



A large graphic consisting of a light blue circle. A horizontal bar with a blue-to-white gradient passes through the center of the circle. On the left side of the bar, the letters 'UNDP' are written vertically in blue. The main title 'STATE-BUILDING & GOVERNMENT SUPPORT PROGRAMME' is centered on the bar in a bold, blue, sans-serif font. Two large, dark blue square brackets are positioned on either side of the title, framing it.

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Foreword

UNDP has been present in Afghanistan for over 50 years and continued to operate from Islamabad during the Taliban régime. During that decade, UNDP delivered USD 200 million of assistance to communities throughout the country. UNDP re-established its offices in Kabul in early 2002. UNDP supports the people of Afghanistan as they face new challenges and move their country from recovery to development towards the achievement of the Millennium Development Goals by 2020.

Since the Bonn Agreement was signed in December 2001, UNDP has delivered USD1.1 billion of assistance to Afghanistan. In 2005, UNDP delivered USD 349 million of development assistance, mainly for elections, disarmament, reconstruction and institution building. In 2006, UNDP delivered USD 202 million focusing mainly on state building, security sector reform (police) and rural development.

UNDP operates within the framework of the integrated United Nations Assistance Mission to Afghanistan (UNAMA) and under the United Nations Development Assistance Framework (UNDAF). In December 2005, UNDP signed a new three-year Country Programme with the Government of Afghanistan focusing on three areas: state-building, democracy and civil society empowerment and sustainable livelihoods.

The expected results are pursued in line with the Interim Afghanistan National Development Strategy (ANDS) objectives and benchmarks. UNDP aims to enhance government's ability to deliver public services to the population in an efficient, effective, equitable and accountable manner, to consolidate a participative democracy with a responsible civil society and to create an enabling and secure environment for sustainable livelihoods.

UNDP support to State-Building & Government Support

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

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

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

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

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

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

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

The State-Building and Government Support Team consists of eleven country office staff and twelve project managers. Contact Ms. Mithulina Chatterjee, Officer-in-Charge (mithulina.chatterjee@undp.org).

Strengthening Cross-Cutting and Core Capacities of the State

Civil Service Leadership Development

Today, the lack of human capacity is among the most serious problems facing the Afghan civil service. The problem is particularly acute at senior management level, where there is no senior cadre with genuine leadership and management skills in place. Civil Service Leadership, however, plays a pivotal role to i) loyally and effectively support and advance the new vision for the future that the Government has set in place for the reconstruction and development of Afghanistan, (ii) to lead and manage the process of change and reform, in particular the reforms of the public sector, (iii) to inspire, to influence and motivate others to support the reform and to achieve the changes, and (iv) to personify and represent the values of a new civil service culture and a culture of service delivery.

The “Civil Service Leadership Development” project is designed to assist the Independent Administrative Reform and Civil Service Commission (IARCSC) to implement the recently launched Civil Service Leadership Development Strategy. The objective of the project is to strengthen the capacities of key senior civil servants in priority national government institutions in order to contribute to the establishment of a competent and effective civil service. This will expose at least 550 senior civil servants to different streams of training programmes..

Under a newly signed cost-sharing agreement with the Royal Government of Norway has donated USD 2.2 million to support of the operation and set-up of the Afghan Civil Service Institute. UNDP will support the Afghan Civil Service Institute by closely twinning international experts and Afghan counterparts to promote transfer of knowledge and exchange of experience.

Achievements:

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

- Seven courses under the Senior Leadership Programme (SLP) and six under the Emergent Leadership Programmes (ELP) have to date delivered training to 402 civil servants, e.g, Director Generals, Deputy Director Generals, Heads of Departments for SLP, young civil servants with the potential to assume leadership roles in the future for ELP.
- Project gives priority for female and provincial participates. So far 62 female participants and 44 participants are from the provinces have participated in the courses.

