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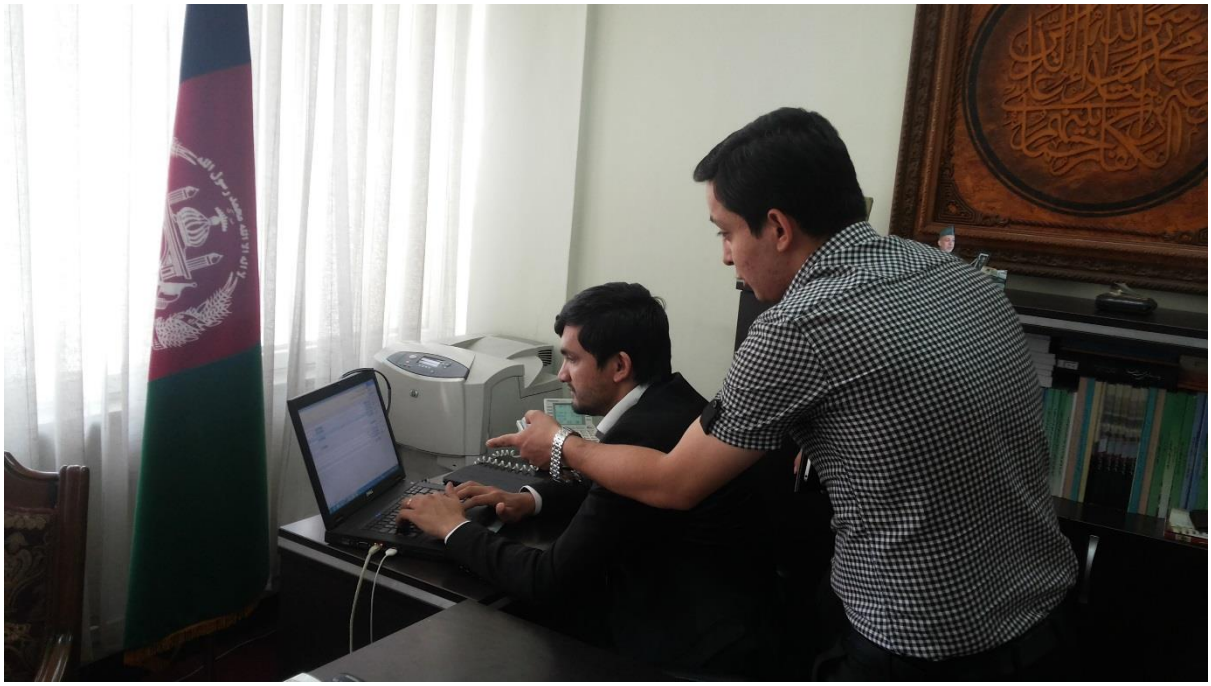
Strengthening National Policy Planning and Management Capacity

2014 ANNUAL PROJECT PROGRESS REPORT



UNITED NATIONS DEVELOPMENT PROGRAMME

Donor

United Nations Development Programme

ROJECT INFORMATION

Project ID:	00090975(DIM) ,00090976 (DIM), 00090977(DIM))
Project Duration:	(July 2014 – Dec 2016)
Reporting Period:	July-December, 2014
ANDS Component:	Governance, Rule of Law and Human Rights: Strengthen democratic processes and institutions, human rights, the rule of law, delivery of public services and government accountability.
Contributing to NPP:	2.3. A. To strengthen policy, legal and regulatory frameworks governing the civil service and Public Administration Reform 2.3.B. to increase civil service and public administration operational efficiency and effectiveness at the central, ministry and sub-national levels of government
CPAP Outcome:	Output 3.3. Strengthened capacity of government for implementation agenda and policy management Inclusive legislation, policies and programmes are in place and Government Institutions are strengthened to improve the quality of services delivery
UNDP Strategic Plan Component:	
Total Budget:	US$ 3,240,000
2014 Annual Budget:	US$ 540,780
Unfunded Amount:	
Implementing Partner:	UNDP
Responsible Parties:	Office of The chief of Staff to The President and The Office of Administrative Affairs and Council of Ministers' Secretariat, UNDP
Project Manager:	Ghulam Rasoul Fariwar (portfolio manager/Acting
Chief Technical Advisor:	Project manager
Responsible Assistance Country Director:	Ahmad Masood Amer

Cover Page Photo: OAA staff trained by SIGOB consultant, provides on the job training to his colleagues

