposes.</p>	<p>Implementing partners will be carefully selected. This can be avoided through establishing broad coalitions involved in project implementation.</p>
<p>Difficulties in identifying and recruiting staff with the right qualifications of the project.</p>	<p>A wide range of networks will be utilized to identify suitable staff for the project, including mobilizing experts/advisors through development partners. There will also have to be a degree of flexibility in the implementation of activities to allow for alternative modes of delivery.</p>
<p>MEC may be rendered ineffective due to weak membership or lack of cooperation or its independence may be compromised due to government influence</p>	<p>Stakeholders involved in the selection process have to ensure independence and high profile of MEC members which can provide them with political clout to carry their task independently and without being influenced and to ensure effective cooperation; MEC's independence has to be ensured by creating firewalls between HOO and MEC's Technical Secretariat, as well as through effective distinction between component 4 and other components of ACT Project.</p>
<p>CSO's that are part of the network may face retaliations and harassment from corrupt officials within ministries (MOF, MOE, and MOI)</p>	<p>The formation of a network approach (at the national and international levels) by incorporating media organizations, coupled with fluent channel of communication with donor countries, will ensure enhanced protection to CSO networks.</p>

A risk log will be maintained, monitored and updated in ATLAS.

3.3 Monitoring and Evaluation

Monitoring and evaluation, page 21 of the Project Document dated April 9, 2009 is cancelled and replaced by the following:

Regular monitoring and evaluation of the project will allow for adjusting the pace and design of the project in a rapidly changing institutional, political and economic environment. Overall

internal monitoring of the project will be done by the project management team through weekly project management team meetings. Minutes will be prepared following each project management team meeting and will be made available to the UNDP Country Office and summaries will be provided to interested stakeholders.

Monitoring and evaluation of the implementation of project activities will also be carried out jointly with relevant government counterparts through meetings which will allow for regular feedback from government counterparts on the progress of project implementation as well as provides a mechanism to address challenges faced in project implementation.

Monitoring at the activity level will be carried out by the Project Team Component Clusters (see Management Arrangements below). Particular emphasis will be placed on monitoring of activity implementation of grants recipients under the ACT-GF.

The Project Team will also develop an overall monitoring and evaluation plan and to the extent feasible site visits, etc. will be carried out in collaboration with relevant UNDP Country Office Staff.

The Democratic Governance Unit of UNDP Country Office will carry out independent monitoring of project activities on the basis of approved Annual Work Plan and budget to ensure project resources and results are delivered on time and with good quality. To that end, the DG unit will develop an independent monitoring plan which will include site visits and regular meeting with relevant project stakeholders.

The Performance Indicators and Indicative Activities outlined in the Results and Resource Framework, together with the Multi-Annual Budget Sheet and Project Timetable, will serve as reference for project activities and will provide guidance for the ongoing monitoring of success in achieving the outputs of the project. To this end, quarterly and annual progress reports will be prepared by the Project Team. All progress reports will be submitted to the relevant government counterparts, relevant international community partners and the UNDP Country Office.

Project Reporting and Review meetings

Weekly project reports will be submitted by the project manager to UNDP Country Office to keep UNDP programme and management updated on issues on the ground.

Project Monthly Review meetings will be organized by UNDP Country Office to review project progress vis-a-vis the approved Annual Work Plan. The Project Manager will provide monthly progress report to UNDP prior to the monthly meetings

Project Quarterly Reports will be provided to donors and Project Board meetings will be convened on regular basis to review project progress and provide management guidance to project team

The project will ensure visibility of project activities through regular events held as part of the implementation of activities. The project will also be highlighted during the annual celebration of the International Anti-Corruption Day. A monthly ACT project newsletter will also be shared with all interested parties providing information on on-going and upcoming activities under the ACT project.

An external mid-term evaluation of the project will be carried out in the final quarter of 2010 to evaluate the project's approach, achievements, and failures. A final external evaluation of the project will be carried out three months prior to the end of the project in January 2012. The purpose of the final evaluation will be to document the project's approach, achievements and failures and to record lessons learned that will be useful for future projects in the area of anti-corruption and for the sharing of experiences within the UNDP Democratic Governance Practice.

In accordance with UNDP corporate regulations, an external audit will be conducted at the end of the project to ensure that UNDP resources have been managed, in accordance with the financial regulations, rules and practices and procedures, the project document and project work plans.

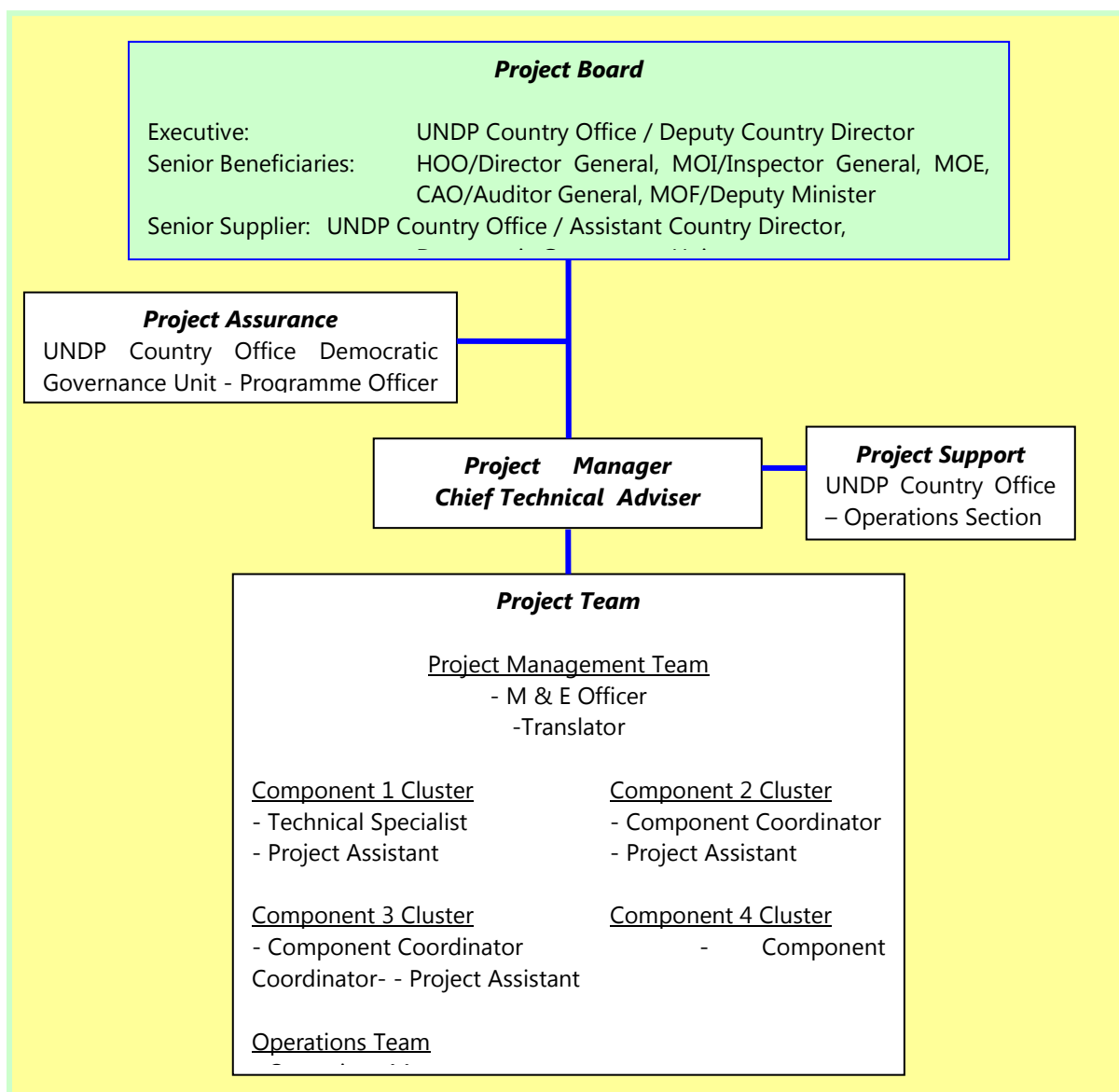
4. Management Arrangements

Management Arrangements, pages 18-21 of the Project Document dated April 9, 2009 are cancelled and replaced by the following:

The project being under Direct Implementation modality, UNDP will act as the implementation partner.

The management structure described in the chart below is a structure specifically designed to manage the project to its conclusion, and it consists of roles and responsibilities that bring together the various interests and skills involved in, and required by, the project. The roles and responsibilities are described in Annex 2.

Diagram of Project Management Arrangements



The Project Board will have the UNDP Country Office as the Executive and Senior Supplier in accordance with UNDP’s Direct Implementation Guidelines. As the main counterpart of the ACT project the HOO together with the CAO, MOE, MOF and MOI will serve as the Senior Beneficiaries and as counterparts of the project will also be represented in the Project Board, together with donors and partners within the international community. As part of the technical role of UNDP-ACT, the Project Board will possess a Secretariat provided by ACT that—upon request of donors—will perform the role of reporting on all coordinating efforts of all donors and implementer and will also be in charge of providing an assessment/review of the entire ACT’s project’s performance, every three months.

Recruitment, procurement and management and utilization of financial resources will be conducted in accordance with UNDP rules and regulations. Project assurance will be provided by the UNDP Country Office’s Democratic Governance Unit and Project Support will be provided as necessary by the UNDP Country Office Operations Section.