(b) Top Leadership Programmes (TLP)

- The Top Leadership Programmes are exclusively designed for Deputy Ministers and selected Governors from the provinces. The TLP training courses were conducted en bloc over a period of two weeks. It combines interactive class-room training with case scenarios and study visits to German Ministries.
- The first TLP course was organized in September 2006 with 22 participants (11 Deputy Ministers and 5 Directors from various ministries, and 6 Governors from the Provinces Zabul, Ghor, Parwan, Bamyan, Laghman and Samangan). It combined interactive class-room training with case scenarios and study visits to German Ministries. The second TLP course took place in November 2006 with 22 participants (16 Deputy Ministers and 6 Directors from various the ministries)

(c) Coaching

- All SLP and ELP training programmes are accompanied by a coaching scheme that help combine classroom training with extensive on-the-job coaching to maximize the actual impact of the training programmes and influence change at the work place. Coaching has been finalized in 24 Ministries and 2 independent governmental agencies. The coaching is done by the team of 5 local Afghan project trainers & coaches. These trainers were trained by the International Training Consortium prior to assuming the tasks in order to familiarize themselves with the contents of the leadership courses.
- After more than 8 months of implementing coaching through Afghan Ministries the first feed-back the project has received from participants to the coaching process is very positive.
- The mid-term review of the CSLD project was completed in the January 2007, and the findings and recommendations have been incorporated into the programme, especially for coaching.

(d) Alumni Programme and CSLD Network

- A cycle of Alumni meetings was introduced in 2006 to update with latest developments in the area of public administration reform. A fourth alumni meeting took place at the IARCSC on May 10, 2007, on the topic of "Private Sector Development". The meeting was attended by more than 60 CSLD graduates including deputy ministers from several government ministries.
- CSLD Network was created in 2006 to reach out to all the former participants of the CSLD courses and to disseminate the information on PAR in general and to provide a platform for sharing materials and information among colleagues.
- Throughout 2007, the CSLD Network programme has been working on communicating and organizing material within the area of Afghan Public Administration and Reform.

(e) Support to the Operation and Set-up of the Afghan Civil Service Institute (CSI)

- During the second quarter, the CSLD has been in close dialogue with both the Norwegian Embassy and the IARCSC to prepare for the implementation of Output 5.
- Multi and bi-lateral meetings with various potential donors and the Government of Afghanistan, has taken place to facilitate a smooth implementation and coordination related to the new output 5.
- The IARCSC is currently in the process of recruiting additional personnel to the CSI who will be the main recipients of the support provided under the new output 5.

Future Priorities:

- Delivery of CSLD Capacity Building programmes for 2007.
- Finalizing development of Training Methodology Guide. This Guide will also be developed as a foundation for the future trainers of the Afghan Civil Service Training Institute (CSI).
- In 2007 the training programmes will be divided into respectively 3 SLP and 4 ELP courses to include 23 Afghan Ministries and to address the different set of training needs of the ministries.
- Implementation of Project Output 5: Support to the Operation and Set-up of the Afghan Civil Service Institute.

Challenges and Risks

- Given the deteriorating security situation in Kabul, particular training can be difficult to maintain at various times, including organising courses in Kabul, cancellation of some individual training personnel.
- Heavy workload in various ministries, e.g. due to spring floods in Kabul, has had a negative impact on the participation from selected ministries.
- Lack of capacity and availability of national counterparts to support project operation may affect the delivery of the project.

Partnerships and Resources:

Target Budget: USD 6,430,000
Received Budget: USD 6,881,949
Shortfall: USD none
Donors: Austria, Norway, Germany, UNDP

Focal Points:

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Capacity for the Afghan Public Service Programme (CAP)

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

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

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

The Capacity Development Secretariat (CDS) under the Independent Administrative Reform and Civil Service Commission (IARCSC) is providing support for the CAP project.

Achievements:

(a) Capacities for better implementation of policy and institutional reforms developed of selected civil servants at central and provincial level for improved service delivery.

