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AFGHANISTAN FOREIGN AFFAIRS INSTITUTIONAL REFORM (FAIR) PROJECT

Final Project Report:

December 9, 2010 – January 22, 2012

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INTRODUCTION, BACKGROUND AND SCOPE OF USAID'S FAIR PROJECT

USAID designed the Afghanistan Foreign Affairs Institutional Reform (FAIR) Project as a continuation of the investment by the United States in more effective democratic governance and improved diplomacy and international relations between the Government of the Islamic Republic of Afghanistan (GIROA) and the International Community. Afghanistan's Ministry of Foreign Affairs (MoFA) is the country's preeminent institution for diplomatic relations between Afghanistan and its allies, international organizations, and other sovereign governments. The Minister of Foreign Affairs and other senior leaders have set a high priority on building a stronger foreign service to serve the foreign policy and development interests of Afghanistan in the future. This includes upgrading general, technical and managerial skills of members of the Foreign Service through strengthened training courses for junior-, mid- and senior-level officers, with a special attention on English language capabilities; and using a large variety of capacity building methods such as: off-the-job formal training, internships, mentoring, exchange programs, and on-the-job training that will provide opportunities for practical experience; streamlining the Ministry's administrative and business processes; and improving the communication and information technology links, equipment, and connections. FAIR was designed to address USAID's Strategic Objective #6: Building a democratic government with broad-based citizen participation and Intermediate Result #6.3: Strengthened institutions of good governance.

The FAIR project's intent was to focus on three main priorities defined by MoFA's leadership:

- Training programs for staff;
- Organizational reform; and
- IT development.

These three priorities were broadened into the following three Objectives:

Objective One: Enhance the capacity of Ministry officials to perform their duties in the conduct of Ministry business, both policy and administrative, through the following activities:

- A. The Institute of Diplomacy (IOD)
 - Develop IOD five-year training strategy;
 - Develop curricula, training materials and modules, & provide English Language Training;
 - Provide training on a wide variety of prioritized technical and management topics;
 - Develop and implement a foreign service orientation program for newly-hired diplomats;
 - Develop and implement internship program for young foreign service officers;
 - Develop and implement a mentoring program for foreign service officers;
 - Develop partnership with other foreign service institutions;
 - Develop the institute of diplomacy library.
- B. The Center for Strategic Studies (CSS)
 - Develop and conduct training of CSS staff in research, policy analysis, writing policy issue papers and recommendations;
 - Support CSS officers in setting priority countries and conduct policy.
- C. Administration Department
 - Providing training in financial management, procurement, inventory, and other management subjects.

- D. Human Resources Management
 - Review HR policies, procedures, documentation, TORs of staff, and databases;
 - Conduct HR management and HR officer training and mentoring;
 - Develop a ministry-wide HR strategic plan;
 - Erect a Connex facility to provide three classrooms, a reception area, work/storage area and male and female restrooms.
- E. Donor Coordination and MoFA Master Plan
 - Support the development of a three-year master plan to identify and address the Ministry's needs beyond FAIR's scope of work.
- F. Translation and Interpretation Support
 - Provide a pool of five high-level English interpreters and translators.

Objective Two: Improve the functionality of MoFA headquarters and Afghan diplomatic and consular missions, through the following activities:

- A. Process mapping of vital Ministry areas to include consular affairs/visa, policy officers, and diplomatic mission staff;
- B. Develop a survey assessment tool to identify priorities in policy considerations, communications, administration, consular, and political affairs;
- C. Develop core position descriptions for the diplomatic and consular missions;
- D. Review the assessments conducted by the Ministry's officials in four Afghan embassies.

Objective Three: Provide MoFA with the needed equipment and improved business processes to accomplish Objectives One and Two, through the following activities:

- A. Conduct an assessment of the ICT software and hardware;
- B. Assess system requirements and design;
- C. Procure and install IT software and equipment;
- D. Identify system security and anti-virus protection;
- E. Provide management training to ICT staff;
- F. Conduct communications infrastructure assessment;
- G. Create and maintain database of Afghan IT service providers;
- H. Assess engineering and architectural requirements for cabling, wiring and other donor-funded activities at the Ministry;
- I. Wiring of the new building for ICT;
- J. Rewiring of the central building for ICT.

The FAIR project was originally conceived as a 3-year, \$25 million undertaking. USAID, based on available funding, decided in June of 2011 to limit base year funding to \$4 million and to decline the option to fund Option Years 1 and 2. Thus the project had at its disposal a total of \$4 million of \$9.6 million originally slated for the first year.

Presenting an additional challenge was the focus that MoFA placed on construction, renovation, and procurement over the agreed upon capacity building activities in Components 1 and 2. This resulted in a situation where it was often difficult to obtain the attention and commitment needed to achieve progress in meeting these objectives. Following the reduction in funding, the Ministry's strong interest in physical

infrastructure development, in the end, facilitated completion of Component 3, which was a success, despite the time and budget cuts.

OBJECTIVE ONE: ENHANCE THE CAPACITY OF MINISTRY OFFICIALS TO PERFORM THEIR DUTIES IN THE CONDUCT OF MINISTRY BUSINESS, BOTH POLICY AND ADMINISTRATIVE

Improve the substance of MoFA training programs through the Institute of Diplomacy

Strategic Training Plan

Sharing responsibilities for the development of the strategic training plan

In the beginning of the FAIR project, there was some initial confusion with MoFA's Human Resource (HR) department, regarding who would be responsible for the development of MoFA's five-year Strategic Training Plan. The FAIR Work Plan provided for the development of a Strategic Training Plan with the Steering Committee and the IOD Director; however MoFA's HR department asserted responsibility in assessing the training needs of the entire Ministry, and in the design of the Strategic Training Plan. The reason for the HR department's assertion was based in the fact that they regarded the IOD as an "instrument for the implementation" of the training curricula, rather than as a development partner.

Another concern that was raised in the beginning stages of the FAIR project, had to do with what types of training would be provided, diplomatic or administrative, and whether training responsibilities would be shared between the IOD and MoFA's HR department. If shared, the IOD would provide trainings in diplomatic functions, while the Training Unit of the HR department would provide trainings in administrative functions, with some of the administrative training being conducted in collaboration with the Civil Service Institute (CSI).

The Training Unit of the HR department

The Training Unit of the MoFA HR department was created approximately one year before the start of the FAIR project, and had only three staff members. Even with staffing reductions, the HR Training Unit was a vital partner in achieving the training assessment, design, and implementation of objectives. The Training Unit's purpose was to coordinate trainings in areas such as protocol, orientation for newly hired Foreign Service Officers (FSOs), information sessions about MoFA, use of the internet, and IT.

HR Training Unit's training needs assessment

The Training Unit developed an assessment of training needs for MoFA approximately six months prior to the beginning of FAIR. MSI received the report in Dari and in discussions between national and international staff, it was concluded that the main training priorities identified in the assessment were consistent with those outlined in the FAIR work plan. The assessment was translated into English to thoroughly check the consistency of these findings for the development of the Strategic Training Plan and to determine if additional interviews and assessments were needed.

Constitution of a dedicated working group

In March 2011, the project decided to move forward with creating a working group dedicated to the development of the MoFA Strategic Training Plan. This working group was composed of members of the IOD and the HR department. The IOD members included the IOD Deputy Director, Director of the IOD Library and English Program, among others. The HR department members included the former Training Unit Manager, and the Head of the Organizational Development Unit.



General curricula development

Assessment of the IOD current training curricula

The FAIR team aimed to collect information on the various types of trainings provided by the IOD including: the one-year orientation course for newly hired Foreign Service Officers, the intensive short-term course for regional staff and FSOs who return from an overseas assignment, seminars on various subjects, and the English language curricula. Though the training elements were discussed, despite repeated requests, the actual training materials were never received and therefore, could not be thoroughly reviewed.

Identification of curricula development needs

The Director of the IOD was initially reluctant to work with FAIR to develop additional training curricula. His concerns were that the IOD might not have the financial resources or the professional, academically qualified lecturers to implement and sustain the new curricula. Moreover, the Director felt that professors usually develop their own outlines, curricula, teaching, and training materials. However, as a result of conversations with FAIR project staff, by the end of March 2011, the Director began to change his position about these issues and recognized the need to provide specifically tailored curricula for FSOs who have achieved a high-school level of education, and to review the short-term curricula for regional staff and FSOs returning from overseas assignments.

Lecturers

The main challenge of the IOD was in identifying avenues for the sustainable provision of high quality lecturers. Rather than making these lecturers available through the FAIR project (i.e. FAIR pays for lecturers so long as the project is being implemented), a greater focus was placed on developing institutional relationships between MoFA and foreign embassies in Afghanistan, foreign service institutes abroad, Afghan ministries, and universities with the expertise to help build and deliver a diverse and strong foreign service curricula.

Coordination with the Civil Service Institute

MoFA collaboration with Civil Service Institute (CSI) was limited and MoFA was unable to choose the CSI trainings they deemed most relevant for MoFA staff. Furthermore, CSI trainings were regarded as very general and not adaptable to the specific needs of MoFA's Foreign Service officers or to MoFA's internal systems.

Several unsuccessful attempts were made to get information about the curricula provided by CSI in order to avoid duplication with the curricula being developed by the FAIR project. FAIR learned that it would be possible for CSI to organize training sessions on request of the MoFA HR department. The information was shared with the HR Director.

Diplomats' orientation course

In support of the Diplomat's Orientation Course, the FAIR course identified and coordinated the short-term appointment and payment of external lecturers for Semester I in 2011. Support was also provided through the purchase and delivery of projector screens and digital projectors for use in classes to compliment lecturers' use of PowerPoint, online video sources, or similar multi-media tools.

Diplomats' intensive course

The FAIR program developed an organizational system for MoFA that will help them finalize participants, presenters, curricula, and arrangements for off-site international economic development training as part of the project's broader support for IOD's Intensive Diplomatic Course.

Twenty-five members of the Afghan diplomatic corps were assembled in Kabul to improve staff's knowledge and develop skills required to perform their assigned tasks. Twelve of the diplomats were brought from provinces on the border with Afghanistan's neighbors (from the cities of Herat, Patika, Balkh, Jalalabad, Kunduz and Kandahar) and thirteen were from MoFA in Kabul. Lectures and practicums included Afghanistan Constitutional law, economic development, diplomacy, protocol, regional and international relations.

The course consisted of two separate activities:

- 1) Participants traveled to Herat to develop their skills of promoting economic development. Diplomats visited the Herat Industrial Park to receive first-hand knowledge of international investment in Herat; how to promote and encourage such investment; and the challenges that diplomats face when implementing economic development related activities.
- 2) During the lecture phase of the intensive course, diplomats were presented with updated information from the Ministry and from international relations scholars on topics ranging from human rights to enhancing the efficiency of administrative activities in their respective consular affairs offices.

As a result of the Diplomats' intensive course, participants now have a better handle on how one would directly promote international investment in Afghanistan to provide manufacturing opportunities, employment, and economic stabilization. The participants also were taught administrative skills that will

be beneficial to diplomats working in the consular offices in Afghanistan's international border provinces. These skills will improve the responsiveness of the staff when dealing with support services (e.g. collecting proof of citizenship or certification of education) for the Ministry of Foreign Affairs.

English Curricula Development

English language training program

The FAIR program secured the services of a short term expert to assist in the capacity development of the English Language Training Program housed in the Institute of Diplomacy. During the expert's tenure, it was determined that there was no curriculum in existence for the program and that the text in use (the Headway series) was not suitable to meet the pedagogical needs of a diplomat trying to learn English.

To confront the issues facing the Institute in trying to develop its capacity for English Language Teacher Training & Curriculum Development, the following tasks were undertaken by FAIR:

- Identified and held training session on the use of existing English language teaching material;
- Teachers were taught to integrate warm-up activities that review goals from previous lessons;
- Teachers were taught grammar and other language learning "games" adaptable to diplomatic-specific materials and were introduced to lesson variety and a larger repertoire of approaches to meet multiple learning styles;
- Teachers adapted and used observation sheets as a professional development tool when observing each other;
- Teachers identified theoretical source books in second language acquisition theory and language learning and teaching methods;
- Developed curriculum orientation towards the support of non-traditional adult learners, the specific needs of the diplomatic corps, integration of teaching texts and computer-aided materials, and sensitivity towards gender inclusiveness.

Global Language software

MSI purchased MacMillan Global Language software for the IOD. This capacity building tool is an English Language Training manual that is accompanied by an English audio CD. After months of delay, the materials cleared GIRA customs at the Kabul Airport in December 2011. These books/CDs were delivered to the IOD and will be very useful for the English teaching faculty to use with their students.

