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# Assistance for Afghanistan's Anti-Corruption Authority (4A) Project

Annual Report – Year 2

October 1, 2011 - September 30, 2012

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# ASSISTANCE FOR AFGHANISTAN'S ANTI-CORRUPTION AUTHORITY (4A) PROJECT

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## **DISCLAIMER**

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## EXECUTIVE SUMMARY

The USAID-sponsored “Assistance for Afghanistan’s Anti-Corruption Authority” (4A) Project has accomplished most of its targeted objectives during its second year of implementation, despite the continuing difficulties of executing an anti-corruption project in Afghanistan. Overall, the 4A Project:

- Developed a working relationship with the High Office of Oversight and Anti-Corruption (HOO) management and staff at all levels to enable it to realize its stated objectives;
- Has helped the HOO to realize many of its mandated tasks, and in the process strengthened its institutional and functional capacities significantly; and
- Has carried out very successful outreach activities to raise the awareness and strengthen the capacities of civil society members to actively participate in promoting good governance.

Several project success stories accomplished this year are presented in the Annex to this report. In particular, the project has achieved many of its goals as described below.

### With the High Office of Oversight and Anti-corruption (HOO)

#### Strategic Policy and Planning (SPP)

- A “Business Process Re-designing” (BPR) Toolkit was developed to help the HOO assist ministries to identify and address corruption challenges. Department staff were trained to use BPR as a tool for anti-corruption reform within government bodies
- 4A assisted the HOO in establishing Anti-Corruption Units (ACU) in the Ministry of Public Health and the Ministry of Mines and Minerals to assist them in designing and implementing their anti-corruption action planning
- At the request of the High Office of Oversight, the 4A Project drafted 12 MOUs with government ministries/departments/agencies to encourage the share information and support the HOO in executing its mandate. These government bodies include: Independent Election Commission (IEC); Independent Administrative Reform and Civil Service Commission (IARCSC); a quintuplet MoU between HOO and 4 other government agencies (Ministry of Interior, National Department of Security, Supreme Court and Office of the Attorney General); Ministry of Interior; Ministry of Foreign Affairs; National Department of Security (NDS); Supreme Court; Attorney General’s Office; Ministry of Justice; Ministry of Finance; Ministry of Agriculture; and Kabul Municipality
- 4A assisted SPP in organizing the 2011 International Anti-Corruption Day.

## **Asset Registration and Verification (ARV)**

- 4A and the HOO jointly conducted 47 asset registration workshops, training 1555 government officials during this period. The HOO gained sufficient experience to conduct subsequent workshops on their own – in Kabul and in the provinces. By the end of the year, a total of 56 workshops were conducted, including 4 in the provinces, training 2433 officials in Year 2 alone (48.7% of the estimated 5000 officials that are eligible for registration).
- 3000 new and revised asset registration forms were printed for the HOO.
- Revised job descriptions for ARV staff were written.
- A tutorial DVD was developed to support asset registration training outside of Kabul; 54 DVDs (27 in Dari and 27 in Pashto) were given to the HOO for distribution to provincial and overseas offices.
- FAQs on asset registration in Dari, Pashto and English were developed and uploaded onto the HOO website to provide information to officials completing their declarations.
- A Non-Disclosure Agreement to prevent the HOO staff from misusing and abusing asset disclosures made by public officials was drafted by 4A and approved by Deputy Director General Abdul Razaq Zalali.
- The draft of an Asset Disclosure and Publication Policy was delivered to the HOO for their vetting and approval.
- A draft of the Scope of Work (SoW) to develop and implement an on-line asset registration form was approved by HOO; it awaits implementation in OY2.

## **Human Resources (HR)**

- The terms of reference (TOR) for all positions within HR were revised to reflect the actual work being done and the work that needs to be done by each HR person.
- Similar revisions of job descriptions in the Directorate of Internal Audit were completed.
- The HOO Recruitment and Selection Policy was revised and translated into Dari, and is now under review by HOO management.

## **Complaints Management and Case Tracking (CMCT)**

- 4A merged two databases (oversight and case tracking) into a single database to capture and accurately report on the full life cycle of a complaint, thereby enhancing productivity, communication and accuracy of reporting, as well as upgrading the reporting system to track information from ministries.
- 4A developed and uploaded an on-line complaints form to the HOO website.
- 4A developed and uploaded a 'How to launch a complaint' guidance webpage in three languages (Dari, Pashto and English) to the HOO website.
- 70 newly designed secure complaints boxes were procured and installed in government buildings by 4A, covering all ministries, agencies and departments in the capital.

## Other

- 4A has provided the HOO with necessary IT hardware, software, digital cameras, accessories and training associated with their proper and efficient use.
- 4A provided necessary furniture, office equipment and supplies to the HOO.
- 4A built and upgraded physical security in the HOO building.

## With Civil Society Outreach Activities

- 4A established the Citizens Legal Advocate Office (CLAO) to assist victims of corruption to seek redress through administrative procedures. In the first 8 months of operation, 75 corruption complaints by citizens were handled with 61% success so far; unresolved cases are still being pursued.
- 4A established the Afghan CSOs Coalition against Corruption (AFCAC) to consolidate and promote the anti-corruption work of Afghan CSOs and NGOs, with more than 50 registered members.
- 4A assisted AFCAC in consulting with other civil society actors to draft a 'CSO Statement' for the Tokyo Conference in July 2012.
- 4A assisted AFCAC in drafting its membership's input into the 'Extractive Resources Statement' delivered at the NATO Conference in Chicago in May 2012.
- 4A facilitated AFCAC input to the NPP2 and MEC benchmarks.
- Three CSOs – BEST, CPD and ANCB - were provided grants to conduct public education and outreach activities aimed at awareness raising, partnership building, and incentivizing the public into action against corruption.
- 4A sponsored numerous anti-corruption essay competitions, cartoons, drawings, debates, town hall meetings, awareness workshops, public service announcements, documentaries on radio, as well as youth sports activities – football and volleyball – as a medium to convey anti-corruption messages to the public.
- 4A funded the production and distribution of anti-corruption banners, flyers, posters, leaflets, complaints cards, mugs and backpacks.
- 4A sponsored 10 AC Quiz Competitions between students of Kabul-based high schools, colleges and university as an awareness building/public education effort. These ten 60-minute competitions were produced and broadcast nationwide and overseas on television every two weeks by the Afghan National Radio and Television Authority (RTA).
- An anti-corruption booklet containing information about the HOO, the national anti-corruption strategy, anti-corruption laws, presidential decrees and other anti-corruption documents was prepared in Dari and Pashto to serve as the information source for the student quiz competition.