The Project Team, under the overall management of the Project Manager, has the direct responsibility for the management, monitoring and evaluation of the implementation of project activities. The project team is organized in Component Clusters that will provide dedicated support to project staff (i.e. international and national technical experts/advisors) responsible for delivering the outputs under the respective components. The Component Clusters are also responsible for the contracting and monitoring of implementing partners.

5. Legal Context

Legal Context, page 27 of the Project Document dated April 9, 2009 is cancelled and replaced by the following:

This project document shall be the instrument referred to as such in a) the Standard Technical Assistance Agreement, 1956 and b) Country Programme Action Plan (CPAP) 2010-2013. The host-country counterpart agency shall refer, for the purposes of the Standard Technical Assistance Agreement, to the Government co-operating agency described in the Agreement. (See Annex 1)

The project document shall be the instrument envisaged in the Supplemental Provision to the Project Document, attached hereto.

Consistent with the above Supplemental Provisions, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried; and
- b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.



Part 3: Results and Resource Framework

Results Framework, pages 29-34 of the Project Document dated April 9, 2009 are cancelled and replaced by the following:

<p>UNDAF Outcome:</p>
<p>Area of Cooperation: Governance, Rule of Law and Human Rights</p>
<p>Outcome 2: By 2009 an effective, more accountable and more representative public administration is established at the national and sub-national levels with improved delivery of services in an equitable, efficient and effective manner</p>
<p>Intended Outcome as stated in the Country Programme Results Framework:</p>
<p>Outcome 2: The democratic state and government institutions strengthened at all levels to govern and ensure the delivery of quality services including security with special attention to marginalized groups</p>
<p>Applicable Key Result:</p>
<p>DEMOCRATIC GOVERNANCE</p> <p>Strengthening accountable and responsive governing institutions</p>
<p>Intended CPAP Output:</p>
<p>Output 2.1: Public sector capacity strengthened through the development of civil service at the central and sub-national levels, the establishment of accountability mechanisms and the enhancement of information management for better service delivery</p>

CPAP Output(s) indicator(s):

Indicator 2.5. Public institutions at central and sub national level have introduced accountability and integrity mechanisms (including complaints mechanisms).

Baseline:

No effective mechanisms in place.

Benchmark: 2010

- Mechanisms introduced in 6 ministries and 3 municipalities;
- Formal and effective complaints mechanisms in place at the central and provincial levels;
- Internal integrity rules and accountability mechanisms established in the Parliament.

Indicator 2.6. National anti-corruption strategy developed and UNCAC provisions are implemented

Baseline:

- No National anti-corruption strategy;
- Not a state party to UNCAC.

Benchmark 2009:

- National anti-corruption strategy (NACS) in place;
- Ratification of UNCAC;
- Mechanism to monitor implementation of UNCAC and NACS in place;
- 15 laws in accordance with UNCAC provisions passed.

Project title and ID: Accountability and Transparency (ACT) project / 000 53 687

Project Outputs	Performance Indicators (baseline and benchmark)	Indicative Activities	Responsible Parties	Inputs
<p>Component 1: Improved Institutional and Policy Environment Created to Support the Implementation of the National Anti-Corruption Strategy</p>				
<p>Output 1.1: High Office of Oversight enabled to fulfil its mandate</p> <p>Sub-Output 1.1.1: Management and administrative capacity of the High Office of Oversight enhanced</p> <p>Sub-Output 1.1.2: Capacity of key departments in the High Office of Oversight enhanced through the issuing of Protocols of inter-institutional coordination for addressing the combat and prevention of corruption</p> <p>Sub-Output 1.1.3: Strategic national, regional and international partnerships</p>	<p>Indicator 1: Number of ministries and government offices that have developed anti-corruption action plans based on the National Anti-Corruption Strategy and reported to the High Office of Oversight on implementation progress.</p> <p>Baseline (2008): No ministries or government offices have to date developed anti-corruption action plans based in national anti-corruption strategy</p> <p>Target: All ministries and government offices have anti-corruption action plans and are reporting on implementation progress to</p>	<p>1.1.1.1: Enhance the HOO Secretariat / Chief of Staff's Office</p> <p>1.1.1.2: Provide advice and support to the senior management of the HOO</p> <p>1.1.1.3: Carry out needs assessment of Administration and Human Resource Department</p> <p>1.1.1.4: Provide capacity development support and on-the-job mentoring support to the Administration and Human Resource Departments</p> <p>1.1.2.1: Carry out needs assessment for the Strategy, Planning and Oversight Departments</p> <p>1.1.2.2: Develop capacity development plan and training materials based on needs assessment</p> <p>1.1.2.3: Provide capacity development support and on-the-job mentoring to the staff of the Strategy, Planning and Oversight Departments</p> <p>1.1.2.4: Support HOO and its Strategy</p>		<ul style="list-style-type: none"> - 1 International Strategy & Planning advisor - 6 Short-term international experts (Service Delivery x2, Public Policy, Needs Assessment, Justice Sector, Civil Service Reform) - 1 National Anti-Corruption Officer - 1 Prevention Associate - 34 Staff supporting various departments under the Letter of Agreement - Travel (Exchange visits and participation in regional and international events and network) - Workshops/Meetings - IT equipment - Furniture and office supplies

<p>developed</p>	<p>the HOO on a regular basis by March 2012.</p> <p>Benchmarks: 5 ministries/government offices in 2009; 20 ministries in 2010</p> <p>Indicator 2: Number of protocols of inter-institutional coordination for addressing the combat and prevention of corruption</p> <p>Baseline (2008): no protocols</p> <p>Target: All relevant institutions to have concluded protocols with HOO</p> <p>Benchmarks: 3 entities in 2011; All relevant entities by the end of 2012</p> <p>Indicator 3: Number of administrative procedures/processes assessed/reviewed by the HOO and recommendations for simplification made to the relevant ministries/government offices</p>	<p>Department in operationalizing the National Anti-Corruption Strategy and develop action plans and protocols of inter-institutional coordination for its implementation</p> <p>1.1.3.1: Facilitate exchange visits to develop the capacity of the HOO and facilitate participation of HOO and other relevant government officials in regional / international forums. The Afghan officials would present examples of their successful case studies of prevention or law enforcement.</p>		
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	<p>Baseline (2008): 1 assessment/review on-going</p> <p>Target: 10 procedures/processes reviewed and recommendations for simplification made by March 2012</p>			
<p>Output 1.2: Comprehensive corruption monitoring system established</p>	<p>Indicator 1: Baseline on experiences and perceptions of corruption amongst the general population, civil servants and the business sector</p> <p>Baseline 1 (2008): To date no comprehensive survey of corruption perceptions and experiences has been carried out</p> <p>Benchmark 1: 1 general population survey and 4 sectoral surveys conducted by end of 2011.</p> <p>Indicator 2: Baseline on effectiveness on conducting law enforcement investigations and audits both covering cases linked to corruption</p>	<p>1.2.1: Establish Survey Unit in the HOO</p> <p>1.2.2: Develop monitoring system for the implementation of the National Anti-Corruption Strategy</p> <p>1.2.3: Carry out nationwide surveys for general population, civil servants and business sector</p> <p>1.2.4: Conduct focus group discussion</p> <p>1.2.5: Conduct case studies</p>	<p>Output 1.2 will be conducted in collaboration with UNODC with funding for activities provided by UNDP</p>	<p>- MOU with UNODC</p>

	<p>Baseline 2: In 2009-10 no comprehensive assessment of effectiveness on conducting law enforcement investigations and audits both covering cases linked to corruption has been conducted.</p> <p>Benchmark 2: 10 ministerial assessments conducted with policy recommendations issued by the end of 2011 and 5 ministerial assessments conducted with policy recommendations issued by March 2012.</p> <p>Target: comprehensive corruption monitoring system established by March 2012.</p>			
Component 2: Enhanced Accountability, Transparency and Integrity in Key Government Institutions				
Output 2.1: Vulnerability to Corruption Assessments (VCAs) completed and recommendations integrated in on-going technical assistance in four government institutions	<p>Indicator 1: Number of action plans developed, adopted and implemented based on VCAs conducted</p> <p>Baseline (2008): No action plans adopted</p>	<p>2.1.1: Conduct VCAs in Ministry of Education (x2), Ministry of Interior (x2) a municipality (x1) and CAO (x1)</p> <p>2.1.2: Develop action plans for implementation of the VCA recommendations</p>		<ul style="list-style-type: none"> - 3 International VCA Consultants (MoF and CAO) - 2 International VCA Consultants (MOE) - 2 International Consultants (MOI) Contractual Services - Individual (Translator-MOE/MOI X2)

	<p>Target: VCAs conducted and action plans developed for selected ministries</p> <p>Benchmarks: 3 VCAs conducted by end of 2011 and follow up VCAs conducted by March 2012.</p>			
<p>Output 2.2: Complaints and investigation⁶ capacity established/ developed in four government institutions</p> <p>Sub-Output 2.2.1: Development of a Training Manual for the Complaints Offices in 3 ministries.</p>	<p>Indicator 1: Percentage of complaints referred within the ministry/office investigated and completed at year end</p> <p>Baseline 1 (2009): 20 percent of cases referred for investigation to FIU within MOF were resolved; No baseline data available for MOE.</p> <p>Target 1: 80 percent of all cases referred investigated and completed by end of March 2012.</p> <p>Benchmark 1: 50 percent of all cases referred investigated and completed in 2011; 80 percent of all cases investigated and</p>	<p>2.2.1: Carry out review of complaints and investigation mechanisms at the central and sub-national level in Ministry of Education, Ministry of Finance and Ministry of Interior</p> <p>2.2.2: Develop recommendations / action plan for strengthening the structure and organization of complaints and investigation mechanisms</p> <p>2.2.3: Provide capacity development support and on-the-job mentoring to the staff of the complaints and investigation mechanisms in the ministries / office at the central and sub-national level</p> <p>2.2.4: Develop complaints management software</p> <p>2.2.5: Provide necessary IT and communication equipment for handling complaints and investigation in the Ministry of Education, Ministry of Finance, and Ministry of Interior</p> <p>2.2.6: Establish linkage with the network of civil society actors to serve as</p>	<p>Output 2.2: Complaints and investigation capacity established/d eveloped in four government institutions</p>	<ul style="list-style-type: none"> - 1 International Consultant - (Process Reengineering-MOE, MoI) - 1 International – Consultant (Complaints Handling & Fraud Investigation–MOF) - 94 staff to support MOE under a Letter of Agreement - 2 Complaints Associates - 1 Fraud & Investigation Expert-MOE/MOI - 1 International Technical Consultant (Democratic Policing Coordination) - 1 National Complaints Manager - MOF - 1 Complaints Officer - MOF) - 1 Anti-corruption Officer - MOE/MOI) - Construction of Office Space – MOI - Travel (Domestic) - Meetings/Workshops - Equipment (Vehicles- MOF) - Furniture and Equipment

⁶ Investigation should be understood as referring to investigations of administrative cases. It is recognized that all criminal cases are to be referred to the AGO.

	<p>completed by end of March 2012.</p> <p>Indicator 2: Number of workshops conducted to enhance capacity of FIU staff on detection/ investigation of fraud and corruption.</p> <p>Baseline 2 (2010): FIU staff have basic knowledge of the fraud investigation process.</p> <p>Target 2: 7 workshops conducted on fraud and corruption with at least 80 percent of FIU staff enhancing their knowledge on proactive fraud investigation procedures.</p> <p>Benchmark 2: 4 workshops conducted and at least 60 percent of FIU staff enhanced their knowledge by the end of 2011; 7 workshops conducted and 80 percent of staff enhanced their knowledge by March 2012.</p>	<p>complaints recipient and forwarding channel</p> <p>2.2.7: Train the civil society network and IPOs on handling of the complaints</p>	<ul style="list-style-type: none"> - Supplies - Procurment for MOE through LOA - Rental vehicles - Complaints Database
<p>Output 2.3: Integrity Promotion Offices established in government institutions</p>	<p>Indicator 1: Percentage of civil servants aware of ministry/office internal integrity mechanisms and</p>	<p>2.3.1: Establish IPOs in Ministry of Education, Ministry of Finance and Ministry of Interior</p> <p>2.3.2: Through IPOs, support the</p>	<ul style="list-style-type: none"> - 3 Integrity Officer - 6 Integrity Associates - Travel (Domestic) - Meetings / Workshops

	<p>understand and apply the Code of Conduct and Conflict of Interest policies.</p> <p>Baseline (2009): 25% civil servants at MOF aware of internal integrity mechanism and code of conduct; No baseline data available for MOE.</p> <p>Target: 80 percent civil servants aware of ministry / office internal integrity mechanisms and understand and apply the Code of Conduct and Conflict of Interest policies by March 2012.</p> <p>Benchmarks: 60 percent of civil servants aware of ministry/office internal integrity mechanisms and understand and apply the Code of Conduct and Conflict of Interest policies by the end of 2011; 80 percent by the end of 2012.</p>	<p>ministries / office in developing anti-corruption action plans taking into account the National Anti-Corruption Strategy, the VCAs, and the sector surveys</p> <p>2.3.3: Develop capacity of IPOs to support the efforts of the HOO in the respective ministries / office</p> <p>2.3.4: Provide training to civil servants in the ministries / office at the central and sub-national level on anti-corruption, ethics and conflict of interest</p> <p>2.3.5: Carry out information campaigns at the central and sub-national level for the general population and civil servants in the ministries / offices on on-going efforts to prevent corruption</p> <p>2.3.6: Ensure that IPOs are integrated into the permanent structure of the ministries / office</p> <p>2.3.7: Ensure the IPO plays oversight role over the complaints resolution process and its links to civil society.</p> <p>2.3.8 Develop counselling mechanism to public officials facing questions on ethics and conflict of interest cases.</p> <p>2.3.9 Support the coordination and collaboration between the HOO and relevant ministries for the implementation of the AC strategy.</p> <p>2.3.10: Follow up on filed complaints with FIU and HOO.</p>		<p>- Furniture and Equipment - IT Equipment</p>
<p>Output 2.4: Capacity of the Control and Audit Office to</p>	<p>Indicator 1: Percentage of cases referred to CAO by</p>	<p>2.4.1.1: Carry out review of existing auditing procedures to assess</p>	<p>UNDP/ACT</p>	<p>- 1 International audit advisor – corruption and fraud detection</p>

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<p>ensure financial accountability in government institutions strengthened</p> <p>Sub-Output 2.4.1: Capacity of the Control and Audit Office to detect corruption and fraud strengthened</p> <p>Sub-Output 2.4.2: Outreach capacity of the Control and Audit Office enhanced</p>	<p>HOO reviewed and completed at year end</p> <p>Baseline 1 (2009): No baseline data available.</p> <p>Target 1: 90 percent of all cases referred reviewed and completed by March 2012.</p> <p>Benchmark 1: 70 percent of all cases referred reviewed and completed by end of 2011; 90 percent of all cases by March 2012.</p> <p>Indicator 2: Number of audit procedures reviewed and documented</p> <p>Baseline 2 (2009): No baseline data available.</p> <p>Target 2: 5 audit procedures reviewed and documented by March 2012</p> <p>Benchmark: 4 audit procedures reviewed by end of 2011; 5 audit procedures by March 2012.</p> <p>Indicator 3: Number of CAO staff covered by capacity</p>	<p>effectiveness in deterring and detecting fraud and corruption</p> <p>2.4.1.2: Carry out needs assessment of relevant CAO staff</p> <p>In view of the findings of the review</p> <p>2.4.1.3: Develop capacity development plan and training materials based on needs assessment</p> <p>2.4.1.4: Provide capacity development support and on-the-job mentoring to relevant CAO staff to implement relevant financial audit and performance audit procedures</p> <p>2.4.1.5: Facilitate participation in relevant trainings and exchange visits to develop the capacity of relevant CAO staff</p> <p>2.4.1.6: Support training facilities with equipment and furniture</p> <p>2.4.2.1: Conduct study on transparency / accessibility of the CAO</p> <p>2.4.2.2: Facilitate creation of technical coordination mechanisms (e.g. Audit Committees) to ensure follow up on audit observations related to fraud and corruption and to look at the legal and financial implications of the observations and provide suggestions.</p> <p>2.4.2.3: Provide audit appreciation support to the staff of ministries and departments.</p> <p>2.4.2.4: Provide audit appreciation support for the parliament.</p> <p>2.4.2.5: Provide audit appreciation</p>	<ul style="list-style-type: none"> - 1 Audit Outreach Officer - 1 Project Assistant - 1 International Consultant - (Audit Outreach) - Meetings / Workshops - Furniture and Equipment - Supplies - IT Equipment - Travel (training and exchange visits)
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	<p>development plan.</p> <p>Baseline 3: No baseline data available in 2010</p> <p>Target 3: A core group of CAO staff trained in the audit procedures through classroom trainings and on the job training.</p> <p>Benchmark 3: Core group of CAO staff trained in 4 audit procedures by end of 2011; trained in 5 audit procedures by March 2012.</p> <p>Indicator 4: Outreach program developed (subject to adoption of new Audit law with enabling provisions).</p> <p>Baseline 4: No baseline data available (2010).</p> <p>Target 4.1: Coordination mechanism with all the relevant ministries established.</p> <p>Benchmark 4.1: Coordination mechanism with selected ministries/ offices established by March 2012.</p>	<p>support for the civil society and media organisations (in coordination with the Sub output 3.1.2.4).</p> <p>2.4.2.6: Facilitate regional expansion of the CAO for better outreach and oversight in coordination with the Sub National (Local) Governance deployment</p> <p>2.4.2.7: Information campaign developed in collaboration with CAO and disseminated</p>		
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	<p>Target 4.2: Capacity of civil society organisations enhanced in understanding audit reports through Workshops</p> <p>Benchmark 4.2: Workshops conducted by March 2012.</p>			
<p>Component 3: Increased Awareness and Understanding Amongst The Public and Enhanced Capacity Of Civil Society And Media To Effectively Contribute To The Fight Against Corruption</p>				<ul style="list-style-type: none"> - 1 Civil Society Component Manager - 1 Civil Society Officer - 1 Advocacy/PI Officer - 1 Civil Society Associate - 1 Grants Assistant
<p>Output 3.1: Awareness-raising campaign material for the general public developed and distributed to raise understanding of general public about corruption and their role in the fight against corruption</p>	<p>3.1 Percentage of population filing formal complaints related to corruption. Baseline (2007): 12 percent of survey respondents filed a formal complaint related to corruption (2009). Target: 60 percent increase in number of respondents filing a formal complaint related to corruption by March 2012.</p> <p>Benchmarks: 50 percent increase in number of</p>	<p>3.1.1.1: Develop campaign plan in collaboration with HOO 3.1.1.2: Develop awareness-raising campaign in collaboration with HOO and disseminated nationwide 3.1.1.3: Hold celebration of International Anti-Corruption Day 3.1.1.4: Conduct assessment of awareness impacts through questions and answers to participants, addressing all anti-corruption measures to be undertaken.</p>	UNDP	<ul style="list-style-type: none"> - 1 International Consultant on Advocacy - 1 Advocacy and Public Information Officers - Nationwide awareness raising campaign - Nationwide celebration of anti-corruption day - Furniture and Equipment - Supplies - IT equipment

