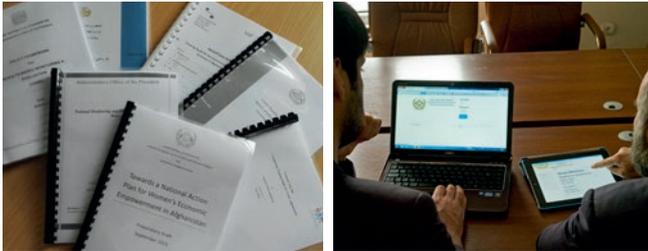


## German Cooperation with Afghanistan

# Reforms for a Strong State



### Context

Decades of armed conflict have shattered Afghan society itself, along with its state structures. The state and public administration are unable to provide the population with the services they need. There are many reasons for this: administrative staff often lack the knowledge they need to carry out their duties correctly, state and administrative functions are complex and inefficiently organised, and state institutions at national level in Kabul as well as in the provinces and districts are unable to enforce their policies. In addition, the state and its institutions are not held in high regard by the public as a result of widespread corruption.

### Objective

Since 2009, the German government has been assisting Afghanistan via the Open Policy Advisory Fund (OPAF) to carry out reforms that promote good governance. The focus in this context is on making public administration more efficient and preventing corruption.

### Measures & Results

Numerous Afghan institutions face the challenge of making public administrative processes more effective. However, they often lack the expertise needed to devise and implement better processes. OPAF is working on behalf of the German government to find experts and finance their deployment in order to introduce the required expertise. These experts assist state



Training was provided for **215** employees from **11** ministries and state bodies

actors with developing modern and efficient processes within their units, drafting and improving strategies and regulations, and delivering staff training. New organisational structures, clear internal workflows and well-qualified staff enable the administrations to carry out their duties more professionally and help make government action more transparent.

### Preventing corruption

The fund has already enabled Afghan anti-corruption authorities, such as the High Office of Oversight and Anti-corruption (HOOAC) and the Independent Joint Anti-Corruption Monitoring and Evaluation Committee (MEC), to call upon expert support. The latter now conducts risk analyses on corruption prevention for Afghan ministries, authorities and administrations. This involves assessing ministries and their internal procedures in terms of their susceptibility to corruption and developing recommendations to remedy the situation.

Overview	
Programme	Open Policy Advisory Fund (OPAF)
Commissioned by	German Federal Ministry for Economic Cooperation and Development (BMZ)
Partners	Afghan Ministry of Finance (MoF) Independent Administrative Reform and Civil Service Commission of Afghanistan (IARCSC)
Implementing organisation	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
Province	Kabul
Programme objective	Reform public administration and prevent corruption in the long term

OPAF-funded experts trained another 30 employees from the Afghan Supreme Audit Office (SAO) in financial and administrative matters. These employees are now able to carry out their inspection duties more professionally and effectively and to independently issue recommendations for improving work processes.



**7** Following OPAF training, MEC produced analyses of the susceptibility of state institutions to corruption



Presentation of the final report on the Afghan National Development Strategy, supported by OPAF | © GIZ

### Strengthening the economic position of women

Opportunities for women to participate in economic life in Afghanistan are greatly limited. The Afghan government intends to reduce existing obstacles to women’s economic advancement in the coming years. Specialists assisted the Ministry of Labour with defining measures for removing limitations. Another step involved developing a national action plan designed to significantly increase the participation of women in economic life. This facilitated the creation of the National Priority Program (NPP), of which it is now a key component.

### Transparency in the construction sector

Afghanistan joined the global Construction Sector Transparency Initiative (CoST) in 2015 in order to make state spending in the construction sector transparent. Specialists from OPAF conducted a study in which they collected key data and facts and figures on the construction sector. This study forms the basis for the ongoing work of CoST Afghanistan.

### Restructuring of the Office of the President

The national unity government brought together two presidential institutions in 2015 to form the Administrative Office of the President (AOP), which coordinates government business. The merger of the two institutions resulted in a number of redundant procedures. OPAF experts assisted the AOP with identifying such processes and drafted a recommendation for its core functions.

### Administrative reform 2.0

OPAF deployed German advisors to the Independent Administrative Reform and Civil Service Commission of Afghanistan (IARCSC) to work on the next administrative reform document, which was completed in 2015 and which the IARCSC has since been implementing on a gradual basis.

### National monitoring and evaluation policy

An advisory team of German and Afghan experts drafted a national policy on monitoring and evaluation for the civil service, which standardised and systematised the reporting system. Shortcomings can now be identified more effectively and rectified by government representatives.

### Stronger provinces and districts

The provincial and municipal administrations are increasingly taking on responsibility and expanding the range of services they offer. The Independent Directorate of Local Governance (IDLG) has restructured its internal procedures and the way it organises itself. In this context, OPAF supported a workshop in which participants developed new guidelines for the provincial and district administrations.



Group work at a workshop organised by OPAF in Mazar-e Sharif | © GIZ

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