

# Afghanistan Information Management Services (AIMS) Building Information Management Capacity

---

---



**Eng. Mohammad Yousaf Pashtoon Minister of Urban Development and Housing (MUDH)  
and AIMS team  
opening GIS Lab at MUDH, Government Of Afghanistan**

**Project ID: 00037482  
Duration: April 2004- July 2006  
Component: Capacity Building  
Total Budget: US\$ 6.3 M  
Unfounded Budget: 0**

## **First Quarter 2006**

### **TABLE OF CONTENTS**

<b>EXECUTIVE SUMMARY</b>	<b>2</b>
<b>BACKGROUND OF THE PROGRAMME</b>	<b>3</b>
<b>PROJECT OVERVIEW</b>	<b>10</b>
<b>MAJOR ACTIVITIES AND ACHIEVEMENTS</b>	<b>13</b>
<b>CONCLUSION</b>	<b>29</b>
<b>CONTACT INFORMATION</b>	<b>31</b>

## EXECUTIVE SUMMARY

The Afghanistan Information Management Service (AIMS) was established in 2002 and is administered by UNDP. AIMS was established to help the Government of Afghanistan (GOA) and the broader humanitarian community to work more effectively through providing products and services in the field of information management, particularly building information management capacity in government. The link between the need for information and ensuring an efficient and effective reconstruction effort of Afghanistan is very strong. Without it, policies will be weak, prioritization will be impossible, and decisions on projects will be inaccurate.

With a central office based in Kabul and five regional offices, AIMS has distributed over 50,000 maps (topographic, road, administrative, and thematic) and trained over 1000 civil servants in basic English, basic computer, geographic information systems, use of global positioning systems (GPS), and database management. AIMS has earned a strong reputation for its product and services and built relationships with twenty-three (23) key line ministries and agencies including the AGCHO in five regions and the Central Statistics Office (CSO).

The project established geocodes that provide a unique identification to every province, district, and settlement in Afghanistan. Through the geocodes and other national data sets, government at national, regional, and local levels and other stakeholders have been able to collect and analyze relevant information necessary to evaluate needs and monitor reconstruction responses.

AIMS' capacity building activities are implemented in a context where capacities in administration, communications, and management are very low. By building capacities of civil servants and through training in information management technology and applications, AIMS has raised the level of competency of government staff, increased workflow efficiency, and enhanced planning capacities of key line ministries. The relevance is high, and it will remain so, as it contributes to improved governance, transparency, accountability, and efficiency in development.

At the sub-national levels, the five field offices support regional government structures, which closely relates with provincial government. With the decentralization of government and increasing development activities, the capacities of these regional offices must be strengthened so as to effectively support local planning initiatives and provisions of reliable information. All the regional offices have had a direct impact on their communities through a diverse set of activities related to capacity building and multisector support to UN agencies in the relief and reconstruction effort in Afghanistan. The qualified national staff, their expertise, and their commitment to active information distribution has led to their position as a trusted partner and service provider in the regions. This accounts for the higher service impact of 3.3 on a scale of 1 to 5, with 5 being the highest, while the impact in the Kabul area is rated as 2.7 by all stakeholders. Due to AIMS' strong positive impact in the regions as a service provider and leading capacity builder, it is recommended that management and donors increase investment support for AIMS regional operations to strengthen their human, infrastructural, and technical capacities in order to improve data management, to increase training offerings, and to play a critical role in supporting regional development and local government administration.

- Staff is the primary resource and stakeholder of high performance and sustainable projects and organizations and their welfare is critical to achieving project mission and objectives.

One of the most positive aspects of AIMS technical team is their very high level of expectation and dedication to improving the quality of products and services. However AIMS needs institutional development support to help improve its capacity and organizational culture.

AIMS has been an unqualified success in building critical enabling skills (English and computer literacy) and IM technical skills particularly in government and is strategically positioned for delivering high-valued, quality IM products and services including professional skills training in Afghanistan.

Given the current leadership commitment and competence, the development of AIMS strategic map for the future and achieving effective governance in GOA, it is recommended that the project life be extended for additional three years beyond July 2006.

## BACKGROUND OF THE PROGRAMME

AIMS project, which started in February 2003, was the continuation of a former UNOCHA operation. AIMS began as a Humanitarian Information Center (HIC) under UNOCHA. Its mandate was to provide GIS, standards, and map distribution; to collect data from organizations; and to provide UN and NGOs with project support. A USAID-sponsored project to provide offices and equipment to the HIC in 2002 was critical in establishing AIMS in Kabul.

AIMS is leading the development of a harmonized approach to IM in Afghanistan. AIMS has a mandate to build *information management capacity* within the GOA and to provide *information management services* to the government and the broader humanitarian community. AIMS promotes standards for common data and technology and free flow of information. It achieves this through focused customer service, product excellence, and capacity building; AIMS also supports information policy development.

The overall project objectives of AIMS include the following:

- To build information management capacity in government
- To provide information management services to organizations involved in humanitarian and development activities.

AIMS has provided support to over twenty-three (23) government ministries along with its operation from five (5) regional offices that provide information product and advisory services nationwide. Currently, greater emphasis is being placed on building capacity in local government. This is achieved through the provision of the following services:

### Customer Services

- Product Services: access to hard and soft copies of map - through paper maps, CDs and website
- Training Services: providing specialist training, general orientation, counterpart training, and project tuition
- Advisory Services: providing information standards, data collection, database design, and data management
- Ministry Liaison Services: providing project support, specialist team development, and collaboration with other agencies to leverage inputs.

### Technical Services

- GIS: providing digital mapping, customize map, and distribution of technical files
- MIS: supporting standards, shareable systems and compatible information fields, largely focused on government and developing specialized systems for specific line operations

### **Organizational Framework**

AIMS is a professional technical service and capacity building organization that operates flexibly to meet the needs of key customers consistent with its mandate, namely to build information management capacity in the Government of Afghanistan. The AIMS structure also supports humanitarian and development organizations working in partnership with UN agencies and NGOs in providing equipment, training, and advisory support to the GOA, with the ultimate goal of establishing self-sufficient information management units in all ministries.