ACRONYMS

AWP	Annual Work Plan
CoS	The Chief of Staff of the President
CoSo	Chief of Staff's Office
ICT	Information Communication Technology
M&E	Monitoring and Evaluation
NSGP	National State Governance Project
OAA	Office of Administrative Affairs
OoP	Office of the President
CoMS	Council of Ministers' Secretariat
UNDP	United Nations Development Programmes
VP1	Office of the First Vice-President
VP2	Office of the Second Vice-President
VPOs	Vice Presidents' Offices
SIGOB	A product of the United Nations Development Program's Regional Bureau for Latin America and the Caribbean (RBLAC- UNDP) aiming to digitalize government business processes.
SNPPMC	Strengthening National Policy Planning and Management Capacity

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I. EXECUTIVE SUMMARY

Strengthening National Policy Planning and Management Capacity (SNPPMC) is the follow up of National State Governance Project (NSGP) with a distinct focus on improving policy planning, implementation, and decision making mechanism at the central government level. The project commenced on 1st July 2014 and coincided with the power transition and structural changes by the new government. In view of changes in the project's counterparts structure (Chief of Staff Office (CoSo) merged with the Office of the Administrative Affairs), the Project Board has decided a revision of project document and has assigned a task force to review the scope and focus of the project and submit a revised draft to the Project Board for endorsement.

Political uncertainty, stemmed from election crisis, and absence of the project management team, as the two most important challenges, have hampered the project implementation. However, the project has been able to deliver on some of the activities as followings:

SIGOB/TRANSDOC (Digital Correspondence Management System) implementation continued at the Office of Administrative Affairs (OAA). The application translated in Dari and adjusted to OAA's working flows. In addition to installation of the application, 4 staff at OAA M&E department were coached/trained on how to use TRANADOC system. The implementation slowed down after merger of CoSo and OAA and when new officials were appointed by the president.

During the reporting period, several consultation meetings were conducted both at the senior management and technical level to discuss new priorities and needs of newly established Administrative Office of The President (AoP) and Vice President Offices. Strengthening policy making cycle, Automation of business processes, improvement of ICT infrastructure, support to public communication and capacity development are amongst the pressing needs and priorities expressed by new officials. The project document revision taskforce will take note of all the needs during the revision process.

In terms of Project management, SNPPMC project team was not fully established due to political uncertainty and recruitment challenges. The recruitment of technical Specialist (policy & planning) was finalized. The selected candidate will be on board on early or mid-February 2015. In addition, recruitment of Admin/finance was finalized but the selected candidate refused to join the project, thus the position was advertised. The overall project delivery rate is 87%

II. RESULTS

A. OUTPUT 1: Manage the process of national policy planning, development and decision making at the office of the president

During the reporting period (Q3 & Q4), both Administrations (President Karzai's and Presidents Ghani's Administrations) were not able to reform policy making mechanism. The third quarter (Karzai Administration) characterized with political instability and officials have been in a 'wait and see mode, and reluctant to work on policy making process. The 4th quarter (President Ghnai's Administration) characterized with continued structural changes and new officials were not certain about new priorities. Thus the project has not been able to make significant progress in achieving this output. However, some activities have been undertaken related to Output 1 as following.

Indicators1.1: The extent the legal framework is robust and support effective policy/decision making

Nothing specific to report.

Indicator 1.2 – The extent the government business processes and procedures are clear and the mechanism (Cabinet and Cabinet Committees) are operational.

During the reporting period, SNPPMC continued supporting installation of SIGOB-TRANSDOC for the office of Administrative Affairs. TRANSDOC, The document transparency system, designed to digitalize document management system and mare the correspondence system more transparent. TRANADOC has been installed at the M&E unit of OAA. The implementation suspended when new officials appointed for OAA. New officials needed time to review the system and make sure data security and privacy is fully maintained. A SIGOB mission is planned to visit Afghanistan and discuss their concerns and the way forward with the implementation. However, Following actions have been taken so far to implement SIGOB at OAA:

- TRANSDOC System installed after corrections were made to the final conversion in Dari in the applications server,
- Working Procedures adequately defined, analysed and adjusted to staff of M & E Department to work with the Management System,
- Counterpart operational staff trained to gather information according to the parameterization standards featured in documents and the network member's profiles,
- Counterpart operational staff trained in the application on the Management System module parameterization,
- Personal operational counterpart trained as a facilitator to train OAA users in the TRANSDOC Systems,
- All staff members of the M & E Department, Administration, Expert, Director and Assistant trained in the use of Transparency System,

- Workstations of the M & E Department with the user version properly installed and ready for use by personnel in the management system work,
- Workstations of how to use the System TRANSDOC adjusted translated and delivered to M & E Department as support in using the system,
- Work process, external and internal management documents with internal and external destination,
- M&E expert, and SIGOB coordinator.

