

Evaluation Mission Report

UNDP/AIMS Project



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EVALUATION MISSION REPORT OF UNDP / AIMS PROJECT

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Acronyms

AACA	Afghanistan Aid Coordination Agency
AGCHO	Afghanistan Geodesy and Cartographic Head Office
ASIC	Afghanistan Standard Industrial Classification
CSO	Central Statistic Office
DB	Data Base
DMIS	Disaster Management Information System
GIS	Geographic Information System
GOA	Government of Afghanistan
GPS	Global Positioning System
HIC	Humanitarian Information Center
ICT	Information Communications Technology
IM	Information Management
INGO	International Non-Governmental Organization
IT	Information Technology
MDGs	Millennium Development Goals
MIS	Management Information System
MOU	Memorandum of Understanding
MRRD	Ministry of Rural Rehabilitation and Development
MUDH	Ministry of Urban Development and Housing
NGO	Non Governmental Organization
NSDI	National Spatial Data Infrastructure
OM	Organizational Management
OPA	Overall Performance Assessment
PRT	Provincial Reconstruction Team
UNAMA	United Nations Assistance Mission in Afghanistan
UNDP	United Nations Development Programme
UNHCR	United Nations Humanitarian Commission for Refugees
UNOCHA	United Nations Office for the Coordination of Humanitarian Affairs
USAID	United States Agency for International Development
WDWW	Who is Doing What Where

1. 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.

This report presents findings of the Evaluation Mission of AIMS' services and operations during the period January 2003 through June 2005. The AIMS project has proven to be successful as a focal point for information management (IM) in Afghanistan.

With a central office based in Kabul and five regional offices, AIMS has distributed over 40,000 maps (topographic, road, administrative, and thematic) and trained over 1,000 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.

In terms of the degree of achievement of its objectives, AIMS' effectiveness rating is low (1.6/32%). This is largely due to limited knowledge and understanding of management about sustainable development strategies, Afghanistan National Development Framework and the strategic value of information management (IM).

To increase its effectiveness, management has to accelerate the strengthening of AGCHO's institutional and technical capacities, so as to transit map production services, in order to focus on its core mandate and to accelerate the development of a comprehensive government IM framework for Afghanistan. While AIMS made some modest progress through developing collaborations and partnerships in specific domains, it failed to influence wider decision-making processes. AIMS needs to strengthen its partnerships with UNDP so as to improve its positioning, and to ensure the mainstreaming of IM capacity building and services into all national development projects in Afghanistan.

The strategic positioning of AIMS in the National Development Agenda of Government of Afghanistan is equally weak (a rating of 1.0), as AIMS is perceived as a producer and provider of maps by 88% of all stakeholders consulted. Maps have constituted the main activity of AIMS, comprising 30%, while advisory services constitute 27%; training services, 25%; GIS technical, 12%; and the remaining 6% is comprised of government services and MIS/ICT/Web design services. In spite of these statistics, AIMS has a unique niche in GIS project design, implementation, and the development of sustainable IM products such as WDW, Geobase, and DMIS.

Particularly important in the next three years is to ensure the full development of GIS operations in target key line ministries to internationally acceptable standards, to establish functional MIS in at least twelve key line ministries, and to align IM capacity building with Afghanistan development goals and priorities. Consideration should be given to study the policy and practice of "Government Information Management Framework" of selected developed countries to acquire knowledge on best practices.

The organizational management and development capacity analysis show that the project is weak in internal and external communications, problem solving and decision-making, accountability and commitment, and partnership (institutional) arrangements. In essence, the project's leadership needs to address these issues by improving its strategic management approach, and operate more like an organization rather than the mentality of a "donor dependent" project. Enhancing its organizational capacity—management, technical, communications, partnership, and resources—will accelerate the sustainability ratio (programmatic and

financial) from a rating of 2.5 (50%) to a higher level that would foster successful transition to a viable and sustainable professional information service provider and capacity building organization—a “Center of Excellence for Information Management” in Afghanistan.