*Table: Outlining the General Approach to Achieve Objectives*

<b>OUTLINE OF THE AIMS APPROACH</b>	
<b>Project Objectives</b>	<b>Project Activities</b>
To build information management capacity in government	<ul style="list-style-type: none"> <li>• Build the capacity of the Government of Afghanistan including its capacity to disseminate information to the public.</li> <li>• Provide direct support to government and all levels of the relief and reconstruction efforts in Afghanistan.</li> </ul>
To provide information management services to organizations involved in humanitarian and development activities	<ul style="list-style-type: none"> <li>• Provide information products and services to the government and the assistance community.</li> <li>• Promote best practices in information management throughout the assistance community, particularly the use of common data standards.</li> </ul>

*Table: Results Framework*

RESULTS FRAMEWORK	
Project Objectives	Expected Results/Indicators
To build information management capacity in government	<p>Increased central capacity for information management in government:</p> <ul style="list-style-type: none"> <li>• Re-establish a functioning GIS department within AGCHO and functioning information management/data units in key ministries.</li> <li>• Strengthen cooperation between AIMS and the AACA Aid Coordination Unit.</li> <li>• Move towards common sector, geographical and donor-implementing partner coding, thereby facilitating data exchange and policy-relevant analysis.</li> </ul> <p>Increased regional capacity for information management:</p> <ul style="list-style-type: none"> <li>• Develop sub-national capacities to gather data for central analysis.</li> </ul> <p>Longer-term approaches to improved data management in government:</p> <ul style="list-style-type: none"> <li>• Develop proposals for government and data management as appropriate.</li> <li>• Provide technical assistance to the Government to prepare a national strategy on information management.</li> </ul>
To provide information management services to organizations involved in humanitarian and development activities	A range of products and services that includes basic map products, a growing network of technical data, walk-in advisory service, data analysis, and information management support
To move towards an exit from UNDP oversight	Development of a sustainable national public information management service entity – “A Center of Excellence for Information Management Services”

### Relevance and Rationale for AIMS

The following provide justifications for the value of IM services, the positive impact on the government and development operating environments, and basis for AIMS continuity and expansion.

- All stakeholders, whether GOA, donor, or international and national organizations, agreed that the establishment of AIMS has been an indispensable contribution during the difficult period of re-establishing the nation state and putting in place a viable public sector that can provide essential services to the population.
- Due to demand for accountability, efficiency, transparency, and effective public management at all levels, government has realized the need to have systematically organized information in order to respond to the specific requirements of donors and development partners.
- The information which government ministries and agencies must organize and manage in order to respond to specific and implied requirements is complex and transcends conventional sectoral divisions.

The nature and form of governance are changing as a result of many factors, most notably the rise of new technologies (GIS) and their impact on the availability and distribution of the information.

- Afghanistan information landscape reveals a fragile and inadequate information infrastructure that is unable to ensure integrity of government-held information or to support the deeper dimensions. Unless government can ensure the integrity and accessibility of its records, the confidence that citizens have in democracy will wither.

**“With the decentralization of government and the emergence of the parliament, the next two to three years will be a boom period for AIMS.”**

—Senior UNDP Official, Afghanistan

There is an urgent and increasing need for trained information technology and information management work force, from basic to advance levels, in Afghanistan's public sector. A sustainable development environment depends on a cross boundary flow of high quality, accessible information. Overcoming the constraints to public sector development can best be achieved through institutional capacity building, improved public sector management, building of sound enabling environments for effective administration, introducing standards and ensuring compliance, labour market training and skills enhancement, land titling and the adoption of a result-oriented performance information system by all levels of government (Securing Afghanistan's Future—A Government International Agency Report, March 2004).

Reconstruction progress is dependent on government possessing adequate capacity to interface with developers, donor countries, and international community. Existing skill-sets within the national labour pool are not yet matched to the structural requirements of national recovery. Human capital development would be as critical as a good investment climate. By making social and human capital the first pillar in its National Development Framework, the GOA has signalled to its own people and to the international community the importance it accords human and social investments.

**“We have calculated that if the wars had not occurred, Afghanistan today would have similar levels of development to its neighbours in Central Asia. Afghanistan has made tremendous progress during the past three years, and there is hope that human development can rise quickly to a higher plane . . .”**

—Senior World Bank Afghanistan Official

The realization of the potential of geo-information systems in supporting sustainable development and government accountability requires the design, implementation, and sustainability of interdisciplinary geo-information and decision support systems to realize sustainable development outcomes at different levels for specific user groups. One way to achieve better development results on the ground is to improve the coordination and effectiveness of where and how development partners deliver aid. The UN agencies are dominant actors in the humanitarian and development areas and are committed to a coordinated mechanism with harmonized information to avoid duplication, harmful competition, pursuit of conflicting agendas and geographic concentration of operations.