In addition, SNPPMC continued supporting the State Citizenry Centre (SCC) at the first voice president office. The State Citizenry Centre which has been equipped by UNDP through NSGP Project, bridges the distance between the government and the public through toll free number 311. SNPPMC supported the payment of salaries for 7 call centre operators whose job is to respond to incoming calls from the public and submit the complaints and information to vice president office for follow up and response. Further to that, operators at SCC provided daily news brief to the voice presidents.

EXPENSES FOR THE YEAR

During the year, a total of USD 437,151 was spent for this output. For more details, please look at Annex 2.

Below is a snapshot of where SNPPMC is in relation to its annual targets by end of 2014

Table 1 Output 1, 2014

2014 Baseline	2014 Annual Targets	Planned	Actual	Comments
1.1. System Procedures not defined and system ill-coordinated	1.2. Simplified guidelines, SoPs, and formats in place for policy planning and management. 1.3. The mechanism for policy and decision making effectively strengthened	1. Provide advisory support on policy and reform to OA, VPOs and CoS and overall management of the project 2. Recruitment of national and international experts to identify areas for reform 3. Holding of consultative meetings and workshops involving LMs, departments and other government agencies as relevant 3. Installation of SIGOB (documentation management module) completing remaining activity of SIGOB project 4. Strengthening capacity of M&E directorate at OAA	1. **SIGOB/TRANSDOC:** • Application server installed and configured • Virtual server configured for the TRANDOC System • TRANSDOC System installed. • Working Procedures adequately defined, analyzed and adjusted to staff M & E Department to work with the Management System. • Counterpart operational staff trained to gather information according to the parameterization standards featured in documents and the network members profiles	Behind the target. Implementation to be carried out to the next year
1.4. Remits of ministries unclear	1.2 Simplified guidelines, SoPs, and formats in place for policy planning and management.	1. Recruitment of experts for developing guidelines for cabinet, cabinet committees, and line ministries 2. Strengthening capacity of sectoral analysts at OAA	1. 4 staff at M&E department trained on how to use TRANSDOC application	Behind the target. Planned activities shall be carried out to the next year

	1.3 The mechanism for policy and decision making effectively strengthened	through provision of relevant training, on the job training, exposure visits and twining arrangement 3. Provide exposure opportunities for relevant staff at OAA		
1.5. Cabinet committees dysfunctional	1.4 Simplified guidelines, SoPs, and formats in place for policy planning and management. 1.5 the mechanism for policy and decision making effectively strengthened	1. Recruit national and international experts to be deployed to cabinet committees 2. Provide relevant training and capacity building support to Committee staff	No action has been taken	Behind the target. planned activities shall be carried out to the next Year

B. OUTPUT2: The Chief of Staff Office Has the Requisite Capacity to Effectively Deliver its Mandate

Chief of Staff Office has been merged with the office of Administrative Affairs in the 4th quarter of 2014. Although a number of consultation meetings were conducted in the third quarter and capacity development needs identified, but since the office has been merged with OAA, no action has been taken in the 4th quarter. Following are the result of consultation conducted in the third quarter:

Indicator 2.1 – installation of relevant software and enhancing hardware capacity of the ICT unit.

1: Development of Financial Management Information System (FMIS) for the Chief of Staff Office: it was agreed that an international and a national ICT expert shall be recruited to develop FMIS for CoSo and train relevant staff to operate and maintain the system. The ToR for international expert drafted by CoSo and shared with UNDP for review and comments. This initiation will be followed up further with the new government in the next quarter.

2: ICT Trainings: After a training need assessment, CoSo has identified a number of trainings needs such ITIL intermediate level, CCNP SR/Ethical Hacking, CCNA Voice/CPT1/CAPS/Exchange Server administration, and share point server-admin/configuration. Trainings identified by CoSo will be reviewed with the new administration in the next quarter and required support will be provided to train ICT staff.

3: Software Needs: CoSo has identified several software needs such as Anti-Virus license renewal for 250 users, Cyberoam License, and Call Manager CDR billing Software. ICT software needs will be reviewed in consultation with new administration to confirm the needs as per their priorities.

EXPENSES FOR THE QUARTER

During 2014, a total of USD 18,092 was spent for this output. For more details, please look at Annex 2.

Below is a snapshot of where SNPPMC is in relation to its annual targets by end of 2014

Table 2 Output 2, 2014

2014 Baseline	2014 Annual Targets	Planned	Actual	Comments
Baseline 2.1 – Capacity of the ICT and Finance departments need to be strengthened	Target 2.1 – The operational capacity of the CoS Office strengthened to provide effective communication and information management and administrative support to the CoS Office	1. Provide relevant hardware and software for enhancing information management system and capacity of the IT unit 2. Conduct capacity assessment and develop capacity building strategy 3. Provide relevant training and capacity building support to ICT, HR and Finance units	1. A rapid assessment has been done. Trainings need identified. Hardware and software needs identified. 2. ToRs for international and National ICT/Software Development experts drafted and under review by UNDP	CoSo has been merged with OAA, no further actions need to be taken on this output.

C. OUTPUT 3: SNPPMC project operation and management

SNPPMC project started in July 2014, at the middle of political uncertainty due to election disputes. The project overall implementation was significantly affected by aforementioned uncertainty in the third quarter of 2014. The project also continued to suffer from structural changes in the last quarter of 2014. After the merger of the Chief of Staff office with the Office of Administrative Affairs, new high ranking officials hired in the Administrative Office of the President. New authorities needed time to complete internal restructuring and getting familiar with the project. Considering the situation, SNPPMC Annual Work Plan for 2014 was revised in November aiming to release the extra funds to be allocated to other UNDP projects.

The Project board Meeting was conducted on 18th December 2014 and following decisions were undertaken:

1. The Project Document shall be reviewed and recent changes in the government structure need to be taken into consideration. The project needs to be re-aligned with priories of new government.

2. Project review committee was established and tasked to prepare the revised project document and submit it to the next board meeting for endorsement. The project review team composed from representatives of AOP (4) VP1 (1), VP2 (1), OSRGG (2) and From UNDP (1).

3. An interim annual work plan for the current project would be prepared to avoid hampering current ongoing activities. A comprehensive annual work plan would be prepared once the revised project document approved by the board meeting

Indicators:

4.1: AWP, HR, Procurement and M&E plans approved as per established CO Timeline and reviewed on a quarterly basis.

1. AWP, HR plan, Procurement plan, reviewed and revised in November 2014
2. Recruitment of technical specialist (policy & Planning) finalized. The successful candidate will join the project in February 2015. Project Admin and Finance recruitment was finalized and the offer was sent in November but the candidate refused to join the project, thus the position was re-advertised.

4.2: % of project Delivery

Overall project delivery for the 2014 is 87%

EXPENSES FOR THE Year

During 2014, a total of USD 14,788 was spent for this output. For more details, please look at Annex 2.

Below is a snapshot of where SNPPMC Output 3 stands in relation to its annual targets after Q3

Table 3 Output in 2014

2014 Baseline	2014 Annual Targets	Planned	Actual	Comments
Newly approved project document, implementation not started.	4.1:Achievement of AWP outputs 4.2: Effective and Efficient management and reporting of resources (receivables, budgets, expense, personnel and assets) 4.3: Above 75 % project delivery by 31 December, 2014	1. Recruitment of project manager 2. recruitment of project operation associate 3. recruitment admin/clerk 4. recruitment of driver	1. Project manager Recruitment finalized 2. Admin/Finance post advertised 3. Admin Clerk/driver recruited 4. 87% delivery	on target

III. GENDER SPECIFIC RESULTS

Nothing specific to report.

IV. PARTNERSHIPS

No partnerships have been concluded during the reporting period.

V. ISSUES

1. The new government announced new priorities and merged the office of the chief of staff with the office of Administrative Affairs (the two main government counterparts of the project). In view of that, the project document need to be reviewed and revised in consultations with new government authorities to make sure it's aligned with the new priorities. The project board has decided on the revision of the project document but no progress has been made due to continued restructuring of the Administrative office of the President.
2. A new official request has been made to UNDP by Ahmad Zia Masood's Office, the Office of President Special Representative for reform and good governance, to support the development of national programme on good governance. Though, the proposed intervention is not directly mentioned in the current project document, but it is well aligned with overall focus of the project which is policy support. If UNDP decides to support this intervention, it should be considered during the project revision process

VI. RISKS

1. Political Uncertainty makes government counterparts reluctant to fully implement the project
2. Changes by new government administration may hamper project delivery as new people may come on board in the government with new priorities.
3. Delay in Recruitment of project team hampers project implementation

VII. LESSONS LEARNED

From our working relationship with multiple government counterparts (Chief of Staff office, Office of Administrative Affairs, and Voice Presidents offices, we learned that it would be quite effective if we deal officially with one government focal point designated by all other counterpart for official decisions and official signatures. Meanwhile at the technical level we need to keep consulting all of counterparts during planning and implementation process.