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. AIMS has very low national staff turnover, however the following issues raised by staff need immediate resolution to provide a consistent level of expertise and to improve performance:

- Low remunerations and lack of incentives to enhance performance achievements
- Slow hiring process, thus limiting project’s capacity to increase its human capital
- Lack of information management tools for general operations particularly in the regions to deliver products and services
- Limited infrastructural facilities in the regions, and transportation challenges
- Limited competency and advanced technical skills training for central and regional teams

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.

The project’s sustainability is moderately satisfactory with an operational sustainability rating of 3.5 and financial sustainability of 2.0.

Building a sustainable and viable organization requires entrepreneurship. With full nationalization of regional staff, successful creation and operations of GIS user group, increase in technical and management skills of staff, and the building of core competencies of nationals in professional software development for government and development operations, AIMS operational sustainability is guaranteed to be fully attained within two years (by year end 2008) with continuous short-term international technical team support as needed. However to achieve full financial self-sufficiency, AIMS must:

- Implement an aggressive marketing plan
- Ensure the main streaming of information management as an item of investment commitment at national and sub national budget levels

- Engage bilateral, multilateral and development organizations to provide information management services for concrete projects relating to National Development Framework
- Design and implement cost-recovery mechanisms and professional service fees for different clientele to maximize revenue streams

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.

Further more, it is recommended that donors' investments be significantly increased to enhance AIMS human, infrastructural and technical capacities and to give it a greater chance of becoming a sustainable public service and capacity building organization by end of the extended period.

2. Introduction

This report is a highlight of findings, performance scorecards, recommendations, and activities conducted during the evaluation mission of UNDP/AIMS project between 5 July and 4 October 2005. This report is designed for discussions and constructive contributions, issues, clarifications from project management and key partners.

2.1 Evaluation Objective

AIMS is one of the key capacity building projects in the UNDP Afghanistan portfolio—the backbone of the UNDP Country Strategy. In the light of this, the objective of the evaluation was to assess the effectiveness and impact of AIMS' operations over the past two and a half years (January 2003–June 2005).

2.2 Scope of the Evaluation

The assessment was based on the overall program achievements and results in terms of relevance, effectiveness, efficiency, impact, sustainability of AIMS activities, and institutional arrangements with UNDP. The full terms of reference are found in Appendix A.

2.3 Evaluation Methodology

The evaluation mission employed broad approaches based on the concept of organizational performance assessment framework, as being influenced by the organization's capacity, the external environment in which it operates, and its internal environment.

Internal Environment

Driving the internal environment evaluation were consultations, structured interviews, and use of questionnaires for self-assessment by the management team, regional team, and the frontline team. The intent was to identify the degree of understanding of the project's mission, strategic goals and objectives, the differences in key organizational management issues, the strengths and weaknesses of management, and assessment of core elements of operational capacity and performance.

The internal environment evaluation process consisted of the following:

- thirty-one (31) consultation and interview meetings with the project manager including his full participation in all the five cities' regional evaluation trips
- nineteen (19) consultation and interview meetings with departmental managers
- ten (10) consultation and interview meetings with regional team both in Kabul and at their respective regional offices

- twelve (12) consultation and interview meetings with individual frontline staff in Kabul
- ten (10) consultation and interview meetings with development assistants (interns) based in the Kabul office

The eighty-two (82) internal consultation and interview meetings provided informed perspectives for strengthening the potential capacities to scale up and scale out, as well as how the different team members could/will contribute to the efficient and effective realization of AIMS' mission and objectives.

External Environment

A series of consultations and structured interviews were held with various key informants that included leadership of GOA ministries and agencies (Deputy Ministers, Senior officials, Senior regional and municipality government leaders including Deputy Governors, Heads of Departments of three Universities, leadership of UN agencies, key representatives of donor partners, and of international and national organizations).