- The CAP project has successfully recruited 9 coaches, with another 6 expected to arrive shortly, from the Indian Civil Services under an MOU signed between the Government of India, the Government of Afghanistan and UNDP. All the coaches have been assigned to various Government ministries and institutions.
- Meetings have been conducted by the project team and CDS with several top level personnel in the different Ministries of the Government of Afghanistan. The overall response and demand from the different Ministries have been positive.
- To facilitate the recruitment of suitable candidates to the continuing demand from Government ministries and institutions the CAP project is exploring to diversify the sources of coaches beyond the MOU with the Government of India. Several UNDP country offices in the region have been contacted directly to establish similar arrangements as with the Indian Government.
- An international organisation has been selected to design and deliver an orientation programme on coaching methodologies for the selected coaches. It is expected that the first orientation course for the

selected coaches will take place in early September 2007.

- A Sr. Technical Advisor will in collaboration with the CDS develop a performance assessment system for all the coaches. The performance assessment will be finalized once the curriculum for orientation course has been finalized.

(b) Development of the Institutional Competence of CDS

A Sr. Technical Advisor will be performing functions, all pertaining to capacity development of counterpart personnel, providing support in the design and implementation of the coaching/ mentoring package and provide policy advice.

Future Priorities:

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

Partnerships and Resources:

Total Budget for the project:	USD 7,688,485
Received Budget:	USD 1,070,000
Committed:	USD 2,042,068
Shortfall:	USD 4,576,417
Donors:	TCDC, DGTTF, Govt. of India, CIDA and UNDP

Focal Points:

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Support to the Center of Government (SCoG)

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

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

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

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

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

Achievements:

Facilities Domain:

OAA building renovation and CoS administration building design completed.

Information Technology:

- 99% of the desktops linked to the secure server infrastructure, server room physical security enhancements in progress, expected completion in the next quarter.
- IT training and 490 hours of onsite mentoring of ICT managers and staff have been delivered.
- Initiated a Wireless connectivity project at the palace to connect four key palace buildings.
- Presidential website secured and alternative hosting solutions investigated.

Administrative Work Process:

- Initiated "Transformation of Documents and Relations Project" and the "Kitchen/Warehouse Procurement Pilot Project".
- Annual Report for the Deputy Chief of Staff produced and presented to the President.

Training:

- 1-year comprehensive training strategy for officers and staff at all levels has been designed for OAA and CoS;
 - Two new training centers operationalized, over 250 staff enrolled in daily English language and Computer classes;
 - Development of training data base to manage training functions is in progress;
- Overseas training programmes and study missions carried out to attend a high-level Senior Managers Training Program at the National University of Singapore, and a conference on "Making Government Gender Responsive" in the Philippines.

Organization:

- HRM policies and procedures reviewed and approximately 120 hours of onsite HRM mentoring provided on merit based recruitment procedures and interviewing skills.
- A fundamental HRM training course has been identified and modified.
- Developed "Leave Request and Approval", "Job Application" forms and prepared over 60 Job Descriptions.

Policy and Decision Making Process:

- The current policy process mapping for the Ministry of Public Health, the Ministry of Economy, and the Ministry of Refugees and Repatriation completed.
- A presentation and workshops on public policy process have been conducted to introduce process improvements and best practices on international policy process.
- A Cabinet Liaison Officer (CLO) program has been designed and launched to help improve Cabinet meeting coordination process among the 26 ministries.
- Mission statements, Terms of Reference, meeting agenda and Job descriptions for the CoS office have been prepared

Future Priorities:

- Review the need for changes to the scope of the project and identify funding requirements and potential donor(s);
- Identify policy and operational process improvement opportunities for Chief of Staff Office and OAA.
- Define a new organizational structure to include all OAA's Ajir staff in PRR process;
- Implement the training strategy designed for OAA and COS staff on language, computers, office management, business communication and HRM;
- Installation of network wiring design for new Council of Ministers building and provide technical support to the Council of Ministers (CoM) building.
- Permanent server room construction, electrical conditioning and cabling ;
- Exposure Visits' by Senior Management staff to Administrative Staff College in Hyderabad, India.
- Develop a new CoS organizational structure, especially the Office of President Programs that will manage the president's schedule and correspondence.
- Operationalize the policy resource center, building the capacity of the new M&E unit, the policy directorate and improving the work process of the Cabinet Secretariat.