## Training

- 4A trained the staff of HOO's asset registration and verification department to conduct asset registration workshops for government ministries, agencies and departments.
- 4A organized and funded a five-day training of trainers "vulnerabilities to corruption (VCA)" workshop for the entire 22-member staff of the department of corruption prevention of the HOO and staff members of the Joint International-Afghan Monitoring and Evaluation Committee (MEC).
- 4A organized and funded a monitoring and evaluation training course by the American University of Afghanistan for 30 staff members of the HOO.
- 4A organized the training of HOO's asset verification staff by FinTRACA on the use of encryption-decryption technology.
- 4A trained the staff of HOO's HR department to conduct job analysis and re-design workshops for the rest of the agency.
- 4A conducted job analysis and redesign workshops for the departments of human resources, asset registration and verification, complaints management and case tracking, and internal audit to train them how to revise job descriptions that match departmental needs and how to draft TORs.
- 4A organized and funded a week-long training workshop on designing, implementing and monitoring anti-corruption action plans, and monitoring and reporting approaches for the staff of the HOO.
- 4A organized a training workshop on designing, implementing and monitoring anti-corruption action plans for 30 mid-to-high level government officials from various ministries.
- 4A conducted capacity building training for the staff of the complaints management and case tracking departments on communication skills/techniques, interviewing techniques for staff receiving citizen complaints, best ways to assess corruption abuses in citizen complaints, and international best practices for complaints management.
- 4A trained the CLAO and AFCAC staff on anti-corruption issues.
- 4A assisted CLAO to train 60 students of various faculties of Kabul University (Public Administration, Law and Political Science, Sharia, Economics, etc.); 47 members from more than 25 CSOs, and government officials from the Ministry of Justice, Ministry of the Interior, Attorney General's Office and the Science Academy of Afghanistan.

## Support for Joint International Monitoring and Evaluation Committee (MEC)

- 4A provided advisory services to the MEC Board and consulting services to MEC Secretariat.
- 4A provided input to MEC documents.
- 4A facilitated MEC's outreach work.

- 4A provided three consultants to conduct VCAs in MEC-designated government bodies, as well as provided research support to the MEC Secretariat.

## Legislation/Parliament-Related Tasks

- 4A was actively engaged in the process of drafting the Access to Information Law (ATI): 4A offered revisions to the draft, organized CSO consultations and inputs to the draft, helped draft the ATI Press Release for the media and civil society organizations, and translated an initial draft into Dari.
- 4A initiated the drafting of the Whistleblower’s Protection Law. Two chapters have been completed so far.
- 4A met the Chairman and members of the Complaints Receiving Commission of the Wolesi Jirga to discuss 4A’s proposal to conduct a gap analysis and based on the findings to strengthen the Commission’s capacity.
- 4A facilitated a meeting between AFCAC members and the Speaker of the Wolesi Jirga to discuss AFCAC’s anti-corruption work. The Speaker invited AFCAC members to participate in all its 18 commissions as observers.

## Commissioned Studies

- The Gallup survey of the Afghan public’s perceptions and expectations of the government’s anti-corruption activities was completed.
- 4A facilitated the dissemination of survey findings to the HOO staff, CSOs, ICTAWG, MEC and other donors.

## Promoting Consultations and Partnership Building

- 4A supported the creation of a core group of Implementing Partners’ Civil Society Support Forum, comprising the Asia Foundation, the US Institute for Peace, the Agha Khan Foundation, the Open Society Afghanistan, Counterpart International, Tawanmandi and MSI, to collaborate, coordinate, exchange information and build synergy across civil society programming.
- Discussions were regularly held with other implementing partners such as the UNDP, APAP, Asia Foundation, and ISAF/Shafafyat to explore opportunities for cooperation.
- Discussions were held with the Afghanistan Youth National and Social Organization (AYNSO), ACAAF, AINA and other CSOs to explore areas of possible cooperation.
- 4A facilitated consultations between anti-corruption actors such as AFCAC-MEC, AFCAC-Asia Foundation, AFCAC-Tawanmandi, CLAO-Tawanmandi, UK/FCO-CLAO, ISAF/Shafafyat-HOO, etc. on forward strategy and action planning on anti-corruption.

## Results

By the end of Year 2, the Project achieved the following results against performance indicators:

- Six institutional mechanisms were implemented to enhance HOO functioning (OY1 target: 2 mechanisms): (1) Job descriptions rewritten for Directorate of Internal Audit and Asset Registration/Verification Department; (2) HR Department trained to conduct job analysis and redesign; (3) Strategic Planning and Corruption Prevention Departments trained to use “business process redesign” and “vulnerability to corruption assessments”; (4) staff trained to implement monitoring and evaluation tracking by AUAF; (5) training and software installed to use FinTRACA data for asset verification; and (6) tutorial DVD developed to support provincial asset declaration training.
- 2433 or 48.7% of 5000 government officials eligible to register their assets were notified of their obligation through workshops and flyers (OY1 target: 30% notified)
- 800 government officials registered their assets (OY1 target: 600)
- 39 ministries and/or other government agencies and departments submitted acceptable anti-corruption strategies/plans; 6 submitted plans that were sent back for revision; 5 submitted no plans to date (as of April 2012); data beyond April not available (OY1 target: 45)
- According to Gallup Survey of July 2011, 73% of Afghans evaluate the HOO and its work positively (OY1 target: 75%). No new information available in FY 2012
- 7 major new anticorruption reform initiatives with more than 25 discrete activities were implemented jointly by the HOO, civil society and private sector stakeholders (OY1 target: 25 initiatives): (1) draft ATI law submitted to Justice Ministry by IWA; (2) AFCAC attracts 50 CSO members, develops annual action plan and seeks sustainability funding; (3) AFCAC submits CSO statement to Tokyo Conference; (4) CPD implements sports tournaments with anticorruption messaging; (5) ANCB conducts anti-corruption workshops for university students; (6) BEST broadcasts PSAs and documentary on radio, conducts essay contest and awareness workshops; and (7) CLAO processes 75 cases with 61% success rate (remaining cases in process)
- Number of anti-corruption measures implemented is 13 (OY1 target: 10): (1) Anti-Corruption Units established in Ministries of Public Health and Mines & Minerals; (2) 70 new complaint boxes installed in government buildings; (3) FAQ page on asset registration posted on HOO website; (4) Tutorial DVD developed to support provincial asset registration training; (5) A Non-Disclosure Agreement to prevent the HOO staff from misusing and abusing asset disclosures was approved; (6) asset registration workshops conducted in 56 departments (all central and now in provinces) with over 3188 officials in attendance out of estimated 5000; (7) HOO staff were trained on how to conduct VCAs in ministries; (8) A BPR Toolkit was produced for HOO’s use; (9) An Anti-corruption Booklet was produced to increase the awareness of the public, especially students; (10) post-Tokyo conference presidential decree (July 21) sets forth 150 actions to fight corruption; (11) International Anti-Corruption Day event conducted, including President’s speech; (12) Four Shafafiyat TV and radio programs produced by HOO between November 2011 and January 2012; (13) 10 anti-corruption quiz competitions broadcast on TV by RTA
- 2626 government officials received USG-supported anticorruption training through the 4A Project (OY1 target: 200)

- 6 mechanisms for external oversight of public resource use supported by USG assistance implemented (OY1 target: 2): Asset declaration & verification mechanism; CLAO; Anti-Corruption Unit in ministries; AFCAC; student monitoring as result of anticorruption training; general public monitoring as result of grantee training in rights
- Number of civil society organizations receiving USG assistance engaged in advocacy interventions is 5 (OY1 target: 5): 3 CSO grantees, CLAO/AIBA and AFCAC achieved tasks of public education and advocacy for anti-corruption goals

The Project was unable to reach its target on a few additional performance indicators:

- 25 out of 800 asset declarations verified, or 3.1% (OY1 target: 5%)
- 12 inter-institutional MOUs drafted, but only 3 MOUs signed so far: Kabul Municipality, FinTRACA and CJATF-Shafafiyat; (OY1 target: 4)
- 72.5% of Afghans indicate awareness of the HOO and its activities (OY1 target: 75%)

## PROJECT OBJECTIVES

The Assistance for Afghanistan's Anti-Corruption Authority (4A) Project was awarded to Management Systems International (MSI) by the United States Agency for International Development (USAID) and began on October 1, 2010. The first option year was exercised and awarded in September 2011, thus extending the project through September 29, 2012. With the successful completion of the first option year, the second option year was exercised and awarded in September 2012, thus extending the project through September 29, 2013.