	respondents filing a formal complaint related to corruption by end 2011; 60 percent increase in number of respondents filing a formal complaint related to corruption by March 2012 (base year 2009).			
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<p>Output 3.2: Training module on the role of public representatives in the fight against corruption developed and capacity building trainings delivered to members of parliament and provincial councils</p>	<p>Indicator: Percentage of the public representatives aware of their role in the fight against corruption</p> <p>Baseline: No baseline available.</p> <p>Target: 60 percent of the public representatives are aware of their role in the fight against corruption by March 2012.</p> <p>Benchmarks: 30 percent of the public representatives are aware of their role in the fight against corruption by mid-2011; 60 percent of the public representatives are aware of their role in the fight against corruption by March 2012.</p>	<p>3.1.2.1: Develop training module on anti-corruption for members of parliament and provincial councils</p> <p>3.1.2.2: Conduct training of trainers workshops</p> <p>3.1.2.3: Ensure that training modules are mainstreamed in on-going training activities delivered at the central and sub-national level</p>	<p>UNDP</p>	<ul style="list-style-type: none"> - 1 International Consultant to develop training module - Publication - Training of trainers workshops - Furniture and Equipment - Supplies - IT equipment
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<p>Output 3.3: Training modules on the operational role of civil society in public complaints processing, monitoring public service delivery, research and advocacy, and access to information developed and trainings delivered (linked to Output 2.2)</p>	<p>Indicator 1: Number. Of CSOs, youth and media organizations receive capacity building trainings</p> <p>Baseline (2009): No CSOs/Media Organizations received trainings</p> <p>Target: 60 CSOs/Media Organizations received trainings by March 2012.</p> <p>Benchmarks: 20 CSOs / Media Organizations received trainings by mid-2011; 40 CSOs/Media Organizations received trainings by March 2012.</p> <p>Indicator 2: Number of training modules developed and trainings delivered.</p> <p>Baseline 2: In 2009 no training modules developed and no trainings delivered. 1 training module developed and 2 trainings delivered in 2010.</p> <p>Target 2: 4 training modules developed and 10 trainings delivered by March 2012.</p>	<p>3.1.3.1: Conduct needs assessment for CSOs, youth and media organizations involved in / getting involved in the fight against corruption</p> <p>3.1.3.2: Develop capacity development plan for CSOs, youth and media organizations</p> <p>3.1.3.3: Develop training materials aimed at increasing the capacity of selected organizations to increase their involvement in the fight against corruption</p> <p>3.1.3.4: Conduct training workshops at the central and sub-national level</p>	<p>UNDP</p>	<ul style="list-style-type: none"> - 1 International Consultant to develop training modules - Publication - 8 Training workshops - Furniture and Equipment - Supplies - IT equipment
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	Benchmarks: 3 training modules developed and 8 trainings delivered by March 2012.			
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<p>Output 3.4: Civil society and media networks established, guidelines for complaints processing by CSOs developed, and training manual on technical assessment of government institutions developed</p>	<p>Indicator: Number of CSO networks established in various areas of anti-corruption</p> <p>Baseline (2009): No existing CSO network of anti-corruption work on establishing the first network started in 2010.</p> <p>Target: 4 networks of anticorruption working on specific areas established by March 2012.</p> <p>Benchmarks: 2 networks established by mid-2011; 4 networks established by March 2012.</p>	<p>3.1.4.1: Hold consultations with CSOs, youth and media organizations and government counterparts</p> <p>3.1.4.2: Develop plan for engagement / collaboration between HOO / the government and CSOs, youth and media organizations in the fight against corruption</p> <p>3.1.4.3: Establish 4 anticorruption networks one each working on complaints follow up and facilitation and carrying out technical assessment for the MEC</p>	<p>UNDP and HOO</p>	
<p>Output 3.5: Civil society networks receive grants through the Accountability and Transparency Grants Facility in order to establish operational channels of engagement with the state.</p>	<p>Indicator 1: Number. Of CSOs, youth and media organizations selected for funding through ACT Grants Facility (ACT-GF)</p> <p>Baseline (2009): 3 CSOs/Media Organizations have received grants</p> <p>Target: 10 CSOs/Media Organizations received grants by March 2012.</p>	<p>3.5.1: Conduct awareness raising sessions on ACT-GF during capacity building workshops for CSOs under output 3.3.</p> <p>3.5.2: Select 5-6 CSOs, youth and media organizations per year to receive grants through the ACT Grants Facility.</p> <p>3.5.3: Conduct annual evaluation lessons learned workshop to assess level of success and impact of activities carried out by grants recipients</p> <p>3.5.4: Carryout assessment of the projects implemented by CSOs to determine the effectiveness of the project</p>	<p>UNDP</p>	<ul style="list-style-type: none"> - Awareness-raising workshop - Evaluation/lesson learned workshop - 14 Grants - Travel (monitoring) - Travel (training/domestic) - Furniture and Equipment - Supplies - IT equipment

	<p>Benchmarks: 7 CSOs/Media Organizations received grants by March 2012.</p> <p>Indicator 2: Number of CSOs and media organizations receiving funding through ACT-GF achieving targets as per grant agreements</p> <p>Baseline 2 (2009): All 3 grants recipients achieved targets in 2009</p> <p>Target 2: 8 out of 10 CSOs/Media Organizations fully achieved targets by March 2012</p> <p>Benchmarks: 6 CSOs/Media Organizations fully achieved targets by end of 2011; 2 CSOs / Media Organizations fully achieved targets by March 2012</p>			
<p>Component 4: Enhanced Independent Monitoring of Anti-Corruption Efforts Undertaken By Government, Civil Society and the International Community</p>				

<p>Output 4.1: An executive secretariat of the MEC established with institutional channels developed to link with independent technical sources of information from HOO, civil society and private sector networks</p>	<p>Indicator 1: Percentage of the national integrity monitoring system trained by ACT.</p> <p>Baseline: MEC to be established and its Secretariat staffed in 2011.</p> <p>Target: 100 percent of technical staff trained by the ACT Project.</p> <p>Benchmarks: 4 technical staff trained by mid-2011; all technical staff trained by the end of 2011</p>	<p>4.1.1: Conduct training needs assessment amongst the MEC technical staff 4.1.2: Develop training modules on anti-corruption practices 4.1.3: Conduct training for the future trainers. 4.1. Ensure that training modules are compatible with best international practices applied to institutional assessment of corruption levels.</p>	<p>UNDP</p>	<ul style="list-style-type: none"> - 3 International consultants (SSA) - 1 International executive director of the MEC (FT) - 5 technical staff Travel - Equipment (Vehicles) - IT Equipment - Supplies - Equipment and furniture) - Office rent)
<p>Output 4.2: The capacity development of a civil society board achieved.</p>	<p>Indicator 1: Number of civil associations involved in anticorruption increased.</p> <p>Baseline (2010): No civil associations networks involved in anti-corruption in 2010</p> <p>Target: two civil society networks fully operational and producing quality reports</p> <p>Benchmarks: Two civil society networks involved in anti-corruption by mid-2011;</p>	<p>4.2.1: Conduct 6 trainings for civil associations and private sector networks 4.2.2: Conduct training of trainers for civil associations</p>	<p>UNDP</p>	

	Two civil society networks fully operational and producing quality reports by the end of 2011			
Output 4.3: The formation, capacity development, and training of an operational private sector business board.	<p>Indicator 1: Number of private sector firms involved in anti-corruption</p> <p>Baseline (2010): No private sector networks involved in anti-corruption in 2010</p> <p>Target: Private sector network fully operational and producing quality reports</p> <p>Benchmarks: One private sector network involved in anti-corruption by mid-2011; private sector networks fully operational by the end of 2011</p>	<p>4.3.1: Conduct 6 trainings for civil associations and private sector networks</p> <p>4.3.2: Conduct training of trainers for private sector and civil associations</p> <p>4.3.3: Conduct training of trainers for private sector and civil associations</p>	UNDP	
Output 4.4: stakeholders group established	<p>Indicator 1: Percentage of key stakeholders involved in anticorruption increased.</p> <p>Baseline (2010): No civil stakeholders involved in anti-corruption in 2010.</p> <p>Target: 60 percent of</p>	<p>4.4.1: Organize frequent meeting forums and roundtables including key stakeholders</p> <p>4.4.2: Conduct 4 forums with stakeholders providing state of the policy implementation status</p> <p>4.4.3: Conduct training of trainers for private sector and civil associations</p>	UNDP	

	<p>stakeholders are part of the network by 2011.</p> <p>Benchmarks: 20 percent of stakeholders involved in the anticorruption are part of the established network by mid-2011; 60 percent of stakeholders are part of the network by March 2012.</p>			
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PART 4: Multi-Annual Work plan

Multi-Annual Budget Sheet, pages 41-62 of the Project Document dated April 9, 2009 are cancelled and replaced by the following:

ACT Budget Revision (Jan11-March12)									
A. Development Activities				Planned Budget				Schedule of Disbursement	
Expected Output	Key Activities	Acc. Code	Budget Description	Unit (Month)	Unit Cost	Quantity	Total Amount	2011	2012 (31/03)
Component 1: Improved Institutional and Policy Environment Created to Support the Implementation of the National Anti-Corruption Strategy									
Output 1.1: High Office of Oversight enabled to fulfil its mandate	1.1.1.1: Establish the HOO Secretariat / Chief of Staff's Office	72200	Furniture and Equipment	Lump sum	45,620	1	45,620	45,620	
Sub-Output 1.1.1: Management and administrative capacity of the High Office of Oversight enhanced	1.1.1.2: Provide advice and support to the senior management of the HOO	73200	Premise Alterations (HOO security upgrade)	Lump sum	37,800	1	37,800	37,800	
	1.1.1.3: Carry out needs assessment of Administration and Human Resource Department	72015	Rent	Month	7,000	15	105,000	84,000	21,000
Sub-Output 1.1.2: Capacity of key departments in the High Office of Oversight enhanced through the issuing of Protocols of inter-institutional coordination for addressing the combat	1.1.1.4: Develop capacity development plan and training materials based on the needs assessment	61300	FTA Employee - International Advisor (Strategy and Planning)	year	18,360	15	275,400	220,320	55,080
	1.1.1.5: Provide capacity development	71100	International Consultants - (Public Policy, Needs Assessment, Service Delivery x2, JusticeSector, Civil Service Reform)	Month	18,000	25	450,000	396,000	54,000

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and prevention of corruption Sub-Output 1.1.3: Strategic regional and international partnerships developed	support and on-the-job mentoring support to the Administration and Human Resource Departments	72100	Contractual Services - Companies (Meetings/Workshops)	year	1,440	6	8,640	7,200	1,440
	1.1.2.1: Carry out needs assessment for the Strategy, Planning and Oversight Departments	71400	Contractual Services - Individual (National Anti Corruption Officer)	year	1,998	13	25,974	19,980	5,994
	1.1.2.2: Develop capacity development plan and training materials based on needs assessment	71400	Contractual Services - Individual (Prevention Associate)	year	1,413	13	18,369	14,130	4,239
	1.1.2.3: Develop operational manuals for the Strategy, Planning and Oversight Departments	71400	Contractual Services - Individual (Project Assistant)	year	1,360	13	17,680	13,600	4,080
	1.1.2.4: Develop annual workplans for the Strategy, Planning and Oversight Departments	71400	Contractual Services - Individual (National Advisor - Strategy and Planning)	year	2,808	14	39,312	30,888	8,424
	1.1.2.4: Develop annual workplans for the Strategy, Planning and Oversight Departments in close consultation with HOO staff	72100	Contractual Services - Companies (Meetings/Workshops)	year	5,000	4	20,000	15,000	5,000
	1.1.2.5: Provide capacity development support and on-the-job mentoring to the staff of the Strategy,	71600	Travel	Lump sum	30,000	1	30,000	20,000	10,000
		71600	Contractual Services - Companies (Meetings/Workshops)	Lump sum	3,000	4	12,000	9,000	3,000

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	Planning and Oversight Departments 1.1.2.6: Support the Strategy Department to operationalize the National Anti-Corruption Strategy and develop action plans for its implementation 1.1.3.1: Facilitate exchange visits to develop the capacity of the HOO and facilitate participation of HOO and other relevant government officials in regional/international fora	71500	Facilities & Administration (GMS @7%)				163,468	134,154	29,314
Sub-Total Sub-Output 1.1							2,335,263	1,916,492	418,771
Output 1.2: Comprehensive corruption monitoring	1.2.1: Establish Survey Unit in the HOO 1.2.2: Develop	71100	Contractual Services Companies (UNODC)	1	242,598	1	242,598	242,598	

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system established	monitoring system for the implementation of the National Anti-Corruption Strategy 1.2.3: Carry out nationwide surveys for general population, civil servants and business sector 1.2.4: Conduct focus group discussion 1.2.5: Conduct case studies	75100	Facilities & Administration (GMS @7%)				18,260	18,260	-
Sub-Total Sub-Output 1.2							260,858	260,858	0
Sub-total Component 1							2,596,122	2,177,351	418,771
Component 2: Enhanced Accountability, Transparency and Integrity in Key Government Institutions									
Output 2.1: Vulnerability to Corruption Assessments (VCA) completed and recommendations integrated in on-going technical assistance in Control and Audit Office, Ministry of Education, Ministry of Interior and a municipality	2.1.1: Conduct VCAs in Ministry of Education (x2), Ministry of Interior (x2) a municipality (x1) and CAO (x1) 2.1.2: Develop action plans for implementation of the VCA recommendations	71200	International Consultants (MoF VCA x2, CAO)	Lump sum	20,000	3	60,000	60,000	
		71200	International Consultants (MOE VCAX2)	Lump sum	20,000	2	40,000		20,000
		71200	International Consultants (MOI VCAX2)	Lump sum	20,000	2	40,000	20,000	20,000
		71400	Contractual Services - Individual (Translator-MOE/MOI X2)	Month	1,998	6	11,988	7,992	3,996
		71400	Contractual Services - Companies (Translation)	Lump sum	2,700	7	18,900	6,300	6,300
		74200	Audio Visual & Print Prod Costs	Lump sum	500	7	3,500	1,167	1,167

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		75100	Facilities & Administration (GMS @7%)				13,126	7,185	3,874	
Sub-Total Output 2.1							187,514	102,644	55,336	
Output 2.2: Complaints and investigation capacity established/developed in four government institutions	2.2.1: Carry out review of complaints and investigation mechanisms at the central and sub-national level in Ministry of Education, Ministry of Finance and Ministry of Interior	71100	International Consultant - (Process Reengineering-MOE, MoI)	Month	18,000	3	54,000	54,000	-	
		71100	International – Consultant (Complaints Handling & Fraud Investigation) –MOF	Month	18,000	9	162,000	108,000	54,000	
	2.2.2: Develop recommendations / action plan for strengthening the structure and organization of complaints and investigation mechanisms 2.2.3: Provide capacity development support and on-the-job mentoring to the staff of the complaints and investigation mechanisms in the ministries / office at the central and sub-national level 2.2.4: Develop	71400	Contractual Services - Individual (94 positions LoA with MoE)	Lump sum				1,251,562	1,001,250	250312
		71400	Contractual Services - Individual (Complaints Associate x2)	Month	1,413	15		42,390	33,912	8,478
		71400	Contractual Services - Individual (Fraud & Investigation Expert-MOE/MOI)	Month	2,646	15		39,690	31,752	7,938
		71400	International Technical Consultant (Democratic Policing Coordination)	Month	18,000	6		108,000	90,000	-
		71400	Contractual Services - Individual (Project Assistant-MOE)	Month	1,360	12		16,320	12,240	4,080

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complaints management software 2.2.5: Provide necessary IT and communication equipment for handling complaints and investigation in the Ministry of Education, Ministry of Finance, and Ministry of Interior 2.2.6: Establish linkage with the network of civil society actors to serve as complaints recipient and forwarding channel 2.2.7: Train the civil society network and IPOs on handling of the complaints	71400	Contractual Services - Individual (National Complaints Manager - MOF)	Month	2,646	15	39,690	31,752	7,938
	71400	Contractual Services - Individual (Complaints Officer - MOF)	Month	1,998	14	27,972	21,978	5,994
	71400	Contractual Services - Individual (Anti-corruption Officer - MOE/MOI)	Month	1,998	14	55,944	43,956	11,988
	72100	Contractual Services - Companies (Construction of Office Space - MOI)	Lump sum	400,000	1	400,000	400,000	
	71600	Travel (Domestic)	Year	6,000	5	30,000	10,000	10,000
	72100	Contractual Services - Companies (Meetings/Workshops)	Year	5,000	4	20,000	10,000	5,000
	72200	Equipment (Vehicles-MOF)	Lumpsum	15,000	4	60,000	112,000	
	72200	Furniture and Equipment	Lump sum	12,420	1	12,420		
	72500	Supplies	Year	8,943	2	17,886	8,000	2,000
	72100	Contractual Services (Procurement for MOE through LOA)	Lumpsum		1	653,225	575,140	78,085
	73400	Rental and Maintenance of Other Equipment (rental vehicles)	Month	2,500	16	40,000	30,000	5,000

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		71400	Contractual Services - Companies (Complaints Database)	Lump sum	10,800	1	10,800	10,800	
		75100	Facilities & Administration (GMS @7%)				228,960	194,553	33,932
Sub-Total Output 2.2							3,270,859	2,779,333	484,745
Output 2.3: Integrity Promotion Offices established in government institutions	2.3.1: Establish IPOs in Ministry of Education, Ministry of Finance and Ministry of Interior 2.3.2: Through IPOs, support the ministries / office in developing anti-corruption action plans taking into account the National Anti-Corruption Strategy, the VCAs, and the sector surveys 2.3.3: Develop capacity of IPOs to support the efforts of the HOO in the respective ministries / office 2.3.4: Provide training to civil servants in the ministries / office at the central and sub-national level on anti-corruption, ethics and conflict of interest	71400	Contractual Services - Individual (Integrity Officer x3)	Month	5,994	15	89,910	71,928	17,982
		71400	Contractual Services - Individual (Integrity Associate x6)	Month	8,478	15	127,170	101,736	25,434
		71600	Travel (Domestic)	Year	7,500	2	15,000	10,000	5,000
		72100	Contractual Services - Companies (Meetings / Workshops)	Year	6,500	4	26,000	19,500	6,500
		72200	Furniture and Equipment	Lump sum	10,000	1	10,000	10,000	
		72800	IT Equipment	Lump sum	10,000	1	10,000	10,000	
		75100	Facilities & Administration (GMS @7%)				20,931	16,797	4,133

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							Sub-Total Output 2.3	299,011	239,961	59,049
<p><i>Output 2.4: Capacity of Control and Audit Office to ensure financial accountability in government institutions strengthened</i></p> <p><i>Sub-Output 2.4.1: Capacity of the Control and Audit Office to detect corruption and fraud strengthened</i></p> <p><i>Sub-Output 2.4.2: Outreach Capacity of Control and Audit Office enhanced at MoF and Mol through Procurement and Finance</i></p>	<p>2.4.1.1: Carry out review of existing auditing procedures to assess effectiveness in deterring and detecting fraud and corruption</p> <p>2.4.1.2: Carry out needs assessment of relevant CAO staff In view of the findings of the review</p> <p>2.4.1.3: Develop capacity development plan and training materials based on needs assessment</p> <p>2.4.1.4: Provide capacity development support and on-the-job mentoring to relevant CAO staff to implement relevant financial audit and performance audit procedures</p> <p>2.4.1.5: Facilitate participation in relevant trainings and exchange visits to develop the capacity of relevant CAO staff</p> <p>2.4.1.6:Support training facilities</p>	71100	FTA Employee - International Audit Advisor	Month	18,360	15	275,400	220,320	55,080	
		71400	Contractual Services - Individual (Audit Outreach Officer)	Month	1,998	12	23,976	17,982	5,994	
		71400	Contractual Services - Individual (Project Assistant)	Month	1,360	15	20,400	16,320	4,080	
		71200	International Consultant - (Audit Outreach)	Month	18,000	5	90,000	90,000		
		72100	Contractual Services - Companies (Information Campaign)	Lumpsum	9,000	2	18,000	18,000		
		72100	Contractual Services - Companies (Meetings / Workshops)	Year	5,400	4	21,600	10,800	5,400	
		72200	Furniture and Equipment	Lump sum	9,080	1	9,080	9,080		
		72500	Supplies	Year	500	3	1,500	1,000	200	
		72800	IT Equipment	Lump sum	45,000	1	45,000	45,000		
		71600	Travel	Year	36,000	3	108,000	103,000		
		75100	Facilities & Administration (GMS @7%)					38,007	32,253	5,326

	with equipment and furnitures								
	2.4.2: Outreach Capacity of CAO enhanced- Information Campaign Developed and disseminated; Audit appreciations programs run; Assist CAO in its regional expansion and corresponding capacity building; facilitate technical coordination mechanisms								
Sub-Total Output 2.4							650,963	563,755	76,080
Sub-Total Component 2							4,408,347	3,685,693	675,210
Component 3: Increased Awareness and Understanding Amongst The Public and Enhanced Capacity Of Civil Society And Media To Effectively Contribute To The Fight Against Corruption									
Outputs (3.1: 3.2 and 3.3) Awareness-raising campaign material for the general public developed and distributed to raise understanding of general public about corruption and their role in the fight against corruption	3.1.1.1: Develop campaign plan in collaboration with HOO	71400	Contractual Services - Individual (Civil Society Manager)	Month	2,430	15	36,450	29,160	7,290
	3.1.1.2: Awareness-raising campaign developed in collaboration with HOO and disseminated nationwide	74200	Audio Visual & Print Prod Costs (Media Campaign)	Lump sum	70,240	1	70,240	46,827	11,707
	3.1.1.3: Hold celebration of	72100	Contractual Services - Companies (Anti-Corruption Conference)	Year	13,500	2	27,000	27,000	
		72100	Contractual Services - Companies (Workshop)	Year	2,700	11	29,700	18,900	

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	International Anti-Corruption Day	71200	Contractual services Individual (International ConsultantsX4)	Year	20,000	16	320,000	320,000	
		71400	Contractual Services - Individual (Grants Assistant)	Month	1,360	15	20,400	16,320	4,080
		71400	Contractual Services - Individual (Civil Society Associate)	Month	1,413	13	18,369	14,130	4,239
		71400	Contractual Services - Individual (Civil Society aOfficer and Advocacy & Public Information Officer)	Month	1,998	24	47,952	35,964	11,988
		71600	Travel (Domestic)	Lump sum	3,000	5	15,000	9,000	3,000
		72600	Grants	Lump sum	100,000	11	1,100,000	1,100,000	
		72500	Supplies	Year	1,166	5	5,830	1,943	1,943
		75100	Facilities & Administration (GMS @7%)					127,275	121,879
Sub-Total Sub-Output 3							1,818,216	1,741,123	47,577
Component 4: Enhanced Independent Monitoring of Anti-Corruption Efforts Undertaken By Government, Civil Society and the International Community									
<i>Output 4.1: An executive secretariat of the MEC established with institutional channels developed to link with independent technical sources of information from HOO, civil society and private</i>	4.1.1: Conduct training needs assessment amongst the MEC technical staff	71100	Contractual Services - Consultants (Remuneration to Members)				660,000	480,000	120,000
	4.1.2: Develop training modules on anti-corruption practices	71100	Contractual Services - Consultants (Remuneration to Chair)				30,000	24,000	6,000
	4.1.3:	61300	FTA International				366,940	288,310	78,630

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<p><i>sector networks</i></p> <p><i>Output 4.2: The capacity development of a civil society board achieved.</i></p> <p><i>Output 4.3: The formation, capacity development, and training of an operational private sector business board</i></p> <p><i>Output 4.4: stakeholders group established</i></p>	Conduct training for the future trainers.	61300	FTA International	1	26210	14	366,940	288,310	78,630
	4.1. Ensure that training modules are compatible with best international practices applied to institutional assessment of corruption levels.	71400	Contractual Service Indiv Executive Assistant	1	1500	14	21,000	16,500	4,500
	4.2.1: Conduct 6 trainings for civil associations and private sector networks	71400	Contractual Service Indiv (Translators)	1	2000	14	28,000	22,000	6,000
	4.2.2: Conduct training of trainers for civil associations	71400	Contractual Service Indiv Prevention director	1	5000	14	70,000	55,000	15,000
	4.3.1: Conduct 6 trainings for civil associations and private sector networks	71400	Contractual Service Indiv Technical Officer, Social Prevention	1	3000	14	42,000	33,000	9,000
		71400	Contractual Service Indiv Prevention Assistant	1	4000	14	56,000	44,000	12,000
		71400	Contractual Service Indiv National Advisor Legal Reform and Law Enforcement	1	5000	14	70,000	55,000	15,000
		71400	Technical Officer Police, prosecutors and courts evaluation officer	1	3000	14	42,000	33,000	9,000
		71400	Contractual Service Indiv Technical Assistant	1	3000	14	42,000	33,000	9,000
		71400	Contractual Service Indiv Contracts, procurements, monitoring and evaluation director	1	7000	14	98,000	77,000	21,000

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71400	Government procurement and contract experts	1	4000	14	56,000	44,000	12,000
71400	Contractual Service Indiv International institutions and NGOs monitoring and evaluation experts	1	5000	14	70,000	55,000	15,000
71400	Public education and advocacy director	1	5000	14	70,000	55,000	15,000
71400	Public Education and advocacy officer	1	3000	14	42,000	33,000	9,000
71400	Technical Assistant	2	3000	14	84,000	33,000	9,000
71400	Media and Communication Officer	1	5000	14	70,000	55,000	15,000
71400	Information Technology Manager	1	5000	14	70,000	55,000	15,000
71400	IT assistant	1	3000	14	42,000	33,000	9,000
71400	Admin Logistics and Protocol Officer	1	3000	14	42,000	33,000	9,000
71400	Finance and Budget Officer	1	3000	14	42,000	33,000	9,000
71400	Operations Assistant	2	800	14	22,400	8,800	2,400
71400	Drivers	6	700	14	58,800	7,700	2,100
71400	Gaurds	6	600	14	50,400	6,600	1,800
71400	Cleaners	4	450	14	25,200	4,950	1,350
71600	Travel	Year	30,000	5	150,000	120,000	30,000

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		72200	Equipment (Vehicles)	Lump sum	150,000	2	300,000	300,000	-	
		73400	Rental and Maintenance of Other Equipment (rental vehicles)	year	10,000	14	140,000	110,000	30,000	
		72800	IT Equipment	Lump sum	70,050	1	70,050	70,050	-	
		72500	Supplies	Lump sum	10,000	1	10,000	10,000	-	
		72100	Contractual Services Companies	Lump sum	30,000	3	90,000	90,000	-	
		72200	equipment (furniture)	Lump sum	100,000	1	100,000	100,000	-	
		72100	Contractual services companies (office rent)	Year	10,000	14	140,000	110,000	30,000	
		73200	Premise Alterations (MEC security)	Lump sum	30,000	1	30,000	30,000	-	
		75100	Facilities & Administration (GMS @7%)					276,066	214,232	45,042
							Sub-Total Component 4:	3,943,796	3,060,452	643,452
							A-Development activities total:	12,766,481	10,664,618	1,785,010
B. Other Project Costs							Planned Budget			
		Acc. Code	Budget Description	Unit	Unit Cost	Quantity	Total Amount			
Recurrent Costs	Staff	71100	FTA Employee - International Project Manager/Chief Technical Advisor	Month	18,360	15	275,400	220,320	55,080	

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	71400	Contractual Services - Individual (Operations Manager)	Month	2,916	15	43,740	34,992	8,748
	71400	Contractual Services - Individual (Project Assistant- PM)	Month	1,360	15	20,400	16,320	4,080
	71400	Contractual Services - Individual (Operations Assistant x2)	Month	1,360	14	38,080	29,920	8,160
	71400	Contractual Services - Individual (Finance Associate)	Month	1,413	15	21,195	16,956	4,239
	71400	Contractual Services - Individual (Procurement Associate)	Month	1,413	15	21,195	16,956	4,239
	71400	Contractual Services - Individual (Admin & Logistics Associate)	Month	1,413	15	21,195	16,956	4,239
	71400	Contractual Services - Individual (IT Associate)	Month	1,413	15	21,195	16,956	4,239
	71400	Contractual Services - Individual (Reporting and Communications Officer)	Month	1,998	12	23,976	17,982	5,994
	71400	Contractual Services - Individual (M&E Officer)	Month	1,998	13	25,974	19,980	5,994
	71400	Contractual Services - Individual (HR Associate)	Month	1,413	15	21,195	16,956	4,239

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	71400	Contractual Services - Individual (Translator)	Month	1,998	13	25,974	19,980	5,994
	71400	Contractual Services - Individual (Senior Driver / Messenger)	Month	810	15	12,150	9,720	2,430
	71400	Contractual Services - Individual (Driver x7)	Month	756	15	79,380	63,504	15,876
	71400	Contractual Services - Individual (Security Guards X6)	Month	756	15	68,040	54,432	13,608
	71400	Contractual Services - Individual (Support Staff)	Month	702	15	10,530	8,424	2,106
Running Costs	71600	Travel (Domestic)	Year	10,000	2	20,000	6,667	6,667
	71600	Travel (Staff Training)	Year	7,500	2	15,000	5,000	5,000
	72400	Communication and Audio Visual Equipment	Month	2,214	4	8,856	2,952	2,952
	72500	Supplies	Year	2,851	10	28,510	9,503	9,503
	72800	IT Equipment	Lump sum	10,000	1	10,000	6,000	
	73400	Rental and Maintenance of Other Equipment (rental vehicles)	Month	1,080	5	5,400	1,800	1,800
	73400	Rental and Maintenance of Other Equipment (fuel and maintenance of vehicles)	Month	1,512	10	15,120	5,040	5,040

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	75100	Facilities & Administration (GMS @7%)				62,662	46,465	13,565
Sub-Total Recurrent Costs						895,167	663,781	193,792
Evaluation	71200	International Consultants (External Evaluation)	Lump sum	35,000	1	35,000	35,000	
	75100	Facilities & Administration (GMS @7%)				2,634	2,634	0
Sub-Total Evaluation						37,634	37,634	0
Audit	71400	Audit	Lump sum	54,000	1	54,000	18,000	18,000
	75100	Facilities & Administration (GMS @7%)				4,065	1,355	1,355
Sub-Total Audit						58,065	19,355	19,355
B. Other Project Costs						990,866	720,770	213,147
GRAND TOTAL A+B						13,757,346	11,385,388	1,998,158

PART 5: Annexes

List of Annexes

Annex 1: Legal Context – Supplemental Provisions to the Project Document

Annex 2: Project Management Structure: Roles and Responsibilities

Annex 3: Linkages and Partnerships

Annex 1: Legal Context – Supplemental Provisions to the Project Document

General responsibilities of the Government, UNDP and the executing agency (when applicable)

1. All phases and aspects of UNDP assistance to this project shall be governed by and carried out in accordance with the relevant and applicable resolutions and decisions of the competent United Nations organs and in accordance with UNDP's policies and procedures for such projects, and subject to the requirements of the UNDP Monitoring, Evaluation and Reporting System.
2. The Government shall remain responsible for this UNDP assisted development project and the realization of its objectives as described in this Project Document.
3. Assistance under this Project Document being provided for the benefit of the Government and the people of Afghanistan, the Government shall bear all risks of operations in respect of this project.
4. The Government shall provide to the project the national counterpart personnel, training facilities, land, buildings, equipment and other required services and facilities. It shall designate the Government Co operating Agency (hereinafter referred to as the "Co operating Agency"), which shall be directly responsible for the implementation of the Government contribution to the project.
5. The UNDP undertakes to complement and supplement the Government participation and will provide the required expert services, training, equipment and other services within the funds available to the project.
6. Upon commencement of the project, the Executing Agency (UNDP) shall assume primary responsibility for project execution and shall have the status of an independent contractor for this purpose. However, that primary responsibility shall be exercised in consultation with UNDP and in agreement with the Co operating Agency. Arrangements to this effect shall be stipulated in the Project Document as well as for the transfer of this responsibility to the Government or to an entity designated by the Government during the execution of the project.

(a) Participation of the Government

7. The Government shall provide to the project the services, equipment and facilities in the quantities and at the time specified in the Project Document. Budgetary provision, either in kind or in cash, for the Government's participation so specified shall be set forth in the Project Budgets.
8. The Co operating Agency shall, as appropriate and in consultation with the Executing Agency (UNDP), assign a director for the project on a full time basis. He shall carry

out such responsibilities in the project as are assigned to him by the Co operating Agency.

9. The estimated cost of items included in the Government contribution, as detailed in the Project Budget, shall be based on the best information available at the time of drafting the project proposal. It is understood that price fluctuations during the period of execution of the project may necessitate an adjustment of said contribution in monetary terms; the latter shall at all times be determined by the value of the services, equipment and facilities required for the proper execution of the project.
10. Within the given number of person months of personnel services described in the Project Document, minor adjustments of individual assignments of project personnel provided by the Government may be made by the Government in consultation with the Executing Agency, if this is found to be in the best interest of the project. UNDP shall be so informed in all instances where such minor adjustments involve financial implications.
11. The Government shall continue to pay the local salaries and appropriate allowances of national counterpart personnel during the period of their absence from the project while on UNDP fellowships.
12. The Government shall defray any customs duties and other charges related to the clearance of project equipment, its transportation, handling, storage and related expenses within the country. It shall be responsible for its installation and maintenance, insurance, and replacement, if necessary, after delivery to the project site.
13. The Government shall make available to the project subject to existing security provisions any published and unpublished reports, maps, records and other data, which are considered necessary to the implementation of the project.
14. Patent rights, copyright rights and other similar rights to any discoveries or work resulting from UNDP assistance in respect of this project shall belong to the UNDP. Unless otherwise agreed by the Parties in each case, however, the Government shall have the right to use any such discoveries or work within the country free of royalty and any charge of similar nature.
15. The Government shall assist all project personnel in finding suitable housing accommodation at reasonable rents.
16. The services and facilities specified in the Project Document which are to be provided to the project by the Government by means of a contribution in cash shall be set forth in the Project Budget. The Government shall make payment of this amount to the UNDP in accordance with the Schedule of Payments.

17. Payment of the above mentioned contribution to the UNDP on or before the dates specified in the Schedule of Payments by the Government is a prerequisite to commencement or continuation of project operations.

(b) Participation of the UNDP - the executing agency

18. The UNDP shall provide to the project the services, equipment and facilities described in the Project Document. Budgetary provision for the UNDP contribution as specified shall be set forth in the Project Budget.

19. The Executing Agency shall consult with the Government and UNDP on the candidature of the Project Coordinator a/ who, under the direction of the Executing Agency, will be responsible in the country for the Executing Agency's participation in the project. The Project Manager shall supervise the experts and other agency personnel assigned to the project, and the on the job training of national counterpart personnel. He shall be responsible for the management and efficient utilization of all UNDP financed inputs, including equipment provided to the project.

20. The Executing Agency, in consultation with the Government, shall assign international staff and other personnel to the project as specified in the Project Document, select candidates for fellowships and determine standards for the training of national counterpart personnel.

21. Fellowships shall be administered in accordance with the fellowships regulations of the Executing Agency.

22. The Executing Agency may, in agreement with the Government, execute part or the entire project by subcontract. The selection of subcontractors shall be made, after consultation with the Government, in accordance with the Executing Agency's procedures.

23. All material, equipment and supplies which are purchased from UNDP resources for the project will be used exclusively for the execution of the project, and will remain the property of the UNDP in whose name it will be held. Equipment supplied by the UNDP shall be marked with the insignia of the UNDP.

24. Arrangements may be made, if necessary, for a temporary transfer of custody of equipment to local authorities during the life of the project, without prejudice to the final transfer.

25. Prior to completion of UNDP assistance to the project, the Government, the UNDP shall consult as to the disposition of all project equipment provided by the UNDP. Title to such equipment shall normally be transferred to the Government, or to an entity nominated by the Government, when it is required for continued operation of the project or for activities following directly there from. The UNDP may, however, at its discretion, retain title to part or all of such equipment.

26. At an agreed time after the completion of UNDP assistance to the project, the Government and the UNDP shall review the activities continuing from or consequent upon the project with a view to evaluating its results.
27. As HOO, based on the law, leads and coordinates all anti-corruption efforts of the Government, the Executing Agency will ensure that its activities with other government partners are carried out in coordination with HOO.
28. UNDP may release information relating to any investment oriented project to potential investors, unless and until the Government has requested the UNDP in writing to restrict the release of information relating to such project.
29. Bills and pricing information of rull equipment and supplies purchased by the project for government partners will be provided to government partners at the time of handover.

Rights, Facilities, Privileges and Immunities

30. In accordance with the Agreement concluded by the United Nations (UNDP) and the Government concerning the provision of assistance by UNDP, the personnel of UNDP and other United Nations organizations associated with the project shall be accorded rights, facilities, privileges and immunities specified in said Agreement.
31. The Government shall grant UN volunteers, if such services are requested by the Government, the same rights, facilities, privileges and immunities as are granted to the personnel of UNDP.
32. The Executing Agency's contractors and their personnel (except nationals of the host country employed locally) shall:
 - a) Be immune from legal process in respect of all acts performed by them in their official capacity in the execution of the project;
 - b) Be immune from national service obligations;
 - c) Be immune together with their spouses and relatives dependent on them from immigration restrictions;
 - d) Be accorded the privileges of bringing into the country reasonable amounts of foreign currency for the purposes of the project or for personal use of such personnel, and of withdrawing any such amounts brought into the country, or in accordance with the relevant foreign exchange regulations, such amounts as may be earned therein by such personnel in the execution of the project;
 - e) Be accorded together with their spouses and relatives dependent on them the same repatriation facilities in the event of international crisis as diplomatic envoys.

33. All personnel of the Executing Agency's contractors shall enjoy inviolability for all papers and documents relating to the project.
34. The Government shall either exempt from or bear the cost of any taxes, duties, fees or levies which it may impose on any firm or organization which may be retained by the Executing Agency and on the personnel of any such firm or organization, except for nationals of the host country employed locally, in respect of:
- a) The salaries or wages earned by such personnel in the execution of the project;
 - b) Any equipment, materials and supplies brought into the country for the purposes of the project or which, after having been brought into the country, may be subsequently withdrawn there from;
 - c) Any substantial quantities of equipment, materials and supplies obtained locally for the execution of the project, such as, for example, petrol and spare parts for the operation and maintenance of equipment mentioned under (b), above, with the provision that the types and approximate quantities to be exempted and relevant procedures to be followed shall be agreed upon with the Government and, as appropriate, recorded in the Project Document; and
 - d) As in the case of concessions currently granted to UNDP's personnel, any property brought, including one privately owned automobile per employee, by the firm or organization or its personnel for their personal use or consumption or which after having been brought into the country, may subsequently be withdrawn there from upon departure of such personnel.
35. The Government shall ensure:
- (a) Prompt clearance of experts and other persons performing services in respect of this project; and
 - (b) the prompt release from customs of:
 - (i) Equipment, materials and supplies required in connection with this project;
 - (ii) Property belonging to and intended for the personal use or consumption of the personnel of the UNDP, its Executing Agencies, or other persons performing services on their behalf in respect of this project, except for locally recruited personnel.
- and
36. The privileges and immunities referred to in the paragraphs above, to which such firm or organization and its personnel may be entitled, may be waived by the Executing Agency where, in its opinion, the immunity would impede the course of justice and can be waived without prejudice to the successful completion of the project or to the interest of the UNDP.

37. The Executing Agency shall provide the Government through the resident representative with the list of personnel to whom the privileges and immunities enumerated above shall apply.
38. Nothing in this Project Document or Annex shall be construed to limit the rights, facilities, privileges or immunities conferred in any other instrument upon any person, natural or juridical, referred to hereunder.

Suspension or termination of assistance

39. The UNDP may by written notice to the Government suspend its assistance to any project if in the judgment of the UNDP any circumstance arises which interferes with or threatens to interfere with the successful completion of the project or the accomplishment of its purposes. The UNDP may, in the same or a subsequent written notice, indicate the conditions under which it is prepared to resume its assistance to the project. Any such suspension shall continue until such time as such conditions are accepted by the Government and as the UNDP shall give written notice to the Government that it is prepared to resume its assistance.
40. If any situation referred to in paragraph 1, above, shall continue for a period of fourteen days after notice thereof and of suspension shall have been given by the UNDP to the Government and the Executing Agency, then at any time thereafter during the continuance thereof, the UNDP may by written notice to the Government and the Executing Agency terminate the project.
41. The provisions of this paragraph shall be without prejudice to any other rights or remedies the UNDP may have in the circumstances, whether under general principles of law or otherwise.

Annex 2: Project Management Structure: Roles and Responsibilities

The following roles explain the normal responsibilities and tasks of each member of the project management structure.

Project Board:

The Project Board is the group responsible for making executive management decisions for a project when guidance is required by the Project Manager, including approval of project revisions.

Project assurance reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when project tolerances have been exceeded.

The Project Board is responsible for the overall direction and management of the project and it covers the following three roles:

- The *Executive* is ultimately responsible for the Project supported by the Senior Beneficiary and the Senior Supplier.
- The *Senior Beneficiary* represents the interests of those who will ultimately benefit from the outputs of the project.
- The *Senior Supplier* represents the interests of those designing and developing the project deliverables and providing Project resources.

Specific responsibilities of the Project Board:

At the beginning of the project:

- Approve the start of the project
- Agree on Project Manager's responsibilities
- Appraise and approve the project plans submitted by the Project Manager
- Delegate any Project Assurance roles as appropriate
- Commit project resources required by the plan

As the project progresses:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints
- Review each completed project stage and approve progress to the next
- Provide ad-hoc direction and advice for exception situations when tolerances are exceeded
- Assess and decide on project changes
- Assure that all planned deliverables during each stage are delivered satisfactorily

At the end of the project:

- Assure that all products deliverables are delivered satisfactorily
- Review and approve the end project report (if required)
- Make recommendations for follow-on actions if required

Project Assurance:

The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed.

The following list includes the key suggested aspects that need to be checked by the Project Assurance throughout the project as part of ensuring that it remains consistent with, and continues to meet, a business need and that no change to the external environment affects the validity of the project.

- User/Beneficiary needs and expectations are being met or managed
- Risks are being controlled
- Adherence to the expected achievements
- The right people are being involved
- An acceptable solution is being developed
- The project remains viable
- Focus on the development need is maintained
- Applicable standards are being used
- Adherence to quality assurance standards

Project Manager:

The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Project Board. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

Specific responsibility would include:

Overall project management and planning:

- Manage the production of the required deliverables
- Liaise with the Project Board or its appointed Project Assurance roles to assure the overall direction and integrity of the project
- Identify and obtain any support and advice required for the management, planning and control of the project
- Be responsible for project administration
- May also perform Team Manager and Project Support roles
- Prepare Project Plans and agree them with the Project Board

Project monitoring:

- Plan and monitor the project
- Record progress
- Manage the risks
- Take responsibility for overall progress and use of resources and initiate corrective action where necessary
- Be responsible for change control

Project reporting:

- Report to the Project Board according to agreed mechanisms and frequency
- Prepare any Follow-on Action Recommendations as required

Project Support:

The Project Support role provides project administration and management support to the Project Manager as required by the needs of the individual project or Project Manager. The provision of any Project Support on a formal basis is optional. It is necessary to keep Project Support and Project Assurance roles separate in order to maintain the independence of Project Assurance.

Specific responsibilities:

Provision of administrative services:

- Set up and maintain project files
- Collect project related information data
- Update plans
- Administer the quality review process
- Administer Project Board meetings

Project documentation management:

- Administer project revision control
- Establish document control procedures
- Compile, copy and distribute all project reports

Central source of expertise in:

- Specialist knowledge (for example, estimating, risk management)
- Specialist tool expertise (for example, planning and control tools, risk analysis)
- Specialist techniques and standards

Annex 3: Linkages and Partnerships

Linkages and partnerships, pages 23-25 of the Project Document dated April 9, 2009 are cancelled and replaced by the following:

As anti-corruption is one of the cross-cutting issues in the ANDS it is essential the project engage with a wide range of government and development partners. Engagement and coordination with all government and development partners involved in or supporting the fight against corruption is essential to ensuring a coordinate approach and avoiding duplications.

The main coordination mechanism between the GIRoA and the international community is the Standing Committee on Governance.⁷ The Project will work together with the HOO to also establish a technical level coordination mechanism between the government and the international community.

The project aims to complement the reform processes undertaken in other governance programmes and projects, and other donor initiatives. Therefore, and as corruption is a cross-cutting issue the project will also advocate for the introduction of accountability and transparency initiatives as well as anti-corruption components in existing and future projects. Particular attention will be given towards ensuring the incorporation of anti-corruption components in UNDP's projects and programmes and capitalizing upon project complementarities. To this end the project will extend technical and policy support to UNDP's projects and programmes as necessary. Of particular relevance will be UNDP's projects engaged with the justice sector, police, parliament, sub-national governance, youth and capacity development of civil servants.

Coordination between international actors involved in the fight against corruption will be critical to the ability to provide effective support to the GIRoA. The project has developed close partnerships with other international actors involved in the fight against corruption through the informal donor group. With the growing attention being paid to fight against corruption it will be necessary that the donor group is formalized and the project will work with HOO to this end. Coordinating support to the HOO will be of particular importance and the project will be supporting the newly established institution in this regard.

The successful implementation of project activities will require developing partnerships with a range of actors and to the extent possible the project will implement activities jointly with other development partners. Examples of this include the establishment of a Survey Unit in the High Office of Oversight jointly funded by the project and UNODC. The project will continuously work to seek out opportunities for the joint implementation of activities.

⁷ The Standing Committee on Governance is part of the Joint Coordination and Monitoring Board coordination mechanism.