Challenges and Risks

- Changing of CoS and OAA leadership may have an impact over the implement of the program
- Changes in the scope of the project may require additional funding from other donor(s). Unless the required new funding is secured, the project expected outcomes/outputs might not be fully achieved.

Partnerships and Resources:

Target budget: USD 17 Million

Committed budget: USAID: USD 6,000,000

DFID: UK £ 3,000,000

UNDP core fund: US\$ 760,000

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

Focal points:

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Bridging the Public Information Gap

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

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

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

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

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

Achievements:

- Public Information (Provincial Hub) and Communication Strategy Established and Implemented, approx. 250 reports from different provinces have been collected. 55 reports were sent to Anis Daily and 30 of them published.
- Written and Video reports of the activities carried out by the 25 ministries during the year 1385 was collected and issued.
- Annual Reconstruction Film for the year 1385 was produced.
- 5 radio programme on president's public outreach under the title of (You & the President) broadcasted by GMA (Good Morning Afghanistan) Radio.
- All events of president's activities have been photographed, archived and copies sent to different news papers for publishing.
- 270 news articles of presidential daily events prepared and sent to National Radio TV of Afghanistan (RTV) Bakhtar Information Agency (BIA).
- 21 news articles about international trips of president prepared and sent to RTA & BIA.
- 170 press release and news were posted to the presidential web site (www.president.gov.af)
- Comprehensive Media Monitoring & Media Relation is in Place.

Future Priorities:

- Resource mobilization for the extended period of the project (until December 2008) as per the request of the Office of the Spokes Person of the President.
- Build analytical capacity and quality of media reports to inform the President and policy makers better.
- Preparation and implementation of the exit strategy of the project and integration of the staff under the government budget through the PRR process.
- Coordination of the project transition with the main reform efforts under the Office of the President.
- Continue capacity building of Media Production, Media Monitoring, Media Relations, Administration Provincial Public Information Hubs and Strategic Planning unit staff members.
- Identify initial staff training needs (on excellent working relationship with Media, photography, archiving, sound/video editing, English and computer) and short-training sessions to be organised in the next quarter.

Challenges and Risks

Sustainability of activities beyond the project is critical to ensure continuation of the important work for the Office of the President. This includes a sustainable mechanism and additional resource required for a smooth transition.

Partnerships and Resources:

Target Budget: USD 2,894,037
Received Budget: USD 2,765,493 + USD 128,544
Donors: United Kingdom (DFID), USAID (through IOM).

Focal Points:

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Afghanistan Information Management Services (AIMS)

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

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

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

Achievements:

- AIMS transitional plan was updated at the Project Board Meeting co-chaired by the Minister of Communication and Information Technology and the Deputy Country Director, UNDP/Afghanistan, resumed after one year break on 23rd June 2007.
- Developed and produced security Maps for UNDSS, French Embassy Activity map for MoA, Dand district Project for JICA and Project maps for UNDP.
- The new Physical Maps on new administrative division maps in English and Dari based on new 34 provinces boundaries developed.
- The process of building AIMS internal staff capacity continues to help strengthen customer relations, knowledge and skill building of key staff, through and online training and PRINCE2 Foundation certification.
- English version of the website for MoWA developed and user need analysis for the office Attorney General website completed.
- AIMS GIS department provided on-going technical support to GOA GIS labs in 11 Ministries and department, their Part of its advisory services to the GoA.
- AIMS technical staff provided technical support to the computer lab in AGCHO regional office and has helped in the installation and troubleshooting of both software and hardware.
- Training activities on A GIS software (ArcView 3.2) utility, English and computer skills carried out for staff from government line ministries, including the Office of the administrative Affairs and Chief of Staff, Women Affairs and National Security Hospital.

Future priorities:

- Review and finalization of AIMS transitional plan by the project board within the next three months
- Translation of Afghan maps into Pashto to enable all literate Afghans to read Afghan maps.
- Continue technical support to GOA GIS labs in eleven Ministries and in AGCHO regional offices, provide advisory services to the GoA.
- Building AIMS internal capacity for successfully phase out of the project.

