



Islamic Republic of Afghanistan

Effective Governance National Priority Program

November 2018

Introduction: Why Governance?

The key to Afghanistan's long-term stability, success, and economic development lies in substantial improvements to governance. Broadly defined, governance is the way that political and administrative institutions make decisions and carry out actions on behalf of the public. But more practically, governance in Afghanistan refers to the ways that government operates to deliver on its constitutional mandate and social compact with the citizenry. This requires the government to be responsive to what citizens want, to be technically competent at providing services, and to be seen as just and neutral within the social landscape.

Afghanistan today strives to build and revive its core governance institutions, strengthening rule of law and administration of justice; improving accountability and legitimacy; and meeting the state's obligation to develop the people's welfare. However, while the aspiration for good governance is deeply embedded in Afghanistan's history, state institutions were badly damaged by the past years of conflict, including the distortionary effects that developed during reconstruction.

In addition, the government's economic agenda depends on the success of private sector development. The private sector will create jobs, promote growth, and develop the country's rich endowment of natural resources. But private sector development is still contingent upon an effective state that can set and enforce neutral rules for entry and operation, supply a healthy, trained labour force, facilitate land management, make efficient investments to provide connectivity to markets, and build a nationwide justice sector that can peacefully adjudicate disputes and enforce judgements.

The success of our social and security agendas also depends on transformational improvements to the quality of governance. Stabilizing contested areas depends on large segments of the population believing that our state institutions will provide them with benefits, stop predatory corruption, and provide opportunities for young people committed to national service to advance. Conversely, the Afghan state can no longer afford to be crippled by disregard to the rule of law, embedded corruption and nepotism if it is to meet the demands of its citizenry.

In short, as noted in the Afghan National Peace and Development Framework (ANPDF 2017-2021), progress on the Effective Governance Program is the linchpin that cuts across sectors and will enable the success in our overall development strategy.

Overview of the Effective Governance Program

Afghanistan's forty-year background of conflict, insecurity, and corruption not only weakened the link between the government and the citizenry, but it also fractured the basic bureaucratic systems that allow reformers to successfully carry out reforms. Because governance cuts across all other areas of state action, the reforms should be seen as enablers as much as ends in themselves. For example, reducing corruption levels in our public works and trade ministries is fundamental to building the network infrastructure that Afghanistan needs to become an exporting economy. Similarly, strong, responsive subnational governments are pre-conditions for improving the quality and accountability of service provision, particularly for isolated and underserved populations.

Improving national governance is best seen as a living process of reform that will extend over several decades. However, the ANPDF set out a general framework that provides sufficient guidance to carry through until 2024, the end of the Transformation Decade. That framework forms the foundation for the proposed NPP. It consists of six pillars:

1. **Clarifying and redefining the core functions of the government entities** (Independent Administrative Reform and Civil Service Commission)
2. **Professionalization of the public sector and civil service** (Independent Administrative Reform and Civil Service Commission)
3. **Strengthening the public financial management (PFM) systems** (Ministry of Finance)
4. **Strengthening subnational governance** (Independent Directorate for Local Governance)
5. **Fighting corruption** (High Council on Rule of Law & Anti-Corruption)
6. **Improving the quality, access, and use of data** (National Statistic and Information Authority)

Long-term governance challenges will go well beyond these six areas – managing a digital economy, or joining the negotiations on the rules of global trade, for example, are areas of governance that will without doubt rise in importance over time – but the first priority for now is to build a state administration that can formulate and implement policy, allocate its scarce resources efficiently and equitably, deliver services and account for their quality, and provide citizens with a sense that disputes can be resolved fairly and without bias.

The Effective Governance Program is not a traditional project, but the pillars do consist of time-bound, budgeted, and monitorable streams of activities. This document is the umbrella narrative that links reforms and programs in these six pillars. Several of these are underway; others are in advanced stages of planning. This NPP document will define their operational scope, highlight key reforms, and outline key actions to be prioritised up to 2024. Detailed plans for each component are listed in Annex 1.

1. Clarifying and redefining the core functions of the government entities

Most government ministries and agencies lost sight of their functions after decades of war and changing regimes. The added surge in reconstruction over the last 18 years and creation of parallel structures have further complicated ministry and agency mandates. They became primarily conduits for development projects rather than the vehicles for executing government policies. This led to deep fragmentation, with an overuse of consultants, layers of defunct project management units, duplication across ministries, and an unhealthy fascination with locking in new projects despite an inability to manage the existing ones well. Much of the current administration's term has concentrated on rebuilding the planning and ministry structure so that ministries are clearer about their core functions; ministers have a consolidated picture of what their ministries do; and there's an alignment of functions between the need for in-house expertise versus specialized consultants and out-sourced execution.

The NPP will continue this process of clarification, consolidation, and rebuilding under a more surgical and focused approach. The follow-on phase of the Capacity Building for Results (CBR) program, Tackling Afghanistan's Government HRM and Institutional Reforms (TAGHIR) project, will be structured around this theme of performance management, with a particular focus on the ministries directly responsible for raising state revenue and for providing key services (managing expenditure). The High Council on the Rule of Law has assigned the IARCSC to assess the institutional capacity of ministries that are the largest spending or have the largest revenue generating potential. The assessment procedure has been drafted and will be implemented during 2018 and 2019. Building on these assessments, and as part of its overall plan to professionalize and enhance the effectiveness of the civil service, IARCSC is also supporting these ministries to carry-out functional streamlining and reform. While the exercise is intended to reach all ministries eventually, as a first step, priority revenue and expenditure ministries are to undertake functional review intended to re-assess and clarify ministry mandates (including intra and cross ministry overlaps), and accordingly re-structure core functions, lines of accountability, organizational structures and staffing. The review will also generate plans for rationalizing parallel structures which contribute to accentuating ministry dysfunctionality and keeping capacity outside of core structures. This joint ministry/IARCSC approach is designed to ensure coverage of both functional aspects and horizontal institutional strengthening issues (human resource management, procurement, and financial management etc.). It is also intended to enhance alignment with policy priorities in sectors, particularly in education and health, and thereby ensure relevance and adaptability of implementation of recommendations stemming from the functional reviews; which will be closely tied to TAGHIR. The government will also continue to consolidate procurement and construction functions to build up core competencies and at the same time refocus the technical ministries away from construction contracting and back to their core functions.

Key progress to-date:

- Mandate for all major government construction consolidated under the Ministry of Urban Development and Housing, including schools and government buildings, and the Ministry of Rural Rehabilitation and Development to oversee community construction, including schools.
- Comprehensive evaluation of public administration in the provinces of Logar, Nangarhar, Badakhshan, Kunduz, Khost, Herat, Bamyan, and Balkh conducted in coordination with the Independent Directorate for Local Governance (IDLG). This evaluation identifies structural gaps, professional overlaps and capacity issues in the local administration and makes remedial recommendations
- Procedure for institutional capacity assessment of ministries finalised and the assessment of the Ministry of Public Health and Ministry of Commerce and Industry completed

- Functional reviews of IARCSC, the Ministry of Public Health, the Ministry of Education, and the Afghanistan Independent Land Authority (ARAZI) are in various stages of finalization. Functional reviews of the Ministry of Finance, Supreme Audit Office and potentially of the Independent Directorate for Local Governance and Ministry of Labor, Social Affairs, Martyrs, and the Disabled are targeted for completion within 2019.

Key activities 2019-2024:

- Functional reviews of all line ministries and agencies to be completed by 2024, based on which relevant corrective actions will be taken to overcome bottlenecks in systems and delivery. Functional review of line ministries at the provincial level will be completed prior to the development of Local Administrative Law.
- Functional reviews of all provincial administrations to be completed by 2024, in line with the sub national governance policy, based on which relevant corrective actions will be taken to overcome bottlenecks in systems and delivery.
- The intrinsic conflict in the policy making, regulatory and service provision across the sectors will be identified and addressed accordingly as functional reviews are conducted.
- Parallel structures, specially bloated PIUs, will be integrated into the core structures of the relevant ministries as assessment results come out.
- Once the redundancies are addressed the core functions of the government entities will be legislated through an Organic Law.

2. Professionalization of the public sector and civil service

Afghanistan does not suffer from a shortage of human capital overall, but within the government there have been recurrent problems of ensuring that staff have good qualifications, are well-managed, receive proper incentives, and are capable of carrying out their functions. The NPP's approach to improving the quality of government staff underwent a sea change that started in 2018, when the Independent Administrative Reform and Civil Service Commission was restructured and launched the first public, competitive national-level recruitment drives. Through Human Resource Capacity injection TAGHIR will focus to strengthen the capacity of selected line ministries and agencies through merit-based recruitment of key positions, improved personnel management, and better HR planning. TAGHIR will lay out specific benchmarks for each priority LMA supported with human resource capacity injection.

The Afghanistan Civil Service Institute is also working on a new Strategic Plan and a National Civil Service Training Policy that would underline key areas in the public sector to focus on for greater effectiveness. The policy would provide a roadmap for the government for capacity building with specifying division of mandate and resources among different government agencies. The new plan is envisioned to establish a Civil Service Leadership Academy, The Center for Human Resource Development, and the Civil Service Center of Excellence.

- The Leadership Academy will work with leaders of the public sector (Director Generals, Directors, Deputy Provincial Governors, Mayors, District Governors) to provide certification programs that would become part of the job requirement for senior positions. The Academy would also work with peer organizations across the world to exchange knowledge and synthesize best practices to promote a vibrant and diverse leadership in the public sector.
- The Center for Human Resource Development will work with HR departments of government organizations, considering a strategic intervention point where efforts for capacity building and professionalization would have replicate effects across the system.
- The Center of Excellence will focus on pre-service training in order to make sure new recruits are equipped with vision, skills and commitment to positively affect the system. The main target of this training, most of which will be online, will be those who would be recruited through annual mass recruitment exam (Civil Service Kankor).

While not normally considered public sector management, the Afghan government has made affirmative action for qualified women a key aspect of its civil service reform agenda, and support for a safe workplace, fair promotions, and equal pay for equal work fall under this pillar and their progress will be monitored through the NPP. Under this work, key actions will include: 1-creation of a CV bank to collect CVs of qualified women to identify candidates for key civil service positions. 2-positive scoring of female candidates by five points in the recruitment process. 3- TAGHIR will implement creative solutions (enabled by the amended Civil Servants Law), including a hard quota of 10 percent of all new recruitments for each priority line ministries. This is intended to help TAGHIR ensure that at least 10 percent or aggregate 150 positions of all newly recruited and retained positions under the project are held by women. This target accounts for current labor market availability of the senior and middle-level management positions.

Key progress to-date:

- An e-recruitment system has been created to conduct all recruitment online, preventing any interference or bias in processes. Nearly 20,000 positions have been announced to date
- Developing and drafting the Administrative Procedure Law; and amending articles 3, 6, 8, 9, 10, 11, 16, 23, 28 and 30 and annex III of the Law on Civil Servants. These reforms will bring more

transparency to recruitment processes, clarify rules related to promotions, formalise the position of deputy minister as part of the civil service, and create a better work environment for women in the civil service

- Procedure on appointment of mayors and district governors finalised
- Completion and launch of the Policy on Increasing Women’s Participation in the Civil Service, which will help to give women and equitable chance to enter the civil service
- Revision of the Law on Civil Servants to allow for establishment of Deputy Minister positions within the civil service framework, and the introduction of a cadre system (alongside the current position-based civil service model) for those in specialist (e.g., customs) and common (e.g., human resources, financial management) function areas, supporting enhanced civil service professionalization and capacitation.
- A draft policy on Government Wages, Salaries, and Allowances (“pay policy”) finalized, with implementation planned to commence with the start of the new fiscal year (from December 22, 2018).¹

Key activities 2019-2024:

- Procedure on competitive recruitment of Deputy Ministers to be completed by end of 2019, with competitive recruitments for Deputy Ministers starting by 2020.
- By 2019 at least 90% of all vacant/acting positions will be recruited through competitive process. Competitive recruitment of up to 5,000 teachers will be completed by 2021.
- Equitable recruitment practices will continue, with the aim of having 35% of civil service positions filled by women by 2024.
- Improvement in legal and policy frameworks to enable professionalisation and ensure integrity in the civil service. These include: revising the Civil Servants Law, updating the Human Resource Management Policy, establishing harmonised and standardised structures for core functions, and developing a policy for *Tashkeel* Management, and reviewing civil service pay scales by end of 2019.
- Introduction of an HRMIS that can be integrated with AFMIS and E-Payment Systems is planned in 2019 to allow for a flexible and dynamic establishment control system, help to restrict payroll to personnel assigned to specific authorized positions, and facilitate implementation of gender targets to address staffing. The program pilot is ongoing, and after assessment of findings, in coordination with the World Bank, the program will be rolled out.
- Roll-out of E-Payment System for civil servant salary payments backed up with biometric registrations of government employees by 2020.
- Gradual implementation of the new Pay Policy throughout the public administration, balancing fiscal sustainability and specific capacity requirements of priority government entities and professional cadres (to be supported under TAGHIR Project). It is planned that the first draft of the Pay Policy will be finalized by end of this year. A committee, MoF IARCSC and WB are regularly meeting on this subject.

¹ The process is progressing well through a technical committee comprising MoF, IARCSC, and the World Bank. The technical committee has gathered requisite data, refined the existing World Bank wage bill forecasting model to better project the fiscal costs and savings of policy scenarios, and has now proposed initial policy options on civilian pay arrangements for the consideration of MoF and IARCSC Heads of Agency. Options have been designed to cater for the introduction of specialist cadres and of Deputy Ministers into the civil service, and also necessarily target compensation within the parallel civil service (NTA) and by extension that of CBR/TAGHIR appointees. A permanent body to periodically review the adequacy of public sector pay, based on accurate wage bill forecasting, is also to be recommended as part of the upcoming pay policy.

3. Strengthening the PFM Systems

The 2013 and the 2018 Public Expenditure and Financial Accountability (PEFA) reports on Afghanistan note significant improvements in Public Financial Management (PFM) systems since 2002. Afghanistan also ranks higher than regional countries such as India, Pakistan, Sri Lanka and Bangladesh in the 2017 Open Budget Index which measures budget transparency. While these improvements are encouraging, Afghanistan's PFM system is still in transition. The basic legal, institutional and operational framework is in place; adequate treasury functions and reporting are in place; revenue administration and mobilization has improved; however, budget formulation remains a weak link. Improving the PFM systems will be critical for Afghanistan to realize its self-reliance vision.

To strengthen budget formulation, Afghanistan initiated an ambitious budget reform agenda in 2017. 2018 Budget was the first ever consolidated national budget. The operating and development budgets were presented together and broken down by economic classification, administrative, function, fund, program and geographical location in accordance with good international practice. A credible medium-term approach to budgeting was also introduced that set out a consolidated budget for 2018 and three forward years. In addition, the budget process was also revised to better align budget outcomes with national priorities.

Over the course of the next few budget cycles, the reform process will help align expenditure financed by domestic revenue and development assistance to national priorities. Sustaining budget reforms will require intensive investments in information technology, training, analysis, and reporting. Current estimates are that it will take approximately two to three years to complete the core technical investments and capacity building required, followed by three more years of spreading the improved systems to all government ministries and agencies. Making the budget public and promoting a culture of public discussion will continue on an ongoing basis at both national and sub national levels of government. In terms of implementation, The Fiscal Performance Improvement Program (FPIP) of the Ministry of Finance is the key tool through which MoF will implement PFM reforms as well as roll out PFM reforms to other ministries. Key objectives of the FPIP are to strengthen budget formulation process, treasury and accounting systems, link policy to budget as well as make improvements throughout all areas of PFM. We will target specific and sustained improvements across all areas of PFM in the PEFA framework. Our aspirational target is to move from score of D and C to B and A over the next few years.

Key progress to-date:

- In 1397, for the first time, the Government presented a consolidated national budget, broken down by economic, administrative, functional classification, as well as by fund, program, and geographic location, in accordance with international best practices
- The 1397 National Budget fully presented historical data on original budgets versus actual outcomes to allow for transparent analysis of the trends in public investments, which is crucial to improving the allocation of national resources
- Implemented a medium-term expenditure framework that sets out the consolidated budget for FY1397 and three years forward, based on actual expenditure and program/project data

Key activities 2019-2024:

- Timely implementation of Fiscal Performance Improvement Plan (FPIP) including assessments, independent verification and rolling plans
- Roll-out of new Policy Costing Guidance and New Policy Proposal Validation to standardize costing for all new proposals so that they can be evaluated and compared before selection

- Introduction of a rolling program of expenditure reviews to ensure alignment between public expenditure and government priorities, including a security sector expenditure review by 2020
- Establishment of sectoral allocations within the budget process to ensure alignment between new expenditures and government policy priorities
- Introduction of simplified budget forms and processing of allotments into the Afghanistan Financial Management Information System (AFMIS) to enable easy and timely budget execution
- Adopt internationally recognized public accounting, classification and reporting standards by 2019
- Standardization and routinization of systems for public reporting and accountability
- Increase and diversification in domestic revenue mobilization through automation
- Development and publication a medium-term debt strategy outlining financing needs and sources, the composition of new borrowing, and associated risks
- Revision of the legal and regulatory framework for public debt to support the issuance of a domestic sukuk debt instrument
- Strengthening internal and external audit functions to improve national accountability

4. Strengthening Subnational Governance

With the national launch of the Citizen's Charter, the government has put in place the foundation for bottom-up representation and a better system for frontline accountability for the quality of service delivery. However, bottom-up accountability now needs to be matched by improved responsiveness, oversight and higher-level investments by provincial, district, and municipal governments. The challenge for the NPP is to increase support for subnational governments that can represent constituents, oversee the quality of service delivery, and resolve disputes justly.

With the adoption of the Subnational Governance (SNG) Policy in May of this year (Citizen-Centred Governance – a roadmap for subnational reform), the government, under the leadership of the Independent Directorate for Local Governance, is developing an investment-focused SNG program that can support the implementation of the new policy. Turning the policy into government capacities and actions requires that subnational governments be equipped with the skills, facilities, and incentives to deliver on programs and become the forums where people raise concerns to their representatives and where such issues are addressed.

Over the past fifteen years there has been some investment in building these capacities and providing facilities. However, owing to an imperfect coordination of these programmatic initiatives, there is a lack of institutionalized systems that are effective, sustainable, and geographically balanced. The government's fiscal situation also dictates the need for a budget-based approach: too many of the past programs required sustaining costs that the national budget simply could not afford. For this reason, all SNG support programs must now follow the Public Financial Management Reforms being implemented by the Ministry of Finance.

Finally, over the lengthy conflict period, the government's territorial divisions have repeatedly changed shape, with, for example, the number of villages doubling over the past 15 years. Reducing administrative fragmentation and promoting territorial consolidation to make service delivery more efficient is politically delicate but necessary. The NPP will explore opportunities to reduce any further fragmentation and identify mechanisms such as regional development authorities that can enable larger network investments, where economies of scale can accelerate local growth and development.

The SNG NPP will focus on:

- a. Improving subnational government capacities through the introduction of standardized administrative and fiduciary management, improved oversight and accountability, and a clarification of their evolving roles and responsibilities
- b. Increasing citizen participation through participatory approaches in the areas of policy, planning, budgeting, implementation, and accountability
- c. Increasing the physical presence of government through building administrative infrastructure, particularly at the district level.
- d. Providing incentive funds to encourage performance management and good governance.

Key progress to-date:

- Subnational Governance Policy drafted and approved by the High Council of Rule of Law and Anti-Corruption
- Drafting of Local Councils law well underway
- Finalization of Municipalities law
- Drafting of unified and government-owned guidelines to increase public participation and study for review of planning and budgeting processes and ongoing engagement of local entities

- Citizens' Charter has begun roll-out across 34 provinces, in urban and rural areas, creating a community-level platform for development governance
- Progress in merit-based recruitments of certain key subnational positions, including mayors and district governors, including recruitment of three female mayors in Nili, Maidan Wardak, and Ghazni.

Key activities 2019-2024:

- Roll-out of the Subnational Governance National Program through an on-budget funding mechanism to reduce current fragmentation and ensure sustainability by 2019
- Development of a 10-year construction and training program by the Ministry of Urban Development and Housing to extend a physical presence of government to all districts, based on the availability of fiscal space
- Redefinition of boundaries of villages, districts, provinces and municipalities
- Developing "regional development authorities" to improve economic planning and implementation at regional level
- Revising roles and responsibilities of current Deputy Governor for Cultural and Social Affairs, in order to focus this post on oversight and coordination of developmental affairs and implementation of the government's development policies
- Increasing by formula the share of budget transferred to local administrations (districts, province and village) in a gradual manner, linked to socio-economic and political performance benchmarks (2020-2024)
- Reviewing line ministry functions and authorities to identify the scope for increased deconcentration and role of provincial and district governors/councils in performance oversight and representing citizen preferences and grievances in planning and service delivery
- Comprehensive approach to capacity development of provincial and district staff
- Expanding support for national integration through support to the development of culture, sports, and other symbols of a shared Afghan identity
- Finalisation and roll-out of Councils Law in 2019
- Revision of the Local Administration Law
- Integration of Citizens' Charter mechanisms and processes within the institutional governance structure, including gradual roll-over of Cluster Community Development Councils to Village Councils over the next ten years

5. Fighting corruption

Combatting Afghanistan's institutionalized corruption requires major reforms to its security, organizational, economic, and legal institutions. In October 2017, the government published its National Anti-Corruption Strategy. The Strategy concentrated on reforms to the main areas of governance that allow corruption to flourish. To keep expectations realistic, the Strategy gave priority to nine main revenue generating and high spending ministries for developing ministry-specific, intensive, anti-corruption reform plans. The Strategy also included a commitment to carry out a mid-term evaluation that would allow an incoming government to apply lessons learned as it extended the ministry-level plans to the next tier of ministries.

Key progress to-date:

- Finalization and adoption of key legal frameworks such as asset disclosure, access to information, whistleblower protection, anticorruption, and accounting standards
- Assets of over 15000 public officials registered to date
- Revamping of security sector expenditure controls
- Replacement of unqualified judges and prosecutors in all 34 provinces and reforms of the judiciary and the Attorney General Office, including the creation and appointment of a Deputy Attorney General in charge of anti-corruption with specialized directorates
- Establishment of a Special Anti-Corruption Secretariat to coordinate and monitor the implementation of the anti-corruption strategy and the abolition of the High Office of Oversight
- Action Plans developed by 58 ministries and institutions to fight corruption during FY1397
- High level prosecutions through the Anti-Corruption Justice Centre

Key activities 2019-2024:

- Independent evaluation to assess the effectiveness and impact of anti-corruption efforts in order to generate options for the future administration
- Clarify and enhance the legal mandate of key anti-corruption institutions in full compliance with the United Nations Convention against Corruption (UNCAC)
- Establish the Anti-Corruption Commission according to Anti-Corruption Law and merge parallel organizations into the Commission
- Fully resource and equip the anti-corruption commission
- Enhance the legal framework and fully resource the Anti-Corruption Ombudsperson Office
- Enhance the asset recovery efforts under the Deputy AG for Anti-Corruption including the legal framework, which is currently underway
- The new Access to Information Commission established under the revised legislation
- Ministries and public institutions compliant with provision of information under the revised legislation
- Expansion of the anti-corruption strategy for subnational government including the establishment of a Subnational Governance Committee under the High Council on Rule of Law and Anti-Corruption
- Simplification of 15 common public services and integration into *Asan Khedmat* (one-stop-shop) by end-2019
- E-governance law approved by the cabinet by end-2019 including E-signature and E-payments and implemented by end-2020
- Establish a public register of beneficial ownership of companies with automatic exchange of data with partners
- Revise the Open Government Partnership Action Plan with new commitments

6. Improving quality, access, and use of data

Effective governance relies on quality data and analysis to help policy makers understand the current context of the country, identify weaknesses, and overcome challenges. Despite the large quantities of data collected in Afghanistan, there is limited capacity among government institutions to analyse the data for use in policymaking.

A key component of the Effective Governance Program is to improve the quality, access, and overall use of data in Afghanistan. Under this program, the capacity of the National Statistic and Information Authority (NSIA) to collect and manage data will be further expanded. Ensuring the use of statistics by policy and decision makers is just as important as the data collection and analysis itself. There is a need to promote the use of statistical figures and information by ministries, institutions and national and international organizations in developing policies, programs and projects, particularly as they relate to the NPPs.

With an increasingly sophisticated public, access to government statistics will become a major means for advancing the cause of accountable government. At present, Afghanistan has a good access to information law, but it is not uniformly implemented. The Effective Governance NPP will ensure timely, free and open access to government information, including electronic linkages between universities and government databases, updated and monitored ministry websites, and core support to a limited number of civil society organizations that provide public budget and performance reviews to the public.

Key progress to-date:

- Revised mandate and structure of NSIA, including integration of two new offices: (i) the Geographic information Creation and Analysis, and (ii) the Centralized Monitoring Information Systems
- An assessment of capacity of staff positions in NSIA was conducted, and TORs were updated as required to meet the needs of the Authority
- Finalisation of a unified dataset of regions, provinces, and districts, jointly with ARAZI and IDLG

Key activities 2019-2024:

- Reform of the Statistics and Information Law to reflect The United Nations Economic Commission for Europe (UNECE) Generic Law on Official Statistics and reflect the newly assigned mandate of Geographic Information Systems
- Launch of national awareness and training programs for generation and use of quality and timely data
- A single access point for providing valid official data for ease in dissemination and utilization. Development of Data Portal (data.gov.af) and Statistics portal (stats.gov.af) for providing a unified source for government data sets and statistics by end of 2019
- Develop a National Geospatial Information Strategy to ensure timely and relevant information free of charge, through development of National Geospatial portal in line with the geospatial strategy by end of 2019
- Develop Open Data Policy and adopt/endorse International Open Data Charter (2019-2020)

Cross-Cutting Areas

Inter-ministerial coordination: The efficiency and efficacy of the government requires a mechanism at the national level that enables swift and effective coordination and oversight. As laid out in the ANPDF, the High Councils are responsible to set development priorities, oversee policymaking, eliminate fragmentation of mandates, monitor progress, facilitate measures for development in their respective sectors, and ensure effective coordination. They are responsible for overseeing national priority programs.

Strengthening justice: Ranked by Asia Foundation surveys as among the least trusted institutions of the government, improving the administration of justice is critical. The Justice Sector Reform Plan is closely linked with the Effective Governance Program, covering five critical institutions: the three officers of the court (judges, police, prosecutors); the Ministry of Justice, and ARAZI, the land administration agency. Each of the three court ministries has produced a four-year reform strategy. The Ministry of Justice still lacks proper capacities in legal drafting, analysis, and public engagement, though the production of the new Penal Code was a milestone accomplishment. However, while all five ministries have reform strategies in place to improve their technical skills, as a part of the Effective Governance Program, a focus on managerial reviews and reforms is required to improve their core management systems: human resource staffing and management, financial management (including audit), and cooperation with civil society advocates.

Enabling Effective Land Management and Administration: Effective land management, including policy formulation, administration, and adjudication, is a key component of effective governance. Land management currently suffers from high levels of corruption, with weak systems hampering growth prospects in the country. The Independent Land Authority's (ARAZI) Institutional Development Programme for Land Administration (IDPL), as well as the Urban National Priority Program and the Private Sector Development Program lay out the key systems and programs to ensure effective land management and administration in Afghanistan. Progress on these key programs will be key in ensuring effective governance and more sustainable and equitable throughout the country.

Improving Service Delivery: The Effective Governance Program will build on the roll-out of the Citizens' Charter, which will reach nearly 15,000 communities across 34 provinces in its first phase. The Subnational Governance Program will build on the achievements of the Citizens' Charter and be implemented in close cooperation with this program. The work done to date on developing a participatory decision-making process on development activities, which represents the different constituencies at the village and district level, through the establishment of Community Development Councils (CDCs) and Cluster Community Development Councils (Cluster CDCs) will continue to be institutionalised. Moreover, their integration within the formal governance structure will be ensured, as well as building the structures from District to Province levels.

Annex 1: Implementation Mechanisms and Plans

Component	Project/Plan	Status	Timeline	Comments
1, 2 (IARCSC)	TAGHIR	Implementation to begin January 2019	2019-2022	World Bank Board Approval expected by December 2019
3 (MoF)	Five-year rolling Fiscal Performance Improvement Plan	Under Implementation	2016-2020	
4 (IDLG)	Subnational Governance Policy – “Citizen-Centered Governance: A Roadmap for Subnational Reform”	Approved	2018 - 2024	With World Bank support a SNG program is being developed to enable on-budget implementation of SNGP
5 (HCRLAC)	Afghanistan National Strategy for Combating Corruption	Under Implementation	2017-2022	
6 (NSIA)	National Statistics and Information Roadmap	Under Development	2019-2024	Will be finalised in first quarter of 2019