The purpose of the 4A Project is to support the Government of the Islamic Republic of Afghanistan (GIROA) in its efforts to build a strong, effective institution to lead, monitor and report on efforts to combat corruption in Afghanistan. The main Afghan government counterpart for this project is the High Office of Oversight and Anti-Corruption (HOO), which is one of several anticorruption institutions that need to coordinate their efforts effectively to accomplish the broad mandate of reducing corruption in Afghanistan. Civil society organizations (CSO) constitute the other major counterpart for the 4A Project. With technical and grant support, CSOs can play an important role in educating the public about corruption, leveraging the impact of the government's anticorruption program, conducting external oversight of government agencies, and advocating to keep the fight against corruption high on the government's agenda.

The 4A Project has pursued four objectives, focused on building the capacity of Afghanistan's High Office of Oversight and of anticorruption CSOs in the following areas: (a) strategic planning and institutional development; (b) HOO's priority areas of operation; (c) public outreach and communications on the government's anti-corruption program and support to civil society organizations to promote their participation, including grants; and (d) limited office renovations and equipment. Under instruction from USAID, the project did not conduct activities for a fifth objective dealing with regionalization of HOO activities during the first and second years of operations.

## ACTIVITIES ACCOMPLISHED

What follows are the objectives and activities completed in Year 2 of the project as approved in the 4A Project work plan for Year 2.

## **Objective I. Planning for institutional development and sustainability of the HOO**

During the base year, with the help of the 4A project, the HOO produced a new three year Strategic Plan that was approved in December 2010. As well, a Human Resources Assessment was completed and briefed to HOO management. In each of the HOO's functional areas, work was begun in the base year of 4A to implement some of the Assessment's recommendations, including the development clearer job descriptions, a realigned organization structure, and basic standard operating procedure manuals. In Year 2, 4A undertook to pursue some of these activities to completion.

### **Task I.1 Provide sub-award to AUAF to conduct M&E training for HOO staff**

This was successfully completed. An expert from the American University of Afghanistan (AUAF) was contracted to conduct a monitoring and evaluation training course which started on January 15 and ended on March 6, 2012. A panel of HOO directors selected 31 employees from across the Agency on the basis of an eligibility exam. The course content covered monitoring concepts and types of controls; monitoring and evaluation; differences between monitoring, evaluation and assessments; monitoring from the perspective of performers; why we conduct monitoring; why we conduct evaluations; the importance of coordination; operational abilities; the focus of monitoring, results, reactions, effects and content; the focus of evaluation, aims, relations, effectiveness, efficiency, impacts, and sustainability; establishing monitoring and evaluation as a system; relations between strategy, operational plan and M&E systems; designing M&E systems for programs; phases of M&E system design and its framework; indicators, methods, tools, analysis and information reports, etc. During the training course, 3 exams were administered and those who were successful in the last exam received certificates from the AUAF. After the completion of the training program, the course was evaluated by the HOO. It concluded that (a) course participants acquired the ability to execute a variety of needed M & E tasks including the ability to establish the log frame of M & E for their sections, (b) that it was a very useful learning experience in a variety of ways, and (c) that more courses of this nature should be offered to the HOO staff.

### **Task I.2 Support implementation of the recommendations of the HR Assessment done in the first year**

This is being successfully pursued; the task is on track. 4A hired a consultant to implement this task. The first exercise was to consult the HOO senior management on which recommendations were acceptable to them. The next task was to ascertain HOO's priorities in terms of implementing the selected recommendations. Given the immensity of the tasks involved, the HOO selected two recommendations as their immediate priorities: (a) analyzing the job descriptions of every position at the HOO and revising them to meet departmental needs, and (b) reviewing and revising the HOO's selection and recruitment policy. The latter work has been completed, and it awaits vetting and approval by the HOO. The task of rewriting the job descriptions continues at full speed.

Consultations with the relevant authorities within the HOO led to the decision to first start with the training of personnel of the human resources department so that they in turn can train the staff of other departments on how to develop proper terms of reference. The approach has been to conduct job analysis and redesigning workshops and then help the staff individually and collectively to rewrite their job descriptions in full consultation with their supervisors and managers. 4A's consultant has so far assisted the staff of the HR department, asset registration and verification department, and the internal audit department to analyze and rewrite their TORs. Work continues in the complaints management and case tracking department at the moment.

## **Objective 2. Assist the HOO to carry out responsibilities in priority areas**

This objective focuses on the operational effectiveness of HOO's key program areas. In the base year, these priorities were asset declaration and verification; complaints management and case tracking; and anticorruption action planning support. Work on these priorities commenced towards the end of the base year and progressed very well into Year 2. A series of tasks geared to fulfilling the above objective was completed successfully. In the area of asset registration and verification, 4A provided two consultants and the required material support to conduct asset registration workshops through May 2012, at which point it was agreed that the asset registration and verification department had acquired the knowledge and the skill to continue with the workshops on their own in the remaining 7 central ministries and government departments. 4A continued to provide advice and guidance in the conduct of the remaining workshops. In Year 2, a total of 32 workshops were held including 4 in the provinces (2 in Jalalabad and 2 in Mazar), attended by 2433 officials. In Year 2, 800 officials submitted their declarations. The verification process, however, is not as successful because of the political nature of the issue. 4A has built HOO staff capacity in consulting skills for anticorruption action planning and business process reengineering (BPR). A practical handbook was drafted to ensure consistent approaches to BPR and administrative simplification across ministries. Lastly, 4A has supported the HOO complaint management and case tracking staff to improve and standardize procedures and build efficiency to handle greater complaint workloads. All these activities have resulted in procedural and capacity changes that make the HOO more effective in conducting its mission and yielding measurable results.

### **Task 2.1 Complete BPR toolkit and conduct training**

This was completed. The 4A technical advisor for strategy, policy and planning developed the BPR toolkit and put it through a testing process involving several workshops in the department of strategic policy and planning (SPP) of the HOO. The toolkit was continually refined to reflect the input of the SPP personnel. It was also tested out in a number of ministries to refine it further. The final product was the basis for training of the SPP staff.

### **Task 2.2 Develop guidance letter for Ministries on action planning**

The SPP department felt that it was within the HOO's purview to issue guidance on anticorruption action planning to ministries and that it would issue such a letter. The HOO sent an 'advisory note' to ministries to remind them of the government's directive to identify and prioritize at least three corruption challenges and take action to mitigate them.

### **Task 2.3 Provide technical capacity support to HOO to provide consulting in BPR**

This was completed. 4A technical advisor for SPP was continually engaged throughout the year to share his expertise with the HOO whenever necessary.

### **Task 2.4 Develop approaches for HOO to monitor implementation of ministry action plans**

This was partially completed because the initiative was taken over by the SPP. Consultations were held with deputy director general Khuramji and the director of SPP to discuss the appropriate methodology. It was agreed that a pilot project should be launched in the form of creating an anti-corruption unit (ACU) within a ministry, and to work through that unit to establish procedures for monitoring the implementation of ministry action plans. 4A took the initiative to contact the Ministry of Public Health and the Ministry of Mines and Minerals to discuss this initiative; the ACUs in these two ministries were established. The director of SPP took over from that point on. Limited progress has been made by the HOO.