**“We do not have the capacity and tools to achieve coordination efficiency; in this regard, we need AIMS.”**

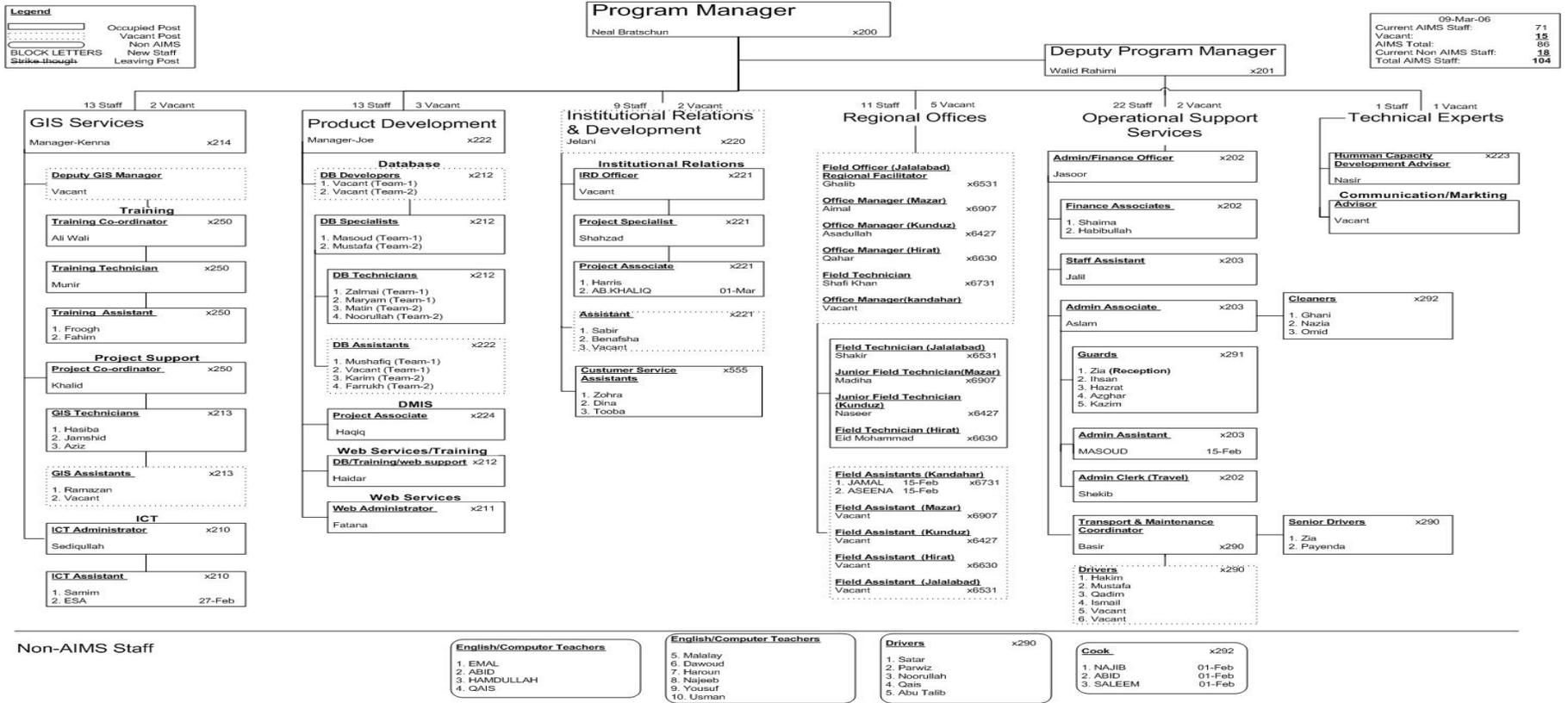
—Senior Official, United Nations Assistance Mission for Afghanistan

The operationalization of the sustainable land management concept in Afghanistan demands the integration of many disparate data sets of varying pedigree that look to information technology (IT) and IM for solutions.

These issues present an obvious need for AIMS’ product and services. The rationale for building information management capacity in the GOA and providing information services to the development community is more relevant today, and will be in the years to come, until Afghanistan achieves substantial growth and development, particularly in its human development index.

PROJECT OVERVIEW

Afghanistan Information Management Services Organogram



## MAJOR ACTIVITIES AND ACHIEVEMENTS

### GIS SERVICES

#### 1. BACKGROUND

The focus of the GIS services is to provide professional GIS services to the broader humanitarian community in Afghanistan, on a cost-recovery basis.

The main goals and objectives of the GIS services in AIMS remains:

1. Provision of Geospatial capacity development to GoA;
2. Development and implementation of strategies to provide an enabling geospatial workforce in Afghanistan.

To meet the above objectives the GIS Services needs both skills enhancement and capacity development and increased staff.

It is important to note that to provide professional services to the Afghan community requires effective international partnerships to support this initiative. Currently AIMS have strong partnerships with:

- USGS (United States Geological Survey) for the development of NSDI and GoA capacity development;
- Winrock International for the implementation of programmes through RFP and capacity development through project based activities within donor funded projects;
- University of Oklahoma for the development of the geospatial workforce in Afghanistan (GEA).

#### 2. AIMS CAPACITY DEVELOPMENT

##### 2.1. HUMAN CAPACITY

The GIS Services now has a total of nine national staff and one international manager. The nine staff have been divided into two sections: training and technical project support and management

##### 2.2. GIS SKILLS DEVELOPMENT

An intensive on-line GIS learning programme has been established in the GIS Services to equip the staff with the necessary advanced skills to provide support to GoA GIS capacity development. This has proven to be a highly successful and effective methodology for empowering the staff with the necessary enabling skills. The training is on-going.

##### 2.3. INTERNATIONAL TRAINING CERTIFICATION

One member of the GIS Services training core has completed and passed the ESRI international certification exam. This will provide the GIS Services with the ability to deliver internationally certified training courses to GoA and NGO's in Afghanistan. Prior to this, Afghanistan did not have any internationally certified trainers.

##### 2.4. AIMS TRAINING FACILITIES

The training room at AIMS has been restructured and overhauled to meet international safety standards and to provide a more professional environment for training. New software will be installed and certified training courses will be delivered when this is complete. Completion date is 12 March 2006.

#### 3. COST RECOVERY MECHANISMS AND PROVISION OF PROFESSIONAL SERVICES

The GIS Services is now well established and providing professional GIS Services to clients.

##### 3.1. WORLD BANK

The AIMS GIS Services has been contracted by World Bank to provide a series of maps depicting the activities of various World Bank, USAID and EC projects. This will be completed

by 13 March 2006 and the contract and payment for the services is on a cost recovery fee basis.

### **3.2. UN-DSS**

The GIS Services were contracted on a cost-recovery fee basis to provide a series of maps for UN-DSS on the locations of the security cleared guesthouses accommodating international UN staff. This was completed on 9 March 2006.

### **3.3. OTHER PROJECTS**

Several other clients have requested services and are in the process of finalising the contracts. These include NSP, AREU and HealthNet International.

## **4. GEOSPATIAL CAPACITY DEVELOPMENT IN GOA**

### **4.1. MINISTRY OF RURAL REHABILITATION AND DEVELOPMENT (MRRD)**

Several beneficial meetings have been held with staff in MRRD. The meetings focus on the objective to establish a large centralized GIS unit in MRRD to provide services to all the projects requiring mapping components. A concept paper will be submitted shortly and the target donor is currently the EC through the Rural Food security initiative.

### **4.2. MINISTRY OF URBAN DEVELOPMENT AND HOUSING (MUDH)**

The MUDH have approached AIMS to design and implement a capacity development framework for the geospatial technologies in the Ministry. A proposal was submitted in late 2005 and has been approved by the Ministry. A further concept paper will be submitted shortly to add a micro-project component to the original initiative.

### **4.3. GEOSPATIAL TRAINING TO GOA**

ICIMOD in partnership with AIMS is delivering a two week geospatial course to 30 GoA staff with a focus on the development of basic and advanced geospatial datasets for GoA. The course is delivered free of charge and will provide an insight to GoA on the implementation of geospatial strategies for future products within each of the line ministries.

## **5. DEVELOPMENT OF GEOSPATIAL WORKFORCE IN AFGHANISTAN**

### **5.1. GEOSPATIAL EDUCATION ALLIANCE (GEA)**

The first quarter of the year has proven to be very successful with the submission and intent of approval of a proposal to implement professional, international geospatial curriculums in six Universities in Afghanistan under a USAID funded development initiative. The proposal was developed in partnership with University of Oklahoma and the initiative will be launched on 22 March 2006. The Associate degree and Bachelors of Science degree will be launched in late 2006 and early 2007 respectively.

### **5.2. GEOSPATIAL CAPACITY DEVELOPMENT FOR AFGHANITAN PROFESSORS**

For the past 4 weeks a geospatial technical capacity development programme for Kabul University professors has proven to be highly effective. This has been implemented through the establishment of a micro-GIS learning framework in AIMS and four Afghan professors are benefiting through this programme.

## **6. CHALLENGES**

Major challenges have involved the procurement of software through single source supplier to equip AIMS and the AIMS Training centre. This has been challenging in the respect that UNDP procurement process does not readily accept the single source Afghan supplier, even though this is the official channel through which to purchase ESRI software.

An even greater challenge is being able to effectively implement projects in GoA without the ability to provide any financial support whatsoever. AIMS currently still have no core funds and this makes the implementation of programmes both challenging and restrictive. All funding for these very necessary GoA activities has to be sourced from donors on a case by case basis.

## INSTITUTIONAL RELATIONS AND DEVELOPMENT

### 1. MAIN TASKS

- Strengthen and Expand AIMS Relationship with Government of Afghanistan and the development community to achieve its strategic goals
- Arrange a 2 weeks course on Geo-Spatial Tools for Planning and Development in collaboration with ICIMOD
- Handover and Inauguration of GIS labs and final reports
- Ensure full Operation of 8 GIS Labs in ministries and departments
- Build Enabling environment for Information management in 10 ministries
- Conduct Needs assessment and develop training plan for Enabling environment programme
- Developing, translate and publish the training material into local languages
- Organize and arrange database training once a month mainly for government staff
- Organize and arrange GIS training twice a month for government staff
- Develop a standard framework, materials and guidelines for Technology Awareness Workshops
- Establish Relationship with target provinces around Kabul
- Map Printing, scanning and distribution
- Develop fact sheets for government ministries and departments

Following is a brief explanation of activities that were conducted in various Ministries and Departments during the reporting period:

#### 1.1. CENTRAL STATISTICS OFFICE (CSO)

Basic English and Computer classes are in progress in CSO

Training of 27 staff have been completed in MS Access  
Training of 15 staff have been completed in Basic English

#### 1.2. KABUL MUNICIPALITY (KM)

Training in Basic English and Computer are in progress for 22 KM Staff

#### 1.3. MINISTRY OF COMMUNICATION (MOC)

Training in Basic Computer is currently on going for 89 MoC Staff  
Training in GPS has been completed for 9 MoC technical staff

In addition to the above, a proposal is being prepared for a 6 months project to be supported by AIMS in the near future.

AIMS ICT Unit fixed some network problems in MoC GIS Lab and the inauguration of the GIS lab will be held by mid March

#### 1.4. MINISTRY OF INFORMATION, CULTURE AND TOURISM (MOIC)

Based on a request by the Ministry an assessment was carried out on MoIC Computer Lab and it was decided that AIMS will provide Basic Computer training for the period of 6 months to 40 staff from the ministry.

As a result of the assessment carried out some of the computers which had Hardware problems were brought to AIMS ICT Unit for re-configuration and additional equipment and accessories such as Mice, Keyboard and RAM were purchased to equip the computer lab. The trainings will commence by 15 March 2005

#### 1.5. MINISTRY OF AGRICULTURE, ANIMAL HUSBANDRY AND FOOD (MOAAHF)

Training in Basic Computer is ongoing for 63 MoAAHF staff  
30 Chairs have been provided for the training room in Land Reform Department  
A photocopier from the Land Reform Department was repaired

#### 1.6. KABUL UNIVERSITY (GEO-SCIENCES FACULTY)

Training in Basic Computer is in progress for 20 Kabul University Staff

#### 1.7. MINISTRY OF WOMEN AFFAIRS (MOWA)

AIMS approached MoWA in order to support its Basic Computer classes and therefore signed a MoU with the ministry.

According to the MoU, AIMS will support the Computer classes for a period of six months and will hire 2 full time instructors to conduct basic computer classes for 130 MoWA staff. In addition to this AIMS will be responsible for the technical services of the computer lab for this period.

The project maybe extended if deemed necessary by MoWA. carried out an assessment of the Computer lab.

**2. INTERNATIONAL TRAINING**

In an effort to provide International standard trainings and offer a better understanding of GIS and its role and applications relevant to the Afghan Government AIMS in collaboration with International Center for Integrated Mountain Development (ICIMOD) is preparing a 2 weeks course on Geo-Spatial Tools for Planning and Development scheduled to start on 16 March 2006.

Preparations are underway for this course and AIMS training room is being refurbished and upgraded for this purpose, in addition to this Invitation letters and Brochures will be distributed by 10 of March to the intended Government Institutions to nominate their representatives for this course.

This course will host approximately 40 participants from which around 32 will be identified by Government Ministries. The remaining participants will be AIMS internal

**3. PUBLICATION & TRANSLATION OF TRAINING MATERIAL**

MS Windows	Translated	Printed
MS Word	Translated	Printed
MS Excel	Translated	Being Reviewed
MS Access	Translated	Being Reviewed

**4. FACT SHEETS**

The fact sheets for the below mentioned ministries and departments have been updated, the rest await information from the Ministries themselves:

AGCHO, CSO, KM, MoHE, MoC, MoE, MoF, MoIC, MoJ, MoPH, MoPW, MRRD, MoT, MUDH, MoWA.



**Mr. Ghulam Sakhi Noorzad Mayor of Kabul Municipality and AIMS Team  
GIS inauguration ceremony  
Kabul Municipality (Government of Afghanistan)**

## PRODUCT DEVELOPMENT SERVICES

### 1. ACCOMPLISHMENTS

#### 1.1 WHO IS DOING WHAT AND WHERE (WDWW) - MAZAR REGION

The system has been completed, training given to Mazar MRRD staff in data collection, data entry, and maintenance. The Database has been installed including all requisite software needed to ensure the system works. Data collection commenced and a good quantity of data already collected.

#### 1.2 DISASTER MANAGEMENT INFORMATION SYSTEM (DMIS)

The system was expected to be handed over to MRRD by end of February 2006 but this did not happen as there were problems with data at the right resolution required for the hydrologic modelling. A One Month No-Cost Extension was approved by AETF.

#### 1.3 GEOBASE

GeoBase was evaluated amongst other databases used by USAID in other countries, the report showed ranked GeoBase top in the list but requested modifications generally in the areas of user interface, reporting, and the data model. Modification commenced mid February 2006 and its expected to be completed by end of May 2006.

#### 1.4 PINACLE MONITORING BENCHMARKS, GOALS, AND TIMELINES THE AFGHANISTAN COMPACT, ANDS AND MDGs

A prototype of PINNACLE was developed by the Team for ANDS to present at the London Conference held in January 2006. AIMS continues working with ANDS, CSO, and the UN and have been involved series of discussions in refining the framework in monitoring the compact, ANDS and MDGs.

#### 1.5 PROVINCIAL DEVELOPMENT COUNCIL (PDC) PROVINCIAL INFORMATION MANAGEMENT SYSTEM (PIMS)

AIMS has been contacted by MRRD to develop PIMC to support the PDCs. A concept paper was developed followed by a presentation to some MRRD staff. AIMS will modify the Concept paper and resubmit to MRRD based on issues discussed at the presentation

##### 1.5.1 VIOLENCE AGAINST WOMEN DATABASE – UNIFEM DATABASE

The Team developed the database for UNIFEM. The database was initially in Excel format but UNFEM requested AIMS to develop a structured database capable of producing analytic reports.

##### 1.5.2 FAO EIRP PROJECT TRACKING MIS

AIMS concluded an agreement with FAO in developing a project tracking MIS for its Emergency Irrigation Rehabilitation Project. The project commenced in the first quarter and it is expected to be completed by end of second quarter.

##### 1.5.3 WEB SERVICES

A survey of government ministry websites, web capability, and web needs was concluded and a database developed storing survey data. The reports will guide the direction of the web services in 2006.

##### 1.5.4 AIMS CERTIFIED TRAINING

Training commenced late in February 2006 due to the web services survey. MIS/Database is held at the Central Bank bringing together participants from government ministries. The Bank has offered its training facilities to AIMS to enable AIMS train most of there staff in ACDA.

#### 1.5.5 STAFF TRAINING

- **Web Administrator:** A Ten day course in VB.Net was undertaken at the ISCO University in Peshawar. This course would enable the Administrator in developing robust and scaleable web-based applications.
- **Project Management, Leadership and Communications;** training course to be held in Dubai, UAE from 27 – 29 March 2006. The training will benefit one of Database specialists.

## 2. CHALLENGES

- Recruiting a Database Developer with very high technical and managerial skills also proved difficult
- A lot of expectations from GeoBase users on the GeoBase modification
- Reclassification of staff proved an uphill task
- Flight cancellation leading to PD staff spending unnecessary days in the regions

## OPERATIONAL SUPPORT SERVICES

### 1. HUMAN RESOURCES

Recruitment of 16 nationals 1 Admin/Finance Officer, 2 Project Associate, 2 Project Associate, 1 ICT Assistant, 2 Field Assistant, 1 Sr. Procurement Associate, 2 Driver/Mechanics and 5 teachers. Initiate the recruitment process of interns and Institutional service provider, prepared HR annual work plan for the year 2006.

Departure of 3 Internationals 1 IRD Manager, 1 Regional Coordinator and 1 Task Manager Coordinator.

### 2. ADMINISTRATION

Administrative support and actions such as procurement of three HAICE bus, Plotters, Computers, Printers, Scanner, Fire extinguisher, First Aid Kits, fuel and furniture. Office spaces allocation of newly hired staff, travel arrangement of AIMS staff, renovation, maintenance and repairs of offices. Prepared Administration annual work plan for the year 2006 covering the procurement, travel, support staff training, transport and maintenance.

### 3. PROGRAMME MANAGEMENT

Completion draft AIMS 2005 annual reports, AIMS Fact sheet, resource mobilization solicitation of fund raising, USAID report and request for the last installment and finalized 2006 annual plan including response to the evaluation for the year 2006. AIMS advisory board meeting was held in February 2006.

### 4. STAFF DEVELOPMENT

Learning plan of individual staff (professional development) identify skills levels of staff and create matrix of career leader. On going Certified Chart of Account to Finance Associate, Diploma training of Transport coordinator, 84 movie slight driving safety training to 10 AIMS and rented cars drives, ongoing English language training to Drivers, Cleaners and Guards.

### 5. FINANCE

USAID financial report has been completed and submitted for final instalment the narrative report will be submitted up on their request. The final instalment from EC Euro 1.5 has been released to AIMS and received to AIMS Project account for financial. Financial donor's report of 1<sup>st</sup> quarter is completed.

*Table Expenditure report: 1st Quarter 2006*

Donor	Month	Budget	Actual Expenditure	Balance
<b>USAID</b>	Jan		43,225.70	
	Feb		61,645.01	
	Mar		236,070.13	
	Overhead 3%		10,228.23	
	<b>Total USAID</b>		<b>421,369.06</b>	<b>351,169.07</b>
<b>EC</b>	Jan		214,647.96	
	Feb		58,987.43	
	Mar		92,496.41	
	Overhead 5%		53,423.50	
	<b>Total EC</b>		<b>341369.74</b>	<b>419,555.30</b>
<b>Grand Total</b>		<b>762,738.80</b>	<b>770,724.36</b>	<b>(7,985.56)</b>

## REGIONAL SERVICES

Afghanistan Information management Services (AIMS) is building capacity in sub-national level through five regional offices across the country. The regional offices in Mazar-e-Sharif, Hirat, Kandahar, Kunduz and Jalalabad are closely working with various key government departments and provincial governments for enabling environment, skills training, setting up GIS and data-processing unit

The general goal is to develop regional information management capacity in five regions in Afghanistan (Hirat, Mazar, Kunduz, Kandahar & Jalalabad). This will bring the sub-national government in digital information age through introduction of Geographic Information System (GIS) and information management for planning and tracking development projects.

### 1. ACHIEVEMENTS

Regional Services	
AGCHO Capacity Building	<p>Kandahar: AGCHO Capacity Building project (Computer Training)</p> <p>Jalalabad: USAID/PRT Funded the construction of office building for AGCHO Regional office Basic English and Computer Training</p> <p>Mazar I Sharif: AGCHO Capacity Building Project (English Training) AGCHO Capacity Building Project (Computer Training)</p> <p>Hirat: AIMS WR office has been keeping continues relation, meeting and IT support with AGCHO regional office. And is going to finalize the exist CBP which has almost completed. It will officially hand over to AGCHO with the holding of ceremony party in near future.</p> <p>Kunduz: AGCHO Capacity Building Project (English Training)</p>
Regional Advisory Services (annex 1)	Advisory services provided to 26 organizations including some government departments in the 5 regional offices
Regional Project Collaboration (Annex 2)	AIMS participated in 27 joint projects with a variety of government departments, NGOs, and UN organizations. Most of these involved mapping or database support.
Regional Government Services	All regions participated in capacity building activities. These took a variety of forms including project proposal development, fund raising, project monitoring, direct training and project collaboration with 11 different government departments through AIMS 5 regional offices.
Capacity Building Project	AIMS is involved in a variety of Capacity Building projects in 5 regions with government Departments (AGCHO, CSO, MRRD, Municipality, MUDH): Setting up GIS/DB Lab, Map Printing Lab, Basic English & Computing course, Training on Data collection & Data entry at provincial level, Cadastral survey & technique.
Regional Technical Services (annex 4)	Technical support was provided to 8 different government & UN agencies in four regional locations
Regional Training Services (annex 3)	Annex 3 The regional offices trained 120 government staff and 2 UN/NGO staff in different field of information knowledge management and technology
Regional Map Distribution (annex 5)	Five regional offices distributed total number of 1130 Different size maps (A4, A3, A2, A1) and 147 CD products.



**ANNEX 1: REGIONAL ADVISORY SERVICES**

<b>Location</b>	<b>Type of Activity / Project</b>	<b>Name of Ministry / Org</b>
Kandahar	Construction	Jica
Kandahar	Pilot project of community Development	JICA PCI
Kandahar	Construction Projects	Local and International Organizations
Kandahar	National Solidarity Programe	UN-Habitat
Kandahar	Security / Administrative	MOI
Kandahar	WDWW	UNAMA
Kandahar	Security	Military & Police Advisor UNAMA
Kandahar	Security	UNDSS
Kandahar	City Maps	Municipality
Kandahar	Roads Construction	UNOPS
Kandahar	Online Support and information	Researchers
Kandahar	Health based projects	WHO
Kandahar	Land and Agriculture information	USAID ALP
Kandahar	General Information	Journalist ( Canadian )
Kandahar	Roads Construction	UNOPS
Kunduz	Using map for managing staff shuttle buses	UNAMA
Hirat	Information Management	Department of Ecnomic Affairs
Hirat	GPS Use	UXB
Jalalabad	Data collection and Mapping	RAMP/USAID
Jalalabad	Data collection and Mapping	Mercy Corps
Jalalabad	GIS Training	USAID/DAI
Jalalabad	Data Standards	GTZ Alternative livelihood Project
Mazar	Giving advisory on data collection for ICRC	ICRC
Mazar	Giving advisory on data collection for GAA	GAA
Mazar	Giving advisory on geo codes services for ZOA	ZOA

**ANNEX 2: REGIONAL PROJECT COLLABORATION**

Location	Project	AIMS Contribution	Organization1	Organization2
Kandahar	Update UN & Int Organization locations in city	Plot GPS positions on Map	AIMS	ANSO
Kandahar	Establish a Computer lab in AGCHO office	Coordination / Support	AIMS	PRT
Kandahar	Capacity Building Project ( English )Behind	Arrange a class, teacher, Stationary, Monitoring	AIMS	CSO
Kandahar	Capacity Building Project ( Computers in AGCHO )	Arrange a class, teacher, Stationary, Monitoring	AIMS	AGCHO
Kandahar	WDWW Report ( Detailed and summarized ) January 2006	Analyse data and produce reports	AIMS	UNAMA
Kandahar	WDWW Sectoral Activities Map January 2006	Analyse data and produce a map	AIMS	UNAMA
Kandahar	Community Development & Existing Facilities Survey	Plot GPS coordinates on map	AIMS	JICA PCI
Kandahar	Kandahar City movement Box	Show safe area in the city for UN movement	AIMS	UNDSS
Kandahar	Customized Topo maps of hilmand districts	Produce maps from USDMA CD's	AIMS	Chemonics Int
Kandahar	Customized Topo maps of Kandahar districts	Produce maps from USDMA CD's	AIMS	Chemonics Int
Kunduz	Violent Conflict Map	Analyzing and mapping the data	UNAMA	UNDSS
Kunduz	Re equipping of MRRD offices on WDWW project	Managing delivery and hand over process.	MRRD	
Kunduz	UNAMA Staff Shuttle buses route map	Coordinating staff residents and mapping	UNAMA	
Kunduz	Update Location of UN & International organization	UN & International organization location update in Kunduz new City Map	UNSECOORD	
Hirat	Geographic Dept of Hirat University	Training of 20 Geo Dept students (Male and Female) in English to be ready for our next computer and GIS trainings.	Government	
Hirat	Training Government employees	Training of 8 staff of CSO/Economic Depts. in English to be ready for our next computer and GIS trainings.	Government	
Hirat	UXB map	Developing of customized map of specific area	PRT	
Hirat	Shelter Map	Locations of villages in Cheghcheran and Shahrak where UNHCR has shelter program	UN	
Hirat	Refugees and returnees map	Refugee Repatriation	UN	
Hirat	Well Location Map	Analyses of water wells allocated by UNHCR in WR by district	UN	
Jalalabad	Nanagarhar Provincial/District Flood Map (7)	MRRD	UNAMA	

Jalalabad	Jalalabad City Map UN/INGO Location	UNDSS	UNAMA	
	Nanagarhar Road Construction Projects	UNOPS	PRT/DAI	MOPW
North Region	Re equipping of MRRD offices on WDWV project	Managing delivery and hand over process.	MRRD	
Mazar	Update Location of UN & International organization	UN & International organization location update in Mazar new City Map	ANSO	
Mazar	Delivering the Total Station for AGCHO	Delivery and hand over process.	AGCHO	

**ANNEX 3: REGIONAL TRAINING**

Location	Type	Partners	Trainer	# Gov	# UN/NGO	Status
Hirat	English	University/Geog.Dept	Commercial	20		On-Going
Hirat	English	CSO/Economic Dept	Commercial	18		On-Going
Kandahar	English Language Training	AGCHO	Training Centre	12		Completed
Kandahar	English Language Training	CSO	Training Centre	6		Suspended
Kandahar	Computer Training	AGCHO	AIMS	12		Ongoing
Kandahar	GPS Use	UNAMA/UNDSS	AIMS		2	Completed
Mazar	Basic English and Computer Training	CSO	Commercial	2		Completed
Mazar	Basic English and Computer Training	AGCHO	Commercial	4		Completed
Mazar	Basic English and Computer Training	MRRD	Commercial	12		Completed
Mazar	Total Station Training	AGCHO	AIMS	5		Completed
Mazar	GPS Training	MRRD	AIMS	5		Completed
Mazar	MIS Training	MRRD	AIMS	5		On-Going
Jalalabad	Basic English	AGCHO	Training Centre	21		On-Going
Jalalabad	Basic GIS and Arc View	USAID/DAI	AIMS		2	Completed
Jalalabad	GPS Use	MC	AIMS		2	Completed
Jalalabad	Computer	AGCHO	Commercial	21		Planned
Kunduz	Basic English Training	CSO	Commercial	2		Completed
Kunduz	Basic English Training	Planning Dept	Commercial	4		Completed
Kunduz	Basic English Training	MRRD	Commercial	12		Completed
Kunduz	GPS Use	MRRD	AIMS	5		Completed

**ANNEX 4: REGIONAL TECHNICAL SUPPORT**

Location	Type	Partners	Status
Hirat	Setting up Computer and installing OS	MoUDH	Complete
Hirat	GPS Configuration	UXB	Complete
Mazar	Delivery of Total Station and training	AGCHO	Complete
Mazar	Establishment of MIS (WDWW)	MRRD	Ongoing
Kandahar	Installation of Computers and troubleshooting	AGCHO	Ongoing
Jalalabad	Establishment of GIS Lab for Jalalabad Municipality and troubleshooting.	Municipality	On-Going
Jalalabad	Establishment of GIS Lab for Department of MoUD and troubleshooting	MoUD	On-Going
Jalalabad	Operating system installation for MRRD computers. And troubleshooting	MRRD	On-Going

**ANNEX 5: REGIONAL MAP DISTRIBUTION**

Location	# Maps	# CDs	Income
Hirat	100	75	
Kandahar	319	8	
Mazar	220	12	
Jalalabad	379	48	
Kunduz	112	4	

**2. FUTURE PLANS**

- To enhance and sustain the achievements we have made so far.
- Increase and improve Sub-national capacity by extending our support to more Provincial Governments
- Increase the initial regional human-resource capacity, technical skills, and infrastructure including logistics.
- Provide leadership for IM in Provincial Development Council.
- Provide harmonized project information through WDWW for the development community in all the regions

## 2. CONCLUSION

Afghanistan is currently undergoing radical change, with government reforms seeking to establish effective line ministries and implement large national programmes in all areas promoting poverty reduction, good governance, democracy, human rights, infrastructure construction, and development. AIMS has indeed developed as a capable “project organization” to carry out not only information management capacity building, but human capital development activities necessary to enable effective government operations to provide goods and services for the people of Afghanistan. AIMS has also enabled UN agencies, international and national NGOs, and other development partners to develop mapping capability and database skills, providing customer services to share information, maps, data, and standards information around Afghanistan through five regional offices and a central office in Kabul.

Despite its achievements, the overall result is moderately satisfactory because of the weak strategic positioning of AIMS providing leadership, direction, and technical advice within the purview of its competence and relevance, i.e., information management as it applies to Afghanistan National Development Framework and the area of supporting decision-making through relevant tools and information management policies. The GOA and the broader humanitarian community is not harnessing the full potential of advanced IM capacity, in particular GIS. Collecting and combining many types of information provides a repository, but does not necessarily achieve much in terms of fostering performance and MIS as enablers for development goals. Information Management can be a powerful tool for development at both the micro and national level by increasing its role in supporting decision-making, increasing the effectiveness and reach of development interventions, enhancing good governance, and lowering the cost of public goods and services delivery. AIMS management is known for its hard work and technical competence, but needs to increase its overall knowledge of sustainable development in general, and in particular of Afghanistan’s vision and strategy for development.

Another critical area where AIMS can have a proven value is in the delivery of professional certified information management training, in particular in geographic information system applications. Through its regional presence and credibility, AIMS can facilitate IM technical training beyond basic levels to enable trainees to obtain jobs in government, development community and private sector. By providing IM/GIS professional technical training in the regions, AIMS will be contributing to workforce development, income generation, and poverty reduction, and will be enhancing regional and provincial productivity.

AIMS can make a valuable contribution to sustainable environmental management by improving monitoring and response systems and facilitating enabling environment for more efficient use. Scarcity of relevant and reliable information has always been a substantial obstacle to more effective environmental management. With the collection, processing, and dissemination of information, IM enables a better understanding of issues such as climate change and biodiversity and helps to monitor ecological conditions so that prevention and mitigation measures can be activated. In Nepal, computer imaging has been used to build a land resource database for Arun River Basin. This has generated the first ever basin-wide map of land use indicating forest degradation hotspots. The database, together with simulation models, was crucial to designing and implementing the land management program for the area. Indeed, there is “**no end to the options of AIMS,**” as David Saunders said, former AIMS Project Manager.

To move to the “next level” by improving its performance and achieving better results in the future, AIMS must do the following:

- Improve significantly its strategic positioning in the GOA and within the National Development Framework.
- Improve internal capacities and operational strategy, and leverage regional positioning for basic and advanced capacity enablement in all the five municipalities.
- Add a basic level of institutional capacity to IM capacity in order to be sustainable as enabler of government and institutions.

- Target IM capacity building to the overall strategic plans and priorities of government ministries.
- Define capacity building more broadly to include management and professional and competency building skills for effective public administration and decision-making.
- Allow user demands to drive IM capacity building, identified and realized through direct participation and ownership.

Strategic Alliances—Bilateral and multilateral agencies play a major role in supporting GOA. At present, beyond the administrative relationship with UNDP and the provision of products and services when requested, AIMS has no mechanism in place that enables it to interact and cooperate with the bilateral and multilateral agencies.

The poor relationship of AIMS in this area precludes AIMS from contributing and partnering to deliver IM services for large-scale development projects across all the sectors. Collaboration and cooperation on strategic national project levels are important in the longer-term perspective in that they provide a great advantage to mainstream IM, in particular geo-spatial solutions and human capacity building into key policies and development projects. The collaboration with the bilateral and multilateral community is strategic to achieving better results.

Human Capacity - Education is a key component of a country's transformation towards actively and fully participating in the global information society.

As shown in the training outputs, basic English and basic computer training in government has a major impact on enhancing efficiency, accountability and transparency of processes. Basic literacy is of crucial importance for development, and as such, is one of the development imperatives adopted by the UN Millennium Summit. However, for the purpose of adopting a capacity building strategy that deploys IM as an enabler, it is an absolute requirement that IM capacity building begins with a high literacy rate.

Creating favourable enabling environments, such as basic English and basic computer training, is important in developing a critical mass of knowledgeable workers, technology users, and motivated civil servants. This also helps to enhance the sustainability of the infrastructure and capacity built. Based on this lesson, it is recommended that AIMS invest in and implement effective strategy to take advantage of the potential of basic English and basic computer training to accelerate its IM capacity programmes, particularly in the regions and provinces.

### 3. CONTACT INFORMATION

Should you have questions or enquiries with regards to this report, please contact any of the people listed below.

Neal Bratschun  
Programme Manager  
UNDP/AIMS, Kabul Afghanistan  
Phone Number: 070-233751  
E-mail: [neal.bratschun@undp.org](mailto:neal.bratschun@undp.org)

Walid Rahimi  
Deputy Programme Manager  
UNDP/AIMS, Kabul Afghanistan  
Phone number: 070-221043  
E-mail: [walid.rahimi@undp.org](mailto:walid.rahimi@undp.org)

Abdul Bari  
Assistant Country Director (Programme)  
Phone Number: +(93) 070 288 361  
E-Mail: [abdul.bari@undp.org](mailto:abdul.bari@undp.org)

Eugena Song  
Reporting Associate  
UNDP Afghanistan  
Phone Number: 070-011374  
E-mail: [eugena.song@undp.org](mailto:eugena.song@undp.org)