VIII. FUTURE PLAN

In view of changes in the government, the project document will be revised in consultation of all stakeholders

Output 1:

- Provide support to development of the national Programme on good governance
- Provide advice to Ahmad Zia Masood's office of anti-corruption Agenda
- Recruitment of national and international experts to identify areas for reform
- Holding of consultative meetings and workshops involving LMs, departments and other government agencies as relevant
- Support automation of business processes and roll out SIGOB TRANSDOC to other units of AOP
- Provide necessary training and exposure visits opportunities for staff at AOP and vice president offices
- Re-activate the call center at the first vice president office
- Explore new areas for support at the Administrative Office of the President, Vice President Offices, and the office of the President's Special Representative on Reform and Good Governance

Output 2:

- Note Applicable; Chief of Staff office has been merged with OAA

Output 3:

- Finalize the recruitment of project team
    - Prepare Interim AWP, HR and PP for the next year.

IX. ANNEXES

ANNEX 1: FINANCIAL TABLE

Interim Donor Report for the period January - December 2014 for Strengthening National Policy Planning and Management Capacity (SNPPMC)

Annex 1. Financial Table

Donor Name	COMMITMENT/ PREVIOUS YEARS RECORD				CURRENT YEAR - 2014					FUTURE EXPENSES		TOTAL RECEIVABLE		
	Commitment (a)	Revenue Collected 31/12/2013 (b)	Expenses 31/12/2013 (c)	IPSAS Adjustment (d)	Opening Balance E=(b-c+d)	Contribution Revenue (f)	Other Revenue (g)	Expenses (h)	Closing Balance I=(e+f+g - h)	Commitments (Unliquidated Obligations) (j)	Undepreciated of fixed Assets and Inventory (k)	(Future Due) L=(a-b-f)	(Past Due) (m)	Available Resources N=(i -j - k-m)
UNDP - Core Fund	540,780	-	-	-	-	540,780	-	470,031	70,749	3,348	-	-	-	67,402
Grand Total	**540,780**	-	-	-	-	**540,780**	-	**470,031**	**70,749**	-	-	-	-	**67,402**

Note:

i) Data contained in this report is an extract of UNDP financial records. The accounting period (Oct-Dec 2014) for the report is an open period and data from some accounting processes may not have been processed. Financial data provided above may not be complete, and it is provisional.

ii) Income received in currency other than USD is approximated to USD based on UN- Operational Rate of Exchange applied.

ANNEX 2: EXPENSES BY OUTPUT

Interim Donor Report for the period January - December 2014 for SNPPMC

Annex 2. Expenses by Output

Project Output ID and Description	2014 Budget (AWP)	Total Expenses	Delivery Rate
OUTPUT 1 (00090975): Manage the process of national policy planning, development and decision making	483,780	437,151	90%
Sub-total Output 1	**483,780**	**437,151**	90%
OUTPUT2 (00090976): The Chief of Staff Office Has the Requisite Capacity to Effectively Deliver its Mandate	33,150	18,092	55%
Sub-total Output 2	**33,150**	**18,092**	55%
OUTPUT 3 (00090977): SNPPMC project operation and management	23,850	14,788	62%
Sub-total Output 3	**23,850**	**14,788**	62%
Grand Total	**540,780**	**470,031**	**87%**

ANNEX 4: ACTIVITY

[This is optional and is dependent on whether donors request it or not.

Activity	Description of Progress	Comments
1.1		
1.2		
1.3		
1.4		

ANNEX 5: ISSUE LOG

#	DESCRIPTION	DATE IDENTIFIED	IMPACT/PRIORITY	COUNTERMEASURE/MNGT RESPONSE	OWNER	STATUS
	Enter a brief description of the issue	When was the issue first identified	Describe the effect on the project Enter priority on a scale from 1 (low) to 5 (high) Impact = Priority =	What actions have been taken/will be taken to address this issue?	Who has been appointed to address this issue?	e.g. reducing, increasing, no change, resolved
1	Project document may need to be reviewed for the purpose of alignment with priorities of new government	End of June	3	A taskforce has been assigned to review the project document and submit the revised document to the project board The taskforce need to hold a series of consultation meetings with stakeholders and draft the revised Prodoc.	Programme officer Project manger	Progress
2	New official Request from Ahmad Zia Masood's office asking for UNDP support to development of National Programme on Reform and Good governance	December 2014	3	UNDP senior management need to decide and provide a response to the official request. If UNDP decide to support it should be incorporated in the Project document revision process	ACD, Programme Officer	Discussions ongoing

ANNEX 6: RISK LOG

#	DESCRIPTION	DATE IDENTIFIED	TYPE	IMPACT & PROBABILITY	COUNTERMEASURES/MNGT. RESPONSE	OWNER	SUBMITTED/UPDATED BY	LAST UPDATE	STATUS
1	Uncertainty in transition of power and change expected by new administration made our government counterpart reluctant to fully implement the project.	at the beginning of third quarter	Political	Probability P = 3 Impact I = 3	***Actions taken:*** *A number of meetings has been conducted with all stakeholders including the Administrative Office of the President and Vice President offices. Vice President Offices are fully agree with the project implementation to be continued. AOP officials principally endorse the project objectives but not very clear on implementation due to internal restructuring at AOP.* ***Actions to be taken:*** *continue to work with AOP officials and align the project with new government priorities.*	*Programme officer Project Manager*	*Project Mgr.*	*Ed of third quarter*	*Political uncertainty is over and it shall not be a considered a risk hereinafter.*
2	Changes by new government	At the end of third quarter	Political	Probability P = 3	*A number of meetings has been conducted with all stakeholders including the Administrative*	Project Manager	Project Manger	End of Third Quarter	Decreasing

	administration may hamper project delivery as new people may come on board in the government with new priorities			Impact I = 3	*Office of the President and Vice President offices. Vice President Offices are fully agree with the project implementation to be continued. AOP officials principally endorse the project objectives but not very clear on implementation due to internal restructuring at AOP.* ***Actions to be taken:*** *continue to work with AOP officials and align the project with new government priorities.*				
3	Delay in Recruitment of project team hamper project implementation	During the third quarter	Operational	Probability P = 3 Impact I = 3	*Project Manager Recruitment finalized* *The Project will work with HR office to make sure no further delays in recruitment of Admin/Finance Associate*	Programme Officer	Programme officer Project Manger	End of Third Quarter	Progress

Environmental	Financial	Organizational	Political	Operational	Regulatory	Strategic	Other
Natural Disasters: storms, flooding, earthquakes	EXTERNAL economic factors: interest rates, exchange rate fluctuation, inflation	Institutional Arrangements	Corruption	Complex Design (size: larger/multi-country project; technical complexity; innovativeness, multiple funding sources)	New unexpected regulations, policies	Partnerships failing to deliver	Other risks that do not fit in an of the other categories
Pollution incidents	INTERNAL:	Institutional/ Execution Capacity	Government Commitment	Project Management	Critical policies or legislation fails to pass or progress in the legislative process	Strategic Vision, Planning and Communication	Might refer to socioeconomic factors such as: population pressures; encroachment – illegal invasions; poaching/illegal hunting or fishing
Social and Cultural	Co-financing difficulties	Implementation arrangements	Political Will	Human Error/Incompetence		Leadership and Management	
Security/Safety	Use of financing mechanisms	Country Office Capacity (specific elements limiting CO capacity)	Political Instability	Infrastructure Failure		Programme Alignment	
Economic	Funding (Financial Resources)	Governance	Change in Government	Safety being compromised		Competition	
	Reserve Adequacy	Culture, Code of Conduct and Ethics	Armed Conflict and Instability	Poor M&E		Stakeholder Relations	
	Currency	Accountability and Compensation	Adverse Public opinion/media intervention	Delivery		Reputation	
	Receivables	Succession Planning and Talent Management		Programme Management		UN Coordination	
	Accounting/Financial Reporting	Human resources Processes and Procedures		Process Efficiency		UN Reform	

Environmental	Financial	Organizational	Political	Operational	Regulatory	Strategic	Other
	Budget Allocation and Management			Internal Controls			
	Cash Management/Reconciliation			Internal and External Fraud			
	Pricing/Cost Recovery			Compliance and Legal			
				Procurement			
				Technology			
				Physical Assets			