Challenges and Risks

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

Partnerships and Resources:

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

Target budget (for 2007/8): USD 6.5 million
Committed budget: USD 4 million
Shortfall: USD 2.5 million
Donors: USAID, EC, UNDP

Focal Points:

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Information and Communication Technology (ICT) Capacity Building

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

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

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

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

Achievements:

- Official Launch of ICT Council of Afghanistan (NICTCA)
- Launch of Kabul Education CISCO Networking Academy
- Establishment of Nangarhar CISCO Networking Academy
- Launch of University Lab under CISCO Academy
- Establishment of six CISCO Training Centers in Afghanistan
- Localization in Pashto completed
- A mission on e-Governance helped further develop concept on e-Governance programming.
- Training of specialists in Free and Open Source Software (FOSS)
- Advanced ICT Training (Specialists) for the Kabul University (CCNP)

Future Priorities:

- Recruitment for ICT Law Expert to help develop the ICT Law Document for Afghanistan
- Future Prospective of ICT Law in the Country
- Support to MoC in establishment of ICT Council
- Establishment of Women's dorm IT center in two provinces.
- Creation of test center at the Kabul University Cisco Academy
- Training of specialists in database and software development

Challenges and Risks

- As the project is near its closure (except CISCO academy, that to be continued till 2008), completing all the priority activities and ensuring the sustainable functioning of ICT councils is important.
- Establishment of new CISCO Networking Academy has been hampered by the security situation.

Partnerships and Resources:

Target budget: USD 3,603,783
 Received budget: USD 1,995,266 (UNDP)
 USD 987,686 (USAID)

USD 73,750 (Cisco)
USD 12,000 (French Trust Fund)
USD 61,000 (Microsoft)
USD 48,600 (EC)
Donors: USAID, UNDP

Focal Points:

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Making Budgets Work (MBW)

In April 2004 the former *Aid Coordination and Management* project was transformed into *Making Budgets Work (MBW)* project. Making Budgets Works promotes the national budget as a pivotal coordination mechanism and an instrument of policy prioritization and implementation.

The major project objective is to provide an efficient and professional budget development and budget tracking services that in turn contribute to the reconstruction of Afghanistan. Since around 90% of the budget is dependent on donor assistance there is clearly a persuasive reason to involve donors closely in the preparation, implementation and review of the national budget. The project has five components:

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

Achievements:

Unified National Budget

- The budget 1386 approved by the Parliament on April 24th 2007 after incorporating recommendations by the Parliament.
- The budget execution procedures for line ministries streamlined, Budget Calendar prepared through a review process for the programme-based budgeting and provincial budgeting bringing together budget units of concerned line ministries and those in the provinces
- Programme and provincial budgeting exercise has been extended to more ministries and provinces.
- Budget execution for the core development budget increased to 55 percent from the previous 44 percent in 2005. This amounts to more than \$700 million for 1385 compared to \$459 million. Similarly, the execution rate for the operating budget reached to 98 percent of total non-development budget.

Government Owned and led Aid Coordination System:

- An initial action plan for key benchmarks under the Afghanistan Compact and the Paris Declaration on Aid Effectiveness prepared to help ensure key results on aid effectiveness.
- A harmonized reporting system for the donors' database in the budget department established.
- Strategic mechanisms to improve aid coordination established:, i.e. Donor Review meeting mechanism, Afghanistan Development Forum, a Consultative Group (CG) mechanism and a Donor Technical Sub Committee.
- Donor Assistance Database (DAD) enhanced through high-level training to national Database Manager and staff, to provide the critical data and information for the preparation of the National Development Budget.,
- National government website (www.af) launched.

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

Capacity required for the coordination of trust funds, grants and loans in the Portfolio and Monitoring and budget Coordination Unit has been strengthened through technical advisory services provided by the project.

Support to the National Development Strategy:

Stronger support provided to help identify national priorities under the national Development Framework to ensure a better alignment with I-ANDS.

Capacity Development of National Staff:

Knowledge, skills and competency of budget department staff enhanced in provincial programme budget formulation and execution through technical assistance programme activities, i.e. training workshops.