IOD Library

In late August 2011, FAIR brought in a short-term library consultant who developed and delivered workshops for library staff that were unfortunately interrupted by the security situation in Kabul. Work proceeded on establishing sustainable relationships between the IOD library and the American University of Afghanistan's library, MOFA's Center for Strategic Studies, Kabul Public Library, and the Afghanistan Research Center.

During the library consultant's tenure, staff were engaged in a variety of tasks that ranged from moving books from the non-library locations into the library to expand the collection and moving non-library materials to other locations to make room for better organization of books in the library. The consultant mentored the library staff in drafting and editing the library's mission statement, collection development policy, and other library policies with the IOD Library Manager.

Connex Classroom Building

In collaboration with MoFA, FAIR developed design specifications for an HR teaching facility for the IOD. An Environmental Threshold Assessment Approval was received from USAID and FAIR worked closely with the subcontractor during procurement and construction phases, overseeing completion of a brand new Connex classroom for the Ministry. The training facility has electricity and plumbing, and is comprised of three classrooms, one multi-purpose room, and a reception area, all with wireless internet capabilities. It will be used by all MoFA staff for their training needs.

A ribbon cutting ceremony for the building was held on January 22, 2012 at the Ministry of Foreign Affairs commemorating the opening of the facility.



USAID Deputy Mission Director Jed Barton, and Institute of Diplomacy Director Hazrat Wahriz, open the MFA Training Center with a ribbon cutting.

Support provided to the Center for Strategic Studies (CSS)

As a part of its effort to support capacity development across several different activities in MoFA, the FAIR program succeeded in bringing an international policy advisor to the Ministry to work directly with staff in the CSS. During his time here, the short-term consultant advised CSS staff on a variety of challenges facing the Center.



Effort was spent on developing the capacity of CSS to publish its informative text, referred to as the *Journal* (with the next issue focusing on security). Alongside general guidance regarding publication, support was also provided regarding composition and selection of an international editorial board comprised of five foreign scholars and five Afghan scholars.

To develop the Center's capacity and approach to enhance sustainability, CSS staff was advised on the terms of service for members of the International Editorial Board. This position would be unpaid and rotational every three years and members must also agree to provide one original article and peer review two submitted articles. In addition, advice was given to the editor regarding theme issue selection and organization, recruitment of other international scholars to contribute book reviews and articles, and how to successfully recruit scholars to serve as peer reviewers of the *Journal*.

The international policy advisor conducted a multitude of training sessions on the processes and formats of policy research, analysis, and writing as well as workshops to assist CSS staff to articulate priorities in areas that define contemporary foreign policy issues with Afghanistan's allies. Trainings assessed Afghanistan's policy options in a range of issues concerning regional and economic conflict and cooperation, specific issue case analyses by group (e.g., illegal timber exports to Pakistan), and priority countries in Afghan foreign policy including India, Iran, Pakistan, and Russia.

Activities related to Human Resource systems and procedures

Activities with the HR Department were initially marked with some reluctance from the MoFA side to modify their procedures. The HR Director felt that their processes were imposed upon them by the GIRoA Civil Service Commission (CSC) and therefore could not be modified. After several discussions between the HR Director and FAIR, it was decided that the FAIR team would meet individually with each unit of the HR Department to identify their main challenges in order to develop specific tasks and to formulate a schedule for HR work to be conducted.

HR policies, procedures, documentation, and database review

In March 2011, the FAIR team interviewed the Training Unit, Organizational Development Unit, Recruitment Unit, Personnel Files/Database and Performance Appraisal Unit. These interviews identified some MoFA HR challenges that served as a basis for FAIR activities related to the HR department. Notable among these are:

- Paving the way for the pay and grading process to be implemented within MoFA, followed by a complete implementation of the Public Administrative Reform (PAR) process;
- Support for the development of reporting formats and accountability mechanisms to improve the quality of work and deliverables;
- Support for the development of a proper and dynamic electronic file management system/database that would improve the efficiency of personnel management;
- Developing a uniform and professional procedure for the performance appraisal of employees/diplomats located abroad in consulates and embassies.

Job Description Development

The FAIR team reviewed job descriptions and had discussions with the Steering Committee on whether or not the descriptions were technically sufficient for their representative departments or for key positions in diplomatic and consular missions abroad.

Significant attention was paid to the drafting of Terms of Reference (TOR) related to unique jobs within the Ministry's diplomatic corps and included: the Commercial Affairs Attaché; Cultural Affairs Attaché; Economic Affairs Attaché; Military Affairs Attaché, and General Counsel.

In conjunction with the development of TORs, the team also drafted (in concert with the Objective Two Coordinator) basic organization charts for MoFA supported diplomatic missions.

Short Term HR Technical Advisor

A Human Resource Technical Advisor began work with FAIR in early July 2011. He identified and helped to implement priority elements from the work plan that could be accomplished in the remaining period of the contract. He also facilitated meetings between the MoFA HR Department and the Public Administration Director of the CSC. This section of the CSC is responsible for HR and pay and grading activities, which was one of MoFA HR's major concerns. The goal of this exercise was to assist MoFA in identifying GIRoA resources already in place, provide assistance, and help MoFA articulate their needs with regards to human capital management support.

Personnel Management Database

A review of the data-gathering tool for HR was finished and forwarded for management review and translation into Dari. Information gathered from this exercise was used to better inform Objective One HR support and sustainability activities.

Upon a review of work plan requirements, the implementation of the global-standard "Factor Evaluation System" tool was recommended. This approach is a single-source instrument to collect data and provide analysis that transfers directly into job descriptions to help establish staff grades and identify essential skills required throughout the Ministry.

Employee Orientation Program

In conjunction with MoFA's HR staff, FAIR team members developed drafts of a proposed "Employee Orientation" program for review by MoFA HR leadership. This program did not exist within the Ministry, but was necessary for a more efficient transition of employees into the MoFA system. The orientation program covered in-processing of individual employees into the MoFA HR management system, and familiarization of policies and procedures.



OBJECTIVE TWO: IMPROVE THE FUNCTIONALITY OF MOFA HEADQUARTERS AND AFGHAN DIPLOMATIC AND CONSULAR MISSIONS

General activities to improve Ministry functionality

- A review of the administrative systems within the Ministry and the diplomatic missions was completed with a focus on direct consultations and the draft of an assessment tool to identify the most urgent priorities for improvement.
- A Human Resource Management Survey assessment tool was completed.
- Tailored questionnaires were developed for use in individual departments focused on policy issues and administrative and system needs.
- Analysis was conducted of problems that the Consular Department faces in relation to changing requirements and policies.

Activities related to technical assistance

Business process re-engineering

FAIR trained and assisted in the development of business process models to enhance administrative procedures (specifically in the area of visa process and issuance) to improve the functionality of MoFA headquarters and Afghan diplomatic and consular missions. A short-term consultant arrived in September 2011 to conduct Business Process Re-engineering (BPR) capacity development activities at MoFA.

During his visit, the BPR consultant focused on the Ministry's visa application and award processes. He conducted interviews and collected data to develop an "as-is" Business Process Management map of the Ministry's activities and used this as a foundation for discussions with Ministry staff as well as external and internal customers of the visa process.

At the conclusion of his visit, a list of recommendations were provided to MoFA:

1. Hold focused discussions to come to an agreement with all relevant ministries and agencies to establish consensus on the way forward. Adopt an approach that is practical given the current state of politics in Afghanistan.
2. Consider legislative implications; laws and regulations in Afghanistan may need amendments to enable a new approach within a proper regulatory framework.
3. Build IT infrastructure and provide specialist equipment, e.g. biographic recognition technology at borders, robust web-enabled systems, continuous power supplies and back-up and disaster recovery facilities, etc.
4. Make organizational and staffing changes; more staff responsibilities in border control and the training and redeploying of staff from their current roles and responsibilities.
5. Assess the cost, benefits, risks, and plan the timescales. This could also cover the “affordability” of the new approach and ways to obtain a return on investment. This approach should considerably reduce processing costs, which may allow a new approach to be self-financing in the medium term.
6. Prepare a detailed business case for approval and implementation through a capacity development agreement between the Ministry and a donor country.

The following training and review materials in the form of Powerpoint presentations were translated into Dari and Pashtu and submitted to the Ministry: “Visa Processing: Current Approach in and Afghanistan and Leading Practice,” and “Business Process Mapping: Introduction to the Techniques”. These training materials will be valuable tools when MoFA addresses the Business Process Re-engineering topic in future classroom settings.

OBJECTIVE THREE: PROVIDE MOFA WITH THE NEEDED EQUIPMENT AND IMPROVED BUSINESS PROCESSES TO ACCOMPLISH OBJECTIVES #1 AND #2.

Information Communication Technology

The objectives of the Information Communication Technology (ICT) component of the FAIR project were to provide:

- A. Data service at standard speeds up to and including one GB/second (IEEE 802.3z standard) for copper cabling;
- B. Voice Over Internet Protocol (VoIP) service capability;
- C. Video conferencing;
- D. Station cabling, media types and density to support all communications service for 20+ years; this implies minimum media support of at least 10 GB/second, full duplex data service on fiber cabling;
- E. Closet space for network equipment to allow simultaneous support for two generations of data service and support parallel voice services from existing and VoIP systems;
- F. Network equipment closets to support all communications services.

Fiber optic tunneling

The goal of the fiber optic tunneling project was to connect host servers to six existing buildings: 1) central building, 2) services building, 3) economic building, 4) archive building, 5) consulate building, 6) new building, and the reception area. Six additional fiber optic cable runs needed to be installed to form a secure and cohesive ICT Network on the MoFA campus.

The digging and tunneling project (backbone cables with fiber optics) was successfully completed and all the buildings inside the Ministry are now connected through fiber cables.

All the buildings inside the Ministry are now connected through fiber optic cables; only the splicing (final hook-up) of three buildings and the reception area were not completed. This was due to the absence of racks and servers for these locations to be procured by MOFA. If MoFA is able to procure the necessary racks and servers for the remaining locations, the work can be easily completed at a later date through a contractor of MoFA's choosing.

Cabling and rewiring of select facilities at MOFA

ICT project for new building

The goals of the ICT project for the new building under construction on the MoFA campus were:

- Cabling Infrastructure Solution, including connecting to the exterior Fiber Optic Cable previously installed;
- Data Infrastructure Solution;
- Server Infrastructure Solution;
- Raised floor construction;
- Collaboration (Voice);
- Network Security;
- Perimeter Security;
- Security Surveillance System;
- Power Back up System.

All of the above objectives were met successfully by the end of the FAIR project contract period.

Note: When the FAIR project ended, Closed Circuit Television (CCTV) internal security cameras for the new building were held up in the GIROA customs department, and therefore could not be installed during the project period. A solution was found in USAID's transfer of ownership and responsibility for retrieving the cameras to MoFA. Once MoFA successfully retrieves the cameras from the customs department, they may work with a contractor of their choice to install them in the new building.

ICT upgrades for central building

The central (main) building on the MoFA campus houses the Minister's and Deputy Minister's offices, as well as other high level Ministry officials. Upgrades to the ICT system in this building included:

- Cabling Infrastructure Solution, including connecting to the exterior Fiber Optic Cable previously installed;
- Data Infrastructure Solution;
- Server Infrastructure Solution;
- Raised floor construction;
- Collaboration (Voice);
- Network Security;
- Perimeter Security;
- Security Surveillance System;
- Power Back up System.

The ICT upgrades to the Central MOFA building have created a more modern, clean, and user-friendly environment for the Ministry officials who work there.

Development of Ministry ICT security and management policies

The FAIR project worked with Ministry ICT staff to develop a core set of security and management policies, outlined below. The Ministry will use these policies as a base from which to plan their security and network management activities. Assistance has been provided to develop management capacity to monitor policy implementation and to measure overall progress towards adoption of policies.

The policies developed included:

Guest Access Policy

This is the company's policy for allowing guests, such as contractors or visitors, to connect to the corporate network. The policy covers AUP acceptance, account use, security of guest machines, guest infrastructure requirements, and more.

Back-up Policy

This policy presents the company's back-up strategy, including identification of critical systems and data, frequency of incremental and full backups, responsibilities of back-up administrator, storage of backups, off-site rotation, restoration procedures, and more.

SUMMARY

With the curtailment of the project's period of performance and total budget, the focus of the FAIR project was re-directed toward achieving MoFA's priorities under Objective Three. Focus on classrooms, connectivity and related infrastructure and equipment installation took priority. With significant support from the USAID Mission, in the end the project was able to achieve these important objectives, leaving MoFA with additional classroom spaces and infrastructure support. These accomplishments will enhance MoFA's ability to apply FAIR-provided training, tools and guidance under other objectives described herein.