### **Task 2.5 Award grants to NGO legal offices to pilot administrative resolution of corruption complaints**

This was completed. This endeavor has caught the attention of some members of the donor community who expressed the possibility of providing funding for future activities. 4A launched a Request for Proposal for the establishment of a Citizens Legal Advocate Office (CLAO). The grant was awarded to the Afghan Independent Bar Association (AIBA). 4A arranged a video link with its head office in Washington DC to train the staff of CLAO using the material, knowledge and experience gained by MSI in similar endeavors in Eastern Europe. The project has been a tremendous success, with 75 complaints lodged by victims of corruption and most of them already resolved in favor of the victims. CLAO is currently negotiating with UK/FCO for the next grant.

### **Task 2.6 Work with UNODC and HOO to merge existing databases for case tracking**

This was completed. 4A's IT manager helped the departments of complaints management and case tracking to merge the databases, as well as provide required IT accessories and the training necessary for their proper and efficient use. 4A also trained the staff of these departments on the proper procedures to receive, process, track and report on complaints. UNODC provided the necessary software.

### **Task 2.7 Replace existing complaint boxes with sturdy, more visible and user-friendly complaint boxes in all government ministries and agencies in the city of Kabul**

This was completed. 4A designed, tested, commissioned and delivered 70 sturdy and secure complaints boxes to the HOO. 4A also installed these boxes in the ministries as per HOO's request. Furthermore, 4A advised that those replaced boxes that can be salvaged and strengthened should be used in provincial offices.

### **Task 2.8 Develop new complaint form, print them and have them available at complaint boxes**

This was completed.

### **Task 2.9 Support strengthening of complaint processing**

This was completed. 4A conducted capacity building training for the staff of both the complaints management and case tracking departments. The training included communication skills/techniques, interviewing techniques for staff receiving citizen complaints, best ways to assess corruption abuses in citizen complaints, and international best practices for complaints management. It also included on-the-job training and coaching for both departments, aimed at improving the efficiency of procedures in line with international best practices.

### **Task 2.10 Develop and implement online complaints form as well as other channels for complaints registration**

This was completed. It is up and running on the HOO website.

### **Task 2.11 Continue support for asset registration workshops**

This was completed. 4A supported 47 of the 56 asset registration workshops, at which point the activity was taken over by the HOO. To support such workshops in the provincial and overseas offices, 4A developed and delivered 54 asset registration tutorial DVDs that government staff can use independently to register their assets.

### **Task 2.12 Develop FAQ sheet on asset registration**

This was developed and uploaded to the HOO website.

### **Task 2.13 Seek to get SIGAR or other organization to conduct audit training for HOO Asset Department**

This was pursued. Several attempts were made by 4A to contact SIGAR directly, without getting any response from them. 4A was told by other sources that SIGAR does not provide such training. Contacts were also made with private international audit firms in Kabul such as KPMG and Ernst and Young, but the cost was prohibitive in the context of 4A's budget. The idea was dropped.

### **Task 2.14 Implement e-filing for asset declarations**

This work still continues. The scope of work for online asset registration was drafted by 4A and approved by the HOO. The request for quote went out to 12 IT companies in Kabul that were screened by 4A. As of this writing, only four quotes were received.

### **Task 2.15 Improve asset declaration form for next year**

This was done. The asset registration forms were revised in light of inputs received from workshop participants, printed and delivered to the ARV department.

### **Task 2.16 Improve and pilot asset verification procedures**

4A organized the training of HOO's asset verification staff by FinTRACA on the use of encryption-decryption technology.

### **Task 2.17 Support development and implementation of a clear publications policy for declarations**

This was completed. 4A drafted the final version of HOO's asset publication policy. While the HOO supported this endeavor, the policy has not yet been finally vetted and approved.

### **Task 2.18 Develop database of all eligible officials required to declare their assets**

The HOO already had a database to input names of eligible officials who declared their assets, but they were unwilling to invest the time and effort to modify the existing database or create a new one that would contain the names of all eligible officials who are required by law to declare their assets. The HOO did not permit 4A to pursue this activity.

### **Task 2.19 Prepare video clips and tutorials about asset declaration**

This was completed. As mentioned in Task 2.11 above, 54 tutorial DVDs on asset registration were delivered to the HOO.

## **Objective 3. Increase citizen awareness of HOO and its activities and support increased civil society engagement with HOO to fight corruption**

By itself, the Afghan government is limited in its capacity to fight corruption. The country requires an active, knowledgeable and empowered civil society that can educate citizens about their rights, make the public aware of how to confront corruption, keep the issue high on the public agenda, and conduct oversight and watchdog activities, among other activities. What is required is to develop the capacities of non-state actors such as NGOs, community-based organizations (CBOs), other civil society bodies, the media and the private sector to address corruption through individual and collective efforts and through effective partnerships between themselves and with government bodies. In Year 2, 4A spent considerable effort and time on educating the public on issues of accountability, transparency and integrity, and on their roles and civic responsibilities to expose and combat corruption. This required encouraging, supporting and nurturing civil society activism not only to do their share in fighting corruption but also to monitor and oversee governmental efforts. To fulfill the above objectives, 4A conducted public awareness and public education campaigns through grants to three CSOs, through 10 anti-corruption quiz shows on television, and through the creation of a Citizens Legal Advocate Office to resolve people's grievances through administrative procedures.

### **Task 3.1 Present the results of the 4A survey to the HOO leadership**

This was completed. After making the first presentation of the Gallup Survey to the SPP, 4A offered to make similar presentations to the other departments of HOO. But DDG Khuramji decided that the task should be left to the HOO to disseminate the Gallup findings within its own departments.

### **Task 3.2 Conduct training of NGOs on anticorruption issues and activities**

This was completed. 4A trained the staff of CLAO and AFCAC. 4A assisted CLAO to train 47 participants from 25 NGOs/CSOs and 60 students from the various faculties of Kabul University.

### **Task 3.3 Support development of NGO coalitions**

This was completed. While there are a number of NGO coalitions and networks in the country covering a variety of thematic areas, there was no coalition or network focused on anti-corruption efforts. 4A spearheaded the creation of the Afghan CSOs' Coalition against Corruption (AFCAC), which now has 50 registered members. AFCAC has already introduced itself to the ministers and senior officials of the country, as well as had meetings with the Speaker of the Wolesi Jirga and Senior Minister Arsala, drawing their promise of support. An important component of their work is the creation of the National Anti-corruption Resource Center that will serve as the national repository of anticorruption documents, data and information, provide anti-corruption training, and facilitate anti-corruption research.

### **Task 3.4 Conduct small grants programs**

This was completed. Four grants were awarded to CSOs – CLAO, BEST, CPD and ANCB – to conduct public education and awareness workshops on corruption issues and anti-corruption efforts in the country. A 10 segment AC Quiz competition over a 6 month period was launched – and televised - through the National Radio and Television Authority (RTA).

### **Task 3.5 Conduct NGO grantee workshops**

This was completed. 4A conducted one workshop to train NGOs on how to develop proposals and budgets.

## **Objective 4. Provide HOO with needed facilities and equipment**

This was partially fulfilled. Under this objective, the 4A Project has implemented rapid security-related improvements to the new HOO office building, including entrance gates, interior steel doors and watch towers. 4A transferred to the UNDP its undertaking to construct some facilities, with the concurrence of the HOO.

### **Task 4.1 Transfer information and bids to construct HOO conference and IT rooms to the UNDP ACT Project**

Early in Year 2, 4A was in consultation with UNDP's Advisor to HOO's Director General about the possibility of joining forces to assist the HOO. The advisor informed 4A that he had a significant

amount of unspent money that he would be willing to use for the construction of a conference room and an IT training room for HOO. 4A accepted the offer and handed over copies of bidders' offers, construction surveys, and budgets that 4A had received to the UNDP advisor. The HOO Administration and Finance Deputy Director General Zalali confirmed that the UNDP had agreed to proceed with these activities, but to the best of our knowledge, UNDP did not complete these tasks.

## AFGHANIZATION

The 4A Project provides technical assistance, mentoring and physical support, all targeted at building the capacity of the HOO and civil society organizations to become sustainable institutions with qualified Afghan staff performing and achieving organizational goals in accordance with international best practice, understanding the limitations of the current Afghan context. Our training programs are very much focused on strengthening practical skills, utilizing on-the-job mentoring extensively. As a young organization, the HOO needs to upgrade and standardize its systems and procedures and the 4A Project is focused on these objectives. Other than the COP, all long-term technical advisors and consultants used by the 4A Project are Afghans.

In September 2012, 4A supported a week-long workshop on 'vulnerabilities to corruption assessments (VCA)' where 35 Afghans (22 from the department of corruption prevention of the HOO) were trained so that they can substitute for international VCA trainers in Afghan government ministries. This is one example of 4A's continual efforts to strengthen the capacity of the Afghan government to be self-reliant and self-sufficient in important national endeavors.

## RELATIONSHIP WITH COUNTERPART AGENCY (HOO)

Throughout Year 2, the 4A Project made special efforts to foster an amiable and trusting relationship with the High Office of Oversight. 4A devoted considerable energy and time to build a cordial relationship with the director general and the two deputy directors general, as well as a strong day-to-day working partnership with the HOO at all levels. This partnership constituted, *inter alia*, enquiring about the needs of the various departments of the HOO, completing gap analyses where necessary, providing training where demanded, encouraging and mentoring HOO's outreach to other government bodies, as well as providing them with know-how, material and security-related assistance.

Over the course of the year, the HOO managers requested assistance that was beyond 4A's scope of work, mandate or budget – such as a study tour for HOO officials or financing asset registration workshops in the provinces. As a result of our inability to satisfy these requests, we sensed that the HOO has become gradually disinterested in remaining closely engaged with 4A. In Year 3, 4A will continue with HOO tasks that have not been completed, such as with the department of corruption prevention and the department of human resources. In addition, we will monitor the use by the

HOO of the databases, web-based tools, reform measures and material assets provided to it in the previous two years.

## SPECIAL CIRCUMSTANCES

Due to the presidential decree in July 2012, the High Office of Oversight has been preoccupied with tasks ordered by the President that are required to be completed within a six month period. As a result, most of 4A's activities with the HOO have come to a halt. Also, one of the outcomes of the Second Tokyo Conference in July was the agreement by the Afghan Government to develop a Mutual Accountability Framework (MAF) to chart its forward development strategy. The 4A Project will wait for the release of the MAF to explore opportunities to assist the Afghan Government in its development efforts.

## NEXT STEPS

In Year 3 (Option Year 2), the following activities are included in the 4A Project work plan.

### **Objective I. Planning for institutional development and sustainability of the HOO**

- 1.1 Develop on-line asset declaration form for the department of asset registration and verification to be used by officials in the provinces and overseas
- 1.2 Develop and distribute a tutorial asset registration DVD for use by government staff in remote locations
- 1.3 Revise the HOO's recruitment and selection policy
- 1.4 Develop Standard Operating Procedures (SOPs) for the Human Resources Department, so that it can assist other departments of the HOO to develop their own SOPs to eliminate overlap in responsibilities, provide a clear separation of duties, establish competencies for each unit, and allow greater transparency of the HOO's operations.
- 1.5 Conduct a desk audit to confirm that active HOO personnel and payroll are consistent
- 1.6 Execute the HOO's request to revise all MOUs, whether signed or in draft form, to establish institutional working relationship between the HOO and other ministries, which will replace current MOUs that are between the ministries and the asset registration and verification department only, as well as draft the MOUs with the remaining essential government bodies along the same lines.

## **Objective 2. Assist the HOO to carry out responsibilities in priority areas**

- 2.1 4A will work with the HOO to assist designated ministries to establish Anti-Corruption Units (ACU) that will have the mandate for planning, coordinating, implementing and monitoring anticorruption initiatives within their systems.
- 2.2 4A will assist the HOO to apply the VCA technique in designated ministries to identify priority anticorruption initiatives that will have a major impact on the ministry's work.
- The best starting point at each ministry is to identify a few processes that the Minister, ministry staff or consumers of ministry services believe to be the most vulnerable to corruption. The VCA technique will be used here.
  - These processes will then be mapped out, their vulnerabilities pinpointed, and ways identified to change/reform/transform those vulnerabilities, using the BPR technique.
- 2.3 4A will encourage the HOO to conduct asset registration workshops for its staff so that those above Grade 2 will declare their assets as required by law.
- 2.4 4A will, within its capacity, assist the ACUs to carry out any other anticorruption related actions and activities as required by relevant national and international laws. These may include, for example, the annual asset registration by eligible officials in the government institution, and periodic ethics training for government staff.
- 2.5 4A will assist the HOO to evaluate, track and report on progress made by each of the ministries.
- 2.6 4A will work with the HOO to revise existing legislation, such as the HOO Law and non-disclosure provisions, as well as draft additional legislation such as the whistleblower's protection law in order to strengthen GIRoA's anticorruption effort.

## **Objective 3. Expand collaboration with, and grants assistance to, select parliamentary units and to civil society groups to actively engage in activities aimed at awareness raising through research and dissemination, capacity building through training, promoting public participation to combat corruption, and demanding greater transparency and accountability from their government.**

- 3.1 Provide assistance to civil society:
- a. Support CSOs' participation in the parliamentary commissions of the Wolesi Jirga in order to advocate reform efforts within the government, and seek remedies against corruption
  - b. Build the capacity of CSOs so that they can effectively contribute to the work of various parliamentary commissions
- 3.2 Provide assistance to expand Citizens Legal Advocacy Office (CLAO) work into the provinces

- 3.3 Produce and broadcast AC Quiz programs in 10 provinces through television and radio
- 3.4 Support the Afghanistan CSOs' Anti-corruption Coalition (AFCAC) to establish a functioning and sustainable Secretariat, and a National Anticorruption Resource Center (NARC) as a repository for data and information, training and research as its principal component
- 3.5 Organize and conduct an NGO grantee workshop to facilitate information sharing and publicize NGO anticorruption activities
- 3.6 Coordinate efforts with other international donors and MEC to expand civil society advocacy, outreach activities, and ombudsman activities.

**Objective 4. Support the Monitoring and Evaluation Committee (a) to explore opportunities for good governance reform by facilitating vulnerabilities to corruption assessments in selected government bodies in order to enable MEC to establish benchmarks for those government bodies as targets for them to achieve, (b) to build MEC's internal capacities to enable it to deliver on its mandate, and (c) to facilitate its outreach efforts.**

- 4.1 Facilitate VCAs in the following governmental bodies:
  - Ministry of Interior – tazkeras
  - Ministry of Refugees – land issues
  - Ministry of Higher Education – exams
  - Ministry of Labor – pensions
  - Herat Local Government
  - Independent Administrative Reform and Civil Service Commission (IARCSC)
- 4.2 Build MEC's in-house capacity for research, monitoring, evaluation and outreach work
- 4.3 Facilitate MEC's interaction with civil society, especially the Afghanistan CSOs' AC Coalition (AFCAC)

**Objective 5. Support the GIRoA in the Implementation of the Mutual Accountability Framework (MAF) that would allow it to fulfill its international commitments to effectively use development assistance.**

- 5.1 To be determined based on how the GIRoA articulates its needs under the MAF.

**APPENDICES: SUCCESS STORIES**

**YEAR 2 PERFORMANCE INDICATORS**

# Legal Support for Victims of Corruption Producing Results

## New Citizens Legal Advocate Office (CLAO) in Kabul, supported by USAID 4A Project, is resolving corruption complaints and putting government agencies on notice to exercise greater oversight to protect citizen rights



Citizens Legal Advocate Office lawyer consults with client.

*Since 1998, MSI, under other USAID programs, has established almost 30 similar legal offices for victims of corruption in Ukraine, Russia and Albania. They have always produced successful results for citizens and, importantly, promoted management reforms and changes to excessively bureaucratic processes that reduced corruption overall.*

**CHALLENGE** Corrupt practices are strongly entrenched and widespread in Afghanistan, leaving substantial discretionary power to civil servants at all levels, making abuse of power and position commonplace, and reducing government's legitimacy in the eyes of citizens. There are insufficient controls or enforcement to prevent or deter these corrupt practices which hurt the poor disproportionately by diverting funds intended for basic services, promoting inequality and discouraging foreign investment.

**INITIATIVE** In January 2012, USAID's 4A Project awarded a competitive grant to the Afghanistan Independent Bar Association (AIBA) to establish a Citizens Legal Advocate Office (CLAO) in Kabul that offers free legal services to victims of corruption. The objective of this office is to provide an independent entity where citizens and businesses can register their complaints with professional lawyers who provide legal advice, support in bringing a case to court or help in resolving grievances administratively. Depending upon the facts in the case, the administrative resolution path is almost always quicker and likely to result in positive restitution for the citizen or businessperson.

**RESULTS** Here's a typical CLAO encounter. When a small business taxpayer went to pay his annual tax of 7,000 Afs, the tax officer in the Income Directorate of the Tax Department demanded an extra 5000 Afs. When the taxpayer refused to pay, the officer told him that he would not receive an official receipt. The taxpayer believed that complaining himself to a government office would be a waste of time. As a result, the taxpayer just paid the 12,000 Afs and obtained the tax receipt. However, the receipt only showed a payment of 5,000 Afs. He felt cheated. Then he saw a CLAO poster and visited the office immediately, conveying his story to a lawyer. The lawyer accompanied the taxpayer to the tax office and demanded the money back. The tax officer claimed that he did not take any bribe. But the CLAO lawyer explained that unless he returned the money, he would refer the case to the Attorney General's Office and, if convicted, the officer would not only have to return the money, but would go to prison, lose his job and bring shame on himself. The tax officer recanted, returned the bribe and promised not to take bribes in the future. In addition, the CLAO lawyer informed the tax officer's supervisor about his client's experience. The director promised to punish the officer and ensure greater oversight over his department. The CLAO's client was very happy to get his money back so quickly and to hear that corruption in the tax department would be curbed.

Several lessons were learned:

1. Whenever citizens face administrative corruption or unlawful demands, it is their Islamic, legal and moral duty to fight it. They should seek legal assistance from anti-corruption institutions that exist to help them.
2. Citizens and their CLAO lawyer, by being willing to fight bribery, are protecting thousands of other citizens from abuse.
3. Bold action, under Afghan law, can help to reform corrupt behaviors.

# SUCCESS STORY

## Government Officials Submit Asset Declarations

**More than 2700 high level government officials have been briefed on their legal obligations to submit their asset declarations, and more than 1000 have submitted their forms at the information workshops.**



*Ms. Huson Bano Ghazanfar, Minister of Women Affairs, filling out her asset declaration form in front of the media*

**Since 2010, the Assistance for Afghanistan's Anticorruption Authority (4A) Project, implemented by Management Systems International, has provided support to Afghan government institutions that fight corruption, as well as to civil society organizations that seek reform and a platform to join in on the national program against corruption.**

Approximately 5,000 high level government officials are required to declare their assets on an annual basis according to the Afghan Constitution and laws. It is the responsibility of the High Office of Oversight (HOO) to collect, verify and publish these declarations, but a major awareness program was required to inform officials of their obligations and how to complete the questionnaire. USAID's Assistance for Afghanistan's Anti-Corruption Authority (4A) Project provided support to the HOO in conducting workshops for 46 ministries and major government agencies in Kabul.

Participants at each workshop included eligible declarants. At each session, opening statements were provided by the Minister or Deputy Minister and the Head of the HOO or his designate. These were followed by presentations on the purpose and requirements of the asset declaration regime, detailed instructions on how to complete the forms, and open question and answer sessions. Participants were encouraged to actually complete the forms and submit them at the workshop if possible.

So far, more than 2700 eligible declarants received training on how to fill out the declaration form and more than 1000 declaration forms were completed and submitted on the spot. The declaration form was recently revised by the HOO with help from the 4A Project and inputs from workshop participants.

To facilitate similar outreach to officials at the provincial and district levels, and at remote and overseas locations, and to do so without excessive cost, the 4A Project developed a tutorial DVD for the HOO to distribute. As well, the 4A Project gathered together frequently asked questions and answers from the workshops into a document to help future declarants.

All asset declarations by public officials are entered into an HOO database, developed with 4A's assistance. A selective sample, based on Afghan law, is subjected to verification. A new publication and disclosure policy has been drafted by the project for HOO approval.

These initiatives have advanced the government's anticorruption agenda and government ministries have demonstrated a strong commitment to do their part in this national endeavor.

# SUCCESS STORY

## Citizens Unite to Fight Corruption

### 45 CSOs establish new Afghan CSOs' Anticorruption Coalition (AFCAC) and gain support in Parliament



*Ms. Humaira Ayubi member of the Lower House of the Afghan Parliament delivering speech to an ACAC meeting*

Since 2010, the Assistance for Afghanistan's Anticorruption Authority (4A) Project, implemented by Management Systems International, has provided support to Afghan government institutions that fight corruption, as well as to civil society organizations that seek reform and a platform to join in on the national program against corruption.

#### Telling Our Story

U.S. Agency for International Development  
Washington, DC 20523-1000  
<http://stories.usaid.gov>

In early 2012, 45 Afghan civil society organizations, spearheaded by the Afghan NGOs Coordination Bureau (ANCB) and supported by USAID's 4A Project, established an anticorruption coalition, called the *Afghan CSOs' Anticorruption Coalition (AFCAC)*. Individuals have also expressed their desire to join the coalition, including two members of the Afghan Parliament, Ms. Humaira Ayubi and Ms Shinkai Krokhill.

All of the 45 CSO members, who represent diverse social issues and many constituencies, have experience in the implementation of development projects in Afghanistan. They have all committed to launch a united front to combat corruption that affects the lives of all Afghans.

The two members of Parliament who have given their strong support are keen to assist the coalition in its countrywide anticorruption campaigns. Member of Parliament Humaira Ayubi congratulated the NGO community for establishing the coalition at this important juncture in Afghan political life and expressed her keen desire to remain a member of the coalition. She also offered her advice and services to the AFCAC.

MP Shinkai Krokhill also congratulated the CSOs for establishing the coalition and added that other networks and organizations currently active in fighting against corruption should be invited to join as well. She urged that all CSO anticorruption initiatives and programs should be coordinated.

The initial members believe that CSOs can achieve success and be a source of community-based power if they are united. Several members indicated that they will not only work with the coalition as individuals and NGO leaders, but will recruit their family members and relatives as well.

The members of the coalition are now developing an annual work plan. They are planning to meet the President and the Head of the Upper Chamber of the Afghan Parliament to introduce the coalition and to express their desire to be consulted in the policymaking process relevant to fighting corruption. They have already met the Head of the Lower Chamber of Parliament on May 6 and received strong support for their work. The coalition members plan to meet with a number of influential figures at the provincial level to seek their cooperation. The coalition is in the process of coordinating its efforts with other anti-corruption organizations and networks.

# SUCCESS STORY

## Students Compete on TV to Fight Corruption

**More than 900 high school and university students participate in anticorruption competition series on TV, reaching thousands of households and strengthening awareness among families and friends.**



*The TV setting for the competition.*

**Since 2010, the Assistance for Afghanistan's Anticorruption Authority (4A) Project, implemented by Management Systems International, has provided support to Afghan government institutions that fight corruption, as well as to civil society organizations that seek reform and a platform to**

### **Telling Our Story**

U.S. Agency for International Development  
Washington, DC 20523-1000  
<http://stories.usaid.gov>

In January 2012, USAID's 4A Project signed a Memorandum of Understanding with the National TV of Afghanistan (RTA) to produce and broadcast a series of 10 anticorruption competitions between April and August among students to build public awareness about the corruption problem and the rights of citizens. The first of these competitions was aired on national TV on April 6.

To date, 30 students have participated in the competitions before live audiences of over 900 students. The questions and answers are based on a fact book produced by the 4A Project and cover anticorruption issues in Afghan laws, the functions of the High Office of Oversight, and the initiatives in the National Anti-Corruption Strategy.

So far, the participants have come from four faculties of Kabul University - Law, Sharia, Journalism and Fine Arts - and from two high schools in Kabul city. The competition is proving to be an invaluable means of generating interest and awareness of corruption-related issues, especially among youth and students. It is hoped that the participants and TV viewers will pass what they have learned on to their family members and friends at schools and universities.

### *Quotes from Afghan citizens on the show.*

- Abdul Jabar Azizyar, the news presenter on National TV who watched the show, said, "The show was excellent with great messages. I did not know that there is a separate law on anti-corruption. Now I am looking for a copy of the law to enrich my knowledge on the issues relevant to corruption."
- M. Amir, a resident of Paghman district of Kabul province, said, "I am happy that there is a department that helps citizens resolve their corruption-related issues. I did not know about it. I watched the show on Friday night. I will inform other friends as well."

4A Project Performance Indicators: FY 2012  
Project Year 2  
(October 1, 2011 – September 30, 2012)

Performance Indicator	Definition & Unit of Measure	Baseline and Targets	Year 2 Results	Remarks	Outcome
Objective 1. Planning for institutional development and sustainability of HOO					
<p>1. Institutional development benchmarks for the HOO are achieved that seek to promote a sustainable organization</p>	<p><b>Definition:</b> Development, approval and implementation of institutional development (ID) mechanisms, such as a Strategic Plan and Human Resources Assessment <b>Unit:</b> Number of ID mechanisms produced and implemented; number of recommendations implemented</p>	<p>Baseline: 0 Yr 1 Target: 2 ID mechanisms conducted and approved and implementation of 20% of recommendations initiated <u>Yr 2 Target: 2 ID mechanisms conducted</u> <i>Yr 3 Target: 3 ID mechanisms conducted</i></p>	<p><b>6 mechanisms implemented</b></p>	<p>Mechanisms: (1) Job descriptions rewritten for Directorate of Internal Audit and Asset Registration/Verification Department; (2) HR Department trained to conduct job analysis and redesign; (3) Strategic Planning and Corruption Prevention Departments trained to use “business process redesign” and “vulnerability to corruption assessments”; (4) staff trained to implement monitoring and evaluation tracking by AUAF; (5) training and software installed to use FinTRACA data for asset verification; (6) tutorial DVD developed to support provincial asset declaration training</p>	<p>Target achieved</p>

4A Project Performance Indicators: FY 2012  
Project Year 2  
(October 1, 2011 – September 30, 2012)

Performance Indicator	Definition & Unit of Measure	Baseline and Targets	Year 2 Results	Remarks	Outcome
<b>Objective 2. Support HOO in carrying out responsibilities in priority areas</b>					
2. Number of Ministers and other officials that submit asset registrations as required by law.	<p><b>Definition:</b> The number of Ministers and other identified target groups of public officials that were notified to register by the HOO and that have filed asset registrations</p> <p><b>Unit:</b> Number and percent</p>	<p>Baseline: 0 notified and 1900 registered</p> <p>Yr 1 Target: 20% of 5000 notified and 2100 new registrations</p> <p>Yr 2 Target: 30% of 5000 notified and 600 new registrations</p> <p>Yr 3 Target: <i>Recommend to suspend this indicator as project no longer supports this HOO function</i></p>	<p><b>Notified: 2433(48.7%) (M=2343/F=90<sup>1</sup>)</b></p> <p><b>+</b></p> <p><b>Registered: 800 (M=761/F=39)</b></p>	Number of government officials notified through workshops and registered in HOO database out of estimated 5000 eligible.	Targets achieved
3. Number of asset registrations that are verified by HOO.	<p><b>Definition:</b> A sample of asset registry submissions that meet/pass compliance requirements</p> <p><b>Unit:</b> Number</p>	<p>Baseline: 0</p> <p>Yr 1 Target: 2% sample of declarations registered that year</p> <p>Yr 2 Target: 5% sample of declarations registered that year</p> <p>Yr 3 Target: <i>Recommend to suspend this indicator as project no longer supports this HOO function</i></p>	<b>25 declarations being verified (3.1% of 800 registrations this year)</b>	In addition, “dozens of asset verifications have been launched since the President’s July decree,” based on statement of Deputy Director of ARVD	Target partially achieved

<sup>1</sup> Female officials notified are estimated for Q3 based on annual female participation in asset registration workshops.

4A Project Performance Indicators: FY 2012  
Project Year 2  
(October 1, 2011 – September 30, 2012)

Performance Indicator	Definition & Unit of Measure	Baseline and Targets	Year 2 Results	Remarks	Outcome
4. Number of Ministries and/or other government agencies/offices that submit acceptable anticorruption strategies/action plans with HOO assistance.	<b>Definition:</b> The number of ministries that complete acceptable anticorruption strategies based on HOO (and project) criteria <b>Unit:</b> Number of strategies approved by HOO	Baseline: 0 Yr 1 Target: 5 <u>Yr 2 Target: 45</u> Yr 3 Target: 40	<b>39 submitted plans acceptable to HOO</b>	39 submitted acceptable plans; 6 submitted plans that were sent back for revision; 5 submitted no plans to date (as of April 2012)	Target partially achieved
5. Number of government institutions with which the HOO has signed and implemented inter-institutional protocols	<b>Definition:</b> The number of government institutions that draft, sign and implement Memoranda of Understanding with the HOO to share information, coordinate activities, provide expert guidance, etc., for example <b>Unit:</b> Number of MoUs	Baseline: 2 (MoI and FIU) Yr 1 Target: Additional 2 MOUs (for example, with MCTF, SIU, AGO, COA, Civil Society Forum) <u>Yr 2 Target: Additional 4 MOUs</u> Yr 3 Target: Additional 3 MOUs	<b>3</b>	MOUs signed with Kabul Municipality, FinTRACA and CJIAF-Shafafiyat; MOUs drafted with (1) Independent Elections Commission; (2) Independent Administrative Reform & Civil Service Commission; and (3) Interior Ministry, National Dept of Security, Attorney General's Office, and Supreme Court	Target partially achieved: Greater attention will be paid to helping HOO draft and implement MOUs with other government departments
<b>Objective 4. Assist HOO to successfully publicize its work, improve perceptions and engage stakeholders</b>					
6. Percentage of Afghans who report knowledge of HOO and its activities (disaggregated by gender and age)	<b>Definition:</b> The number of Afghans who are aware of HOO, its purpose and have knowledge of how to file complaints <b>Unit:</b> Percent	Baseline: no available measurement Yr 1 Target: Additional 10% <u>Yr 2 Target: 75%</u> Yr 3 Target: <i>Recommend to suspend this indicator as project</i>	No new information available in FY 2012	72.0% M=77%/F=68% 15-17 yrs=66% 18-20 yrs=73% 21-24 yrs=76% 25-29 yrs=76% 30-39 yrs=72% 40-49 yrs=72%	Target achieved

4A Project Performance Indicators: FY 2012  
Project Year 2  
(October 1, 2011 – September 30, 2012)

Performance Indicator	Definition & Unit of Measure	Baseline and Targets	Year 2 Results	Remarks	Outcome
		<i>no longer supports this HOO function and has no funds to conduct survey</i>		50+ yrs=71% (Source: Gallup survey, July 2011)	
7. Percentage of Afghans who evaluate the HOO and its work positively (disaggregated by gender & age)	<b>Definition:</b> The number of Afghans who have a favorable impression of the effectiveness of HOO <b>Unit:</b> Percent	Baseline: no available measurement Yr 1 Target: Additional 5% <u>Yr 2 Target: 75%</u> <i>Yr 3 Target: Recommend to suspend this indicator as project no longer supports this HOO function and has no funds to conduct survey</i>	No new information available in FY 2012	73% M=76%/F=71% 15-17 yrs=71% 18-20 yrs=77% 21-24 yrs=77% 25-29 yrs=76% 30-39 yrs=73% 40-49 yrs=70% 50+ yrs=72% (Source: Gallup survey, July 2011): Belief that HOO is effective in at least one of its core anticorruption functions	Target achieved
8. Number of anti-corruption reform initiatives developed and/or implemented jointly with civil society and/or private sector stakeholders.	<b>Definition:</b> The number of anticorruption reform initiatives jointly undertaken by civil society organizations (for example, dialogues, joint public awareness programs, other outreach activities) <b>Unit:</b> Number, by type of initiatives	Baseline: 0 Yr 1 Target: 3 initiatives <u>Yr 2 Target: 25 initiatives</u> <i>Yr 3 Target: 25 initiatives</i>	<b>7 major initiatives with more than 25 discrete activities</b>	(1) Draft ATI law submitted to Justice Ministry by IWA; (2) AFCAC attracts 50 CSO members, develops annual action plan and seeks sustainability funding; (3) AFCAC submits CSO statement to Tokyo Conference; (4) CPD implements sports tournaments with anticorruption	Target achieved

4A Project Performance Indicators: FY 2012  
Project Year 2  
(October 1, 2011 – September 30, 2012)

Performance Indicator	Definition & Unit of Measure	Baseline and Targets	Year 2 Results	Remarks	Outcome
				messaging; (5) ANCB conducts anticorruption workshops for university students; (6) BEST broadcasts PSAs and documentary on radio, essay contest and awareness workshops; (7) CLAO processes 75 cases with 61% success rate (remaining cases in process)	
<b>US Foreign Assistance Framework and Additional Indicators</b>					
9. Number of anti-corruption measures implemented	<p><b>Definition:</b> The number of reforms, procedural changes, and laws that are implemented and are meant to reduce corruption (that is, any law, regulation, decree or government procedure that is implemented during the year that explicitly indicates that its purpose is to reduce corruption)</p> <p><b>Unit:</b> Number</p>	<p>Baseline: 0 Yr 1 Target: 10 <u>Yr 2 Target: 10</u> Yr 3 Target: 10</p>	<b>13</b>	(1) Anti-Corruption Units established in Ministries of Public Health and Mines & Minerals; (2) 70 new complaint boxes installed in government buildings; (3) FAQ page on asset registration posted on HOO website; (4) Tutorial DVD developed to support provincial asset registration training; (5) A Non-Disclosure Agreement to prevent the HOO staff from misusing and abusing asset disclosures was approved; (6) asset registration	Target not achieved: Greater emphasis will be paid to achieving visible reform results given technical work expended

4A Project Performance Indicators: FY 2012  
Project Year 2  
(October 1, 2011 – September 30, 2012)

Performance Indicator	Definition & Unit of Measure	Baseline and Targets	Year 2 Results	Remarks	Outcome
				<p>workshops conducted in 56 departments (all central and now in provinces) with over 3188 officials in attendance out of estimated 5000; (7) HOO staff were trained on how to conduct VCAs in ministries; (8) A BPR Toolkit was produced for HOO's use; (9) An Anti-corruption Booklet was produced to increase the awareness of the public, especially students; (10) post-Tokyo conference presidential decree (July 21) sets forth 150 actions to fight corruption; (11) International Anti-Corruption Day event conducted, including President's speech; (12) Four Shafafiyat TV and radio programs produced by HOO between November 2011 and January 2012; (13) 10 anti-corruption quiz competitions broadcast on TV by RTA</p>	

4A Project Performance Indicators: FY 2012  
Project Year 2  
(October 1, 2011 – September 30, 2012)

Performance Indicator	Definition & Unit of Measure	Baseline and Targets	Year 2 Results	Remarks	Outcome
10. Number of government officials receiving USG-supported anticorruption training (Disaggregated by gender)	<b>Definition:</b> The number of government officials participating in all training provided by the 4A project <b>Unit:</b> Number	Baseline: 0 Yr 1 Target: 100 <u>Yr 2 Target: 200</u> Yr 3 Target: 200	<b>2626</b> <b>M=2481/F=145<sup>2</sup></b>	Training workshops on asset registration, business process redesign, and vulnerability to corruption assessments provided to HOO staff and senior ministry officials	Target achieved
11. Number of mechanisms for external oversight of public resource use supported by USG assistance implemented	<b>Definition:</b> The number of external oversight mechanisms supported by the 4A project <b>Unit:</b> Number	Baseline: 0 Yr 1 Target: 1 <u>Yr 2 Target: 2</u> Yr 3 Target: 4	<b>6</b>	Asset declaration & verification mechanism; CLAO; Anti-Corruption Unit in ministries; AFCAC; student monitoring as result of anticorruption training; general public monitoring as result of grantee training in rights	Target achieved
12. Number of civil society organizations receiving USG assistance engaged in advocacy interventions	<b>Definition:</b> The number of CSOs supported by 4A Project that are engaged in anti-corruption advocacy and education <b>Unit:</b> Number	Baseline: 0 Yr 1 Target: 4 <u>Yr 2 Target: 5</u> Yr 3 Target: 5	<b>5</b>	3 CSO grantees, CLAO grantee (AIBA), and AFCAC achieved tasks of public education & advocacy for anti-corruption goals	Target achieved

<sup>2</sup> Male and female breakout estimated for Q3 based on annual male/female split.