The fifty-one (51) external stakeholder consultation and interview meetings consisted of the following:

- sixteen (16) consultation and interview meetings at national government level
- fourteen (14) at regional government level including six (6) municipalities
- three (3) at universities (Kabul, Hirat, and Kandahar)
- ten (10) with UN agencies' leaders including five regional directors of UNAMA (Kunduz, Mazar, Hirat, Kandahar, and Jalalabad)
- five (5) with donor partners including PRTs (Italy in Hirat and USA in Jalalabad)
- two (2) with international organizations
- one (1) with national organization

Review of Literature and Research

Background materials on the project were reviewed including the project document annual reports of 2003 and 2004, mid-year 2005 report, reports and proposals on government capacity building initiatives, regional and special projects, reports, newsletters, and related articles. The Evaluation Mission also conducted research and reviewed relevant reports and documents on Afghanistan's reconstruction and development. The reports and documents included the following:

- National Development Framework 2002
- Securing Afghanistan's Future, Accomplishments and the Strategic Path Forward, April, 2004
- Afghanistan Reconstruction Trust Fund Report, March 2005
- Afghanistan Development Forum, Papers, April 2005
- Joint Declaration of the United States – Afghanistan Strategic Partnership, 23 May 2005
- The World Bank in Afghanistan Country Update, June 2005
- USAID Afghanistan Strategic Plan (September 2005)

A quantitative rating scale of 1 to 5, with 5 being the highest, was used to rate each of the components assessed. The rating corresponds to either of the following descriptive values as appropriate:

- 1 - Poor (Unsatisfactory)
- 2 - Fair (Fairly Satisfactory)
- 3 - Good (Satisfactory)
- 4 - Very Good (Highly Satisfactory)
- 5 - Excellent (Exceptionally Satisfactory)

2.4 Structure of Report

The Evaluation Mission Report is presented in five parts:

- Part I presents the introduction and background of the project.
- Part II presents the evaluation findings from relevance to assessment of overall performance.
- Part III presents concluding notes and summary of recommendations.
- Part IV addresses the project's "next level"—the future path with special consideration on the exit strategy and time frame.
- Part V presents the list of appendices, including terms of reference for the evaluation and activity report.

2.5 Lessons Learned

The Evaluation Mission learned that carrying out an evaluation can be a capacity development process in itself. The “learning by doing” process utilized enabled both management and staff to develop a better understanding of evaluation and its procedures, tools, and mechanisms. The evaluation adopted a utilization-focused model where the evaluation process is built into ongoing organizational development both at internal and external levels. The evaluation process of AIMS contributed to the capacity development of AIMS, as both management, staff, and institutional stakeholders particularly within the government acquired knowledge on how to think evaluatively. The capacity to engage in evaluative thinking opened up new possibilities for learning and thought processes that have a future impact on performance both at individual and project levels. For all of the government and AIMS staff, the experience of being involved in an evaluation has enhanced their openness to reality testing, and how they view the things they do.

The evaluation mission discovered that management viewed the process as an opportunity to increase awareness among stakeholders and upper-level decision makers about AIMS, and to engage them in priority setting. Managers and staff were motivated to discuss the performance and future of their project organization. Staff were encouraged to express their opinions freely, even where they had disagreements. This was a new experience for frontline staff members who were not usually involved in management discussions. Involvement creates ownership, which increases loyalty, commitment, and accountability. Participatory, learning-oriented, self-assessment processes are indispensable for managing and improving organizational capacity and performance.

Another lesson learned is that capacity building should not only focus on support that allows individuals to do their work, but must also emphasize capacity building that is focused more on organizational-wide outcomes. Capacity building that targets national and sub-national governments must address both human and institutional capacities in particular areas of administration, management and resource development.

3. Afghanistan Information Management Services (AIMS)

3.1 Background of AIMS Project

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

3.2 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.

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

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"> • Reestablish a functioning GIS department within AGCHO and functioning information management/data units in key ministries. • Strengthen cooperation between AIMS and the AACA Aid Coordination Unit. • Move towards common sector, geographical and donor-implementing partner coding, thereby facilitating data exchange and policy-relevant analysis. <p>Increased regional capacity for information management:</p> <ul style="list-style-type: none"> • Develop sub-national capacities to gather data for central analysis. <p>Longer-term approaches to improved data management in government:</p> <ul style="list-style-type: none"> • Develop proposals for government and data management as appropriate. • Provide technical assistance to the Government to prepare a national strategy on information management.
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”

4. Relevance

The assessment of project relevance examines the following questions:

- Does the project continue to be consistent with government of Afghanistan wide priorities?
- Does it continue to realistically address actual need within the context of Afghanistan's development?

To answer these questions the evaluation mission conducted research and reviewed documents, reports, and case studies on Afghanistan's development and the priorities of the GOA.