Future Priorities:

- Continue support to MoF and other institutions on budget formulation process for 1387.
- On-going discussion to help determine possible use of budget software for budget formulation process developed by a foreign company which was identified through a recent study mission to Canada.
- Prepare and issuance of the first budget circular to seek views of line ministries on the priorities in preparing budgets for 1387-89.
- Budget Department will prepare a budget policy document incorporating a medium term budget framework for 1387-89.
- Mid Year Review of the 1385 (2006 – 2007) National Budget.
- Program budget training for pilot ministries in August 2007.
- Increase effort and focus to capacity development of the Government in aid management, coordination and dissemination of information.
- Continue effort to ensure CGs and AGs remain empowered through further strengthening their roles in coordination involving line ministries, aid agencies and donors.
- Continue support required for the preparation of National Budget 1386 (2007 - 2008); Fiscal Strategy and budget framework for 1386 (2007- 2008) budget; and provincial budgeting and capacity building of provincial administration.

Challenges and Risks

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

Partnerships and Resources:

Target Budget:	USD 17,481,505
Received Budget:	USD 6,290,993
Total commitment	USD 6,811,505
Shortfall:	USD 10.5 million
Donors:	Canada, Italy, Netherlands, USA, GTZ and UNDP

Focal Points:

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Support to the Afghan Diplomatic Institute (ADI)

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

Achievements:

Curriculum for the Afghan Diplomatic Institute, MoFA has been developed during the second advisory mission (7 - 21 April 2007)..

The second non-cost extension of the project terminated in 30th April 2007, and the project has operationally been closed.

Future Priorities:

Financial closure of the project and submission of Final Report to Donor, UNDP and MoFA.

Partnership and Resources:

Targeted Budget:	USD117,647.06
Received Budget:	USD117,647.06
Shortfall:	USD 0
Donors:	Austrian Development Agency (ADA)

Focal Point:

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Trust Fund Management

Law and Order Trust Fund for Afghanistan (LOTFA) project

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

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

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

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

Achievements:

Priority 1: Nationwide payment of police staff salaries

The main focus of results during this period would be to ensure disbursement of salaries and food allowances, for the Afghan National Police. Since 2002 the amount of USD 315 million (up to June 2007) has been disbursed to MoF for the expenditure under this priority in all 34 provinces. US\$ 96,000,000 has been spent in fourth phase of the project that was used for the payment of salaries and food allowances of 64,070 policemen.

Priority 2: Acquisition of non-lethal equipment

The following items were procured and were handed over to MoI: 1,100 UAZ 4x4 vehicles, 490 Codan communication systems; two Toyota pick up vehicles; computers and other electronic equipments to 33 provinces in support of EPS to produce the monthly payroll electronically for accountability and transparency and more efficient administration.

Priority 3: Rehabilitation of police facilities

Construction of 63 highway police check posts on Turkham-Kabul-Herat highway, 9 police stations in selected provinces and one building for Border Police in Torkham in order to facilitate police operation in term of increasing the efficiency and improve the responsiveness and visibility.

Priority 4: Gender orientation

The MoI data on 34 provinces and on the central office indicates that there are total 232 female police in ANP, out of which 92 are Officers (117 are Sergeants and 23 are Patrolwomen). Continued recruitment campaign and training of newly recruited staff started; Number of female police recruited in Badakhshan, Baghlan, Kandahar, Parwan and Bamyán provinces is increasing.

The sub-project under LOTFA, i.e. Gender Mainstreaming in police has been fully funded by Swiss Agency for Development and Cooperation (SDC), targeting: recruitment of 300 police women over two years; establishment of a gender unit at MoI; and replication of the pilot family violence unit in Kabul and 5 provinces with a view to contributing to the security of women in their public and private lives.

Priority 5: Institutional development

In light of the approved Support to Law and Order project document Phase III, a Management System Unit (MSU) was upgraded and staffed including an international project manager.

Training sessions conducted for MoF for finance and HR staff of the MoI, training of police officers at HQ and at 34 provinces on EPS and computer skills, to enable the MoI staff to comply with the finance and HR rules and regulations and fully functionalize the EPS at the center as well as on provincial level. The MoI was also provided with internet system and currently 110 MoI staff are using internet.

Future Priorities:

LOTFA will apply undesignated contributions to the reimbursement of police remunerations until annual costs are covered; Training of the police officer in EPS and deployment of the system will continue to cover all 34 provinces. A multifunction gymnasium is also being constructed in Kabul.

Challenges and Risks

- Delays in implementing measures to improve the payment systems will undermine the reliability of the police force and progress towards the outcome;
- Insufficient ownership of the process by the designated institution due to lack of capacity will impact negatively the sustainability of the project and increase dependency on external support.

Partnerships and Resources:

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

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

Phase III (1 April 2005 – 31 March 2006)

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

Phase IV (1 April 2006 – 31 March 2008)

The delivery target for all five priorities of the project for the year 2007 is USD 80,000,000.

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

Focal Points:

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Counter Narcotics Trust Fund

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

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

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

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

The CNTF is executed through the National Implementation modality. Therefore the government of the Islamic Republic of Afghanistan retains overall responsibility for the nationally managed programme through its designated institutions – the Ministries of Finance and Counter Narcotics. The line ministries serve as the implementing partners of the Trust Fund and work closely with the MCN to identify, develop and propose counter narcotics related projects within their mandated area.

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

Good Performers Initiative

The objective of the Good Performers Initiative (GPI) is to support provinces that achieve sustained progress towards poppy elimination or remain poppy free by providing financial support for their agreed priority development projects. The key is for GPI projects to deliver timely, cost effective and visible projects and is directly implemented by CNTF. In 2006 six provinces were awarded USD 500,000 for being poppy free and a further eight provinces were awarded USD 150,000 for having less than 1,000 hectares of poppy production.

Achievements:

The following 30 projects have been approved by the CNTF Management Board (USD 29 million) and are currently being implemented under the thematic areas of:

Alternative Livelihood (21 projects), Demand Reduction (4 Projects), Awareness Raising or Information Campaign (1 Project), Law Enforcement (1 project), Institutional Building (2 projects), and one drug Free Healthy Educational project which is coming under three pillars of Information Campaign , Drug Demand Reduction and Institutional Building.

Future priorities:

- CNTF to continue to develop and implement 2006 Good Performers Initiative projects for poppy free provinces.
- Conduct Capacity Assessment of line ministries and development of capacity building activities to meet the needs.
- Carry out CN needs assessment exercise at the sub-national level to generate CN related projects for CNTF consideration.
- Continue to work with line ministries in project development and implementation.
- Completion of Joint Donor mid-term review of CNTF activities.

Challenges and Risks

Insufficient capacity within the Afghan governmental structures continues to cause delays in the delivery of the CNTF resources and the implementation of individual projects. Stronger focus and immediate action for capacity building at the MCN and other Ministries is a priority. Security situation in the country has to be taken into account when designing and implementing CNTF projects, which will have a big impact on the delivery of the Programme.

Partnerships and Resources:

Target Budget:	USD 900,000,000
Received Budget:	USD 42,263,544
Total commitment	USD 82,512,592
Shortfall:	USD 817,487,408

Donors:

Over USD82.5 million have been committed by Donors. The following table presents an overview of contributions, including USD1, 108,225 from UNDP core resources for 2006 and 2007.

Donor	Pledge	Donor Contribution (USD)		
		Total Commitments	Total Received	Balance
Australia	A\$2 M	\$1,526,718	\$1,526,718	-
Canada	C\$ 1.2 M	\$1,052,632	\$1,052,632	-
Cyprus	-	\$10,000	\$10,000	
EC	€ 15 M	\$17,647,059	\$14,117,647	\$3,529,412
Estonia	-	\$50,000	\$50,000	
Japan	-	\$5,000,000	\$5,000,000	
New Zealand	NZ\$500 K	\$352,609	\$352,609	-
UK	£25.5 M	\$44,347,826	\$15,652,173	\$28,695,653
Italy		\$1,317,523	\$1,317,523	-
UNDP	-	\$1,108,225	\$1,108,225	-
Poland		\$100,000	\$100,000	
Sweden		\$2,000,000	\$2,000,000	
USAID		\$8,000,000		'\$8,000,000
Total		\$82,512,592	\$42,287,527	\$40,225,065

Focal Points:

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Strengthening Sub-national Governance Institutions

Afghanistan Sub-national Governance Programme (ASGP)

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

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

The full project document was signed by the GoA and UNDP in November 2006. Having completed the recruitment of technical and support staff of the project including international advisors and national consultants in June 07, the project is now focused on full implementation.

Achievements:

Component One

- The Subnational Governance Programme document was signed by the GoA in November 2006.
- A workshop was held for the Ministry of Interior (Mol) and provincial staff introducing an approach to subnational organisational assessment to be implemented by the provinces.
- A study by an international consultant on Municipal revenue generation was completed in December 2006 and is being used as a basis for a proposed national conference on municipal policy issues.
- The plan for setting up the Reform Implementation and Management Unit (RIMU) within the Mol was prepared and the methodology is being finalized with all PAR TA elements and IARCSC. The RIMU will function as a transitional vehicle to implement reform and strengthen earlier government approved standards of PAR and PRR.
- The project, reached an agreement with Afghanistan Information Management Systems (AIMS), to enable participating institutions in Faryab and Balkh to gain access to technical resources to help building development information management systems at the provincial level.
- A strategy on sub-national governance for the Civil Administration Branch of the Mol was submitted to JCMB end of May.

Component Two

- With support of ASGP, a national training policy was drafted and submitted to the full IARCSC Board for approval.
- The Civil Service Induction Training Course was designed by the Training and Development Department of IARCSC with the assistance from ASGP advisors and will be implemented at the Civil Service Institute.
- An international firm to design and develop a curriculum and instructional concept for training of civil servants at the national and sub-national level was identified through open competition and bidding process, to provide support to the TDD and Civil Service Institute in management capacity development,
- A team of national experts was identified through open competition to enhance the capacity of the civil servants in basic administrative management such as planning, procurement, human resource and finance.
- A detailed assessment of the Provincial Training Centres (PTC) was undertaken, to help find the gaps for ASGP's intervention in supporting the provincial training centres of IARCSC.

Component Three

- Three study tours to Indonesia and Philippines for Provincial Council (PC) members and one for MoI staff to Thailand conducted to help building knowledge to learn best practices on local governance.
- The PC study tour groups assisted the Office of Administrative Affairs (OAA) to conduct a national seminar in February 2007 during which they shared the new knowledge they learned on their trips with their colleagues. The seminar also enabled all PCs to be involved in finalising the rules of procedure and to prepare an action plan for 2007.

Future Priorities:

ASGP is now moving ahead with implementation plans for all four components.

- Component One (MOI): finalization of the reform and restructuring of the Civil Affairs Branch as well as initiating the Subnational governance policy dialogue and research agenda;
- Component Two (CSC): the ASGP offices in Balkh and Maimana provinces will support these pilot locations in advancing the reform and restructuring agenda of the Governors' offices, improving their rules and procedures for provincial operations, and generating financial resource required by the municipalities;
- Component Three (OAA): enhance capability of the OAA Provincial Council Support Unit and initiate support to Maimana and Balkh Councils;
- Component Four (Project Management): continue capacity building in the GOA to take on greater management role and responsibility in support of the ASGP.

Challenges and Risks

The greatest risk to project remains the unstable security environment throughout Afghanistan, which have a negative impact on implementation of project activities and monitoring efforts at the sub-national level.

Partnerships and Resources:

Target Budget for phase:	USD 41, 183,180
Received Budget:	
- Norway	USD 3,194, 888

-	CIDA	USD 1,000,000
-	Italy	USD 360,000
-	UNDP	USD 1,030,000
Shortfall:		USD 35,598,292
Donors:		Norway, CIDA, Italy and UNDP Core Funds

Focal Points:

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