4.1 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 reestablishing 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, labor 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 labor 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 signaled 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 neighbors 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.

4.2 Conclusion and Recommendations

While the reconstruction needs are overwhelming and progressing in all sectors, the pressing needs for accountability, transparency, and efficiency in GOA and the development community presents a unique opportunity for AIMS to undertake an integrated comprehensive information management service and capacity building throughout the country. AIMS has emerged as a leading information management capacity builder and technical assistance provider, particularly for geographic information systems, and is set to evolve into a center of excellence for information and management capacity building, technical assistance for GIS, and IM/GIS work force development in Afghanistan. AIMS is also committed to institutional capacity building to improve the operational efficiencies of government institutions. The capacity building activities by AIMS have helped mainly at individual levels and very minimal at project levels.

As AIMS evolves into its "next level," it is recommended that information management capacity building should be linked with national priority projects, high-impact government-based donor projects, and the strategic plan and goals of key line ministries and municipalities. This would allow for effective and sustainable management information systems to be established and to facilitate ministries' performance reporting systems. Addressing the "big-picture" strategic issues facing the GOA will enhance the continuity, relevance effectiveness, and impact of AIMS as government's lead partner for sustainable IM.

5. Achievements and Assessment of Outcomes and Objectives

Capacities develop within individuals and organizations through learning processes and the acquisition of new knowledge, skills, and attitudes. Results of capacity building interventions are best assessed through changes in the behavior and performance of people and organizations that are direct beneficiaries. Based on the annual reports, perceptions, experiences, consultations, and interviews with different people and stakeholders, government, UN agencies and international and national organizations, the following are the outcomes of AIMS products and services:

- Increased awareness and understanding of the importance of IM in the GOA
- Increased accessibility and provision of topographical and thematic maps and data on national and sectoral issues
- Increased skills development and acquisition of Internet Technology (IT)/GIS knowledge by staff of government and development organizations
- Increased adoption and utilization of GPS/GIS technologies in the operations of government at national, regional and provincial levels; through AIMS' GPS/GIS training, skills, knowledge and utilization in the GOA has been raised from about 2% to 30% and is continuously increasing.
- Establishment of GIS laboratories in seven (7) key line ministries and Kabul University and eleven (11) GIS laboratories in various ministries including AGCHO in the five regions
- Increased support for performance information management in GOA, resulting in sensitivity and growing commitment to use of information management tools to improve efficiency, accountability, and transparency in public administrations
- Development and adoption of geographical and sectoral codes
- Improved coordination and tracking of development activities, thus providing information tools to support effective decision-making, as expressed by an international organization's official: **"AIMS provides a wealth of statistical data about the country and the many aid efforts under way."**
- Provided strategic technical assistance and advisory services to thirty (30) national development projects
- Transformed the administrative operational processes of a few key line ministries and regional governments through provision of IT

equipment and basic computer and basic English training throughout central and regional government ministries. This transformation has resulted in increased operational efficiencies in the ministries.

- Enhanced government-focused data standardization
- Enhanced technical survey and planning capabilities of government technical staff and improved quality of engineering project designs and planning
- Enhanced settlement disputes on land and district issues
- Increased capability for data collection
- Enhanced skills development in basic communications in English for government staff and national staff of development organizations
- Increased efficiency of planning operations through significant reduction in man-hours in planning departments of key line ministries
- Increased provision of reliable information for sectoral and overall development planning and monitoring throughout Afghanistan
- Increased IT/IM knowledge and skills acquisition of government worker across the country, particularly GIS technical know-how and database capabilities
- Increased access to IT/IM advisory services for government, development organizations and private clients. This is a significant contribution that needs to be leveraged to enhance AIMS technical leadership, particularly in GIS technology.
- Provided information tools to support the practice of evidence-based governance
- Enhanced quality of development project outputs through use of GPS/GIS technologies
- Increased regional adult literacy
- Increased staff productivity resulting from acquired information technology and communications skills
- Understanding of the strategic value of Information Technology (IT)/IM and use of IT/IM tools is helping to shape a vision for performance and results-based management in government.

- Improved operational efficiencies of central and regional key line ministries
- A major unintended outcome is adult literacy skills acquisition and the self-confidence of an aging workforce in government to embrace and adapt to new technologies.

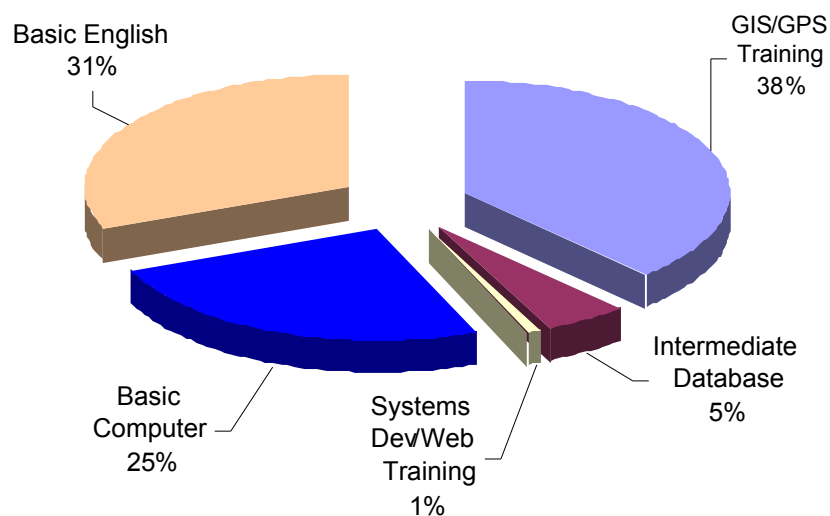
5.1 Assessment of Achievements Based On Project Document Framework

Phase	Planned Achievements	% Level of Achievement	Comments
1.	1.1 Deepen relationships with AGCHO	70 %	Strong relationships exist in five regions, but need to enhance the relationship at central office
	1.2 Secure donor support to AGCHO	30 %	Due to institutional challenges in the central office, very little has been done; however, over US\$ 190,000 has been raised in the regions for AGCHO capacity building.
	1.3 Initiate updating of national maps by AGCHO	0 %	Aims is experiencing difficulties in fostering relationships with AGCHO's central leadership
	1.4 Initiate city map production with AGCHO	0 %	This will be achieved as soon as appropriate technical capacity of AGCHO is developed
	1.5 Accelerate the nationalization of the five (5) AIMS regional offices; increase Afghan staff to two (2) per office	80 %	Plans are in process to accomplish staff increase to Geobase ASIC in the regional offices.
	1.6 Build a strong MIS team headed by an international specialist at AIMS	30 %	Currently the MIS department is under the direction of a competent national, while plans are in process to increase the number of competent team members
	1.7 Reach agreement on data standards to enable shared information use between key ministries and programmes	30 %	The achievement of this requires establishment of a "Government Information Management Framework". However agreements have been reached on a number of crucial data standards including province/district codes, project status codes and basic project fields

Phase	Planned Achievements	% Level of Achievement	Comments
	1.8 Establish GIS “User Group” between agencies and government	100 %	The GIS User Group is fully functional and highly participatory. The group has over forty (40) participants representing various government ministries, UN agencies, and international and national organizations.
	1.9 Provide specialist training to 100 government staff	20 %	Initial trainings have been basic with limited advance training.
	1.10 Provide general orientation training to 300	217 %	As of 30 September 2004, AIMS has provided general orientation training including basic English, basic computer, and GIS/GPS training for 652 officials within GOA, UN agencies, and development organizations.
	1.11 Establish GIS sections in three (3) ministries	33 %	As of September 2004, only one GIS laboratory (section) has been established.
2.	2.1 Place all regional operations under the management of Afghan staff.	100 %	This notable achievement is a significant landmark in capacity building capability of AIMS.
	2.2 International staff to provide back-stopping and focus on high value capacity building support in government and AIMS national staff	30 %	As of 30 June, 2004 there is an international staff in AIMS government services; however, there is no “high value” capacity building in government and AIMS national staff. AIMS government services are mainly providing basic “soft” capacities which have built a foundation for “high value” capacity building.
	2.3 Initiate joint customer services with AGCHO.	0 %	AIMS/AGCHO central office relationship is still experiencing difficulties.
	2.4 Seek to hand over national mapping activities to AGCHO GIS laboratory.	0 %	AGHCO GIS lab is established, but lacks the capacity technically and institutionally to manage national mapping activities.
	2.5 Build database and MIS skills in key line ministries.	26 %	The level of database skills development in key ministries is 5%, and only in one key ministry is AIMS enhancing MIS skills and project support.

Phase	Planned Achievements	% Level of Achievement	Comments
	2.6 Provide specialist training to 100 government staff.	20 %	Initial trainings have been basic with limited advance training.
	2.7 Provide general orientation training to 600.	77 %	AIMS has only provided 462 as of 30 June 2005.
	2.8 Establish GIS sections in three (3) further ministries.	100 %	As of 30 June 2005, AIMS has completed arrangements for establishment of GIS labs in seven (7) ministries and in Kabul University.

AIMS CAPACITY BUILDING-TRAINING OUTPUT Number and Types of Trainings for the period Jan 2003–June 2005				
Areas	Kabul	Regions	Total	% of Overall
Basic English	195	152	347	31 %
Basic Computer	203	71	274	25 %
GIS/GPS	210	217	427	38 %
Intermediate Database	52	4	56	5 %
Systems Dev/Web Design Training	6	6	12	1 %
TOTAL	666	450	1,116	100 %



5.2 Assessment of Outcomes

Since outcome is the impact of outputs on clients, both regional and central clients comprising of government, UN agencies, universities, and development organizations were assessed on the impact of the contributions of AIMS products and services on their ministry of organization's operations and performance. Contributions were assessed on a scale of 1 to 5, with 5 being the highest.

5.2(A) Regional Services Impact Scorecard

Question	Regions	No. of responses	5.0	4.5	4.0	3.5	3.0	2.5	2.0
How would you rate the impact of the contribution of AIMS products and services on your ministry/ organization's operations and performances?	Kunduz	5	-	-	1	1	2	-	1
	Mazar	7	-	-	1	1	2	1	2
	Hirat	7	1	-	2	-	1	-	3
	Kandahar	6	1	-	2	2	1	-	-
	Jalalabad	5	1	1	2	-	-	-	1

5.2 (B) Summary of Regional Services Impact

Kandahar	← 3.8
Jalalabad	← 3.8
Hirat	← 3.1
Kunduz	← 3.1
Mazar	← 2.8

The ratings of products and services' impact in the regions are evenly distributed with the exception of Mazar. It is interesting to note that Kandahar has the highest rating. Another interesting finding was the ratings for all the AGCHO offices with the exception of Kunduz—in Kandahar (5.0++), in Jalalabad (5.0) in Mazar (4.0) And UN agencies ratings with the highest impact were in Hirat (5.0), Kandahar (4.0) and Kunduz (4.0).

5.2 (C) Central Services Impact Scorecard

Fourteen key line GOA ministries including AGCHO and Kabul University were consulted and interviewed to derive the impact of the capacity building activities of AIMS, which included products and services (advisory, training, and project technical assistance) in the central Kabul area. The respondents rated the impact on a scale between 1 and 5, with 5 being the highest.

Question	No. of Responses	5	4.5	4.0	3.5	3.0	2.5	2.0	1.0	Mean
How would you rate the impact of the contribution of AIMS services in your ministry's operations and performances?	14	-	1	1	2	4	1	3	2	2.7

- The most impacted ministries are Ministry of Public Works, Ministry of Rural Rehabilitation and Development, Ministry of Agriculture and Kabul University (Geoscience Department).
- The mean average impact in Kabul is 2.7.

5.3 Assessment of Project Objectives

There are five (5) project objectives identified from the project documentation and various reports. The objectives include the following:

1. Build GIS and database capacities in key line ministries to support line operations.
2. Build advanced digital mapping capability in AGCHO.
3. Build advanced database capacity in CSO.
4. Provide mapping, GIS, and database customer services to appropriate ministries.
5. Provide information management services to the broader humanitarian community (development partners and organizations).

The assessment of objectives is based on the indicators that provide substantive evidence of progress toward the achievement of objectives. This evidence is reflected in the activities and outputs, which are reported in AIMS annual and periodic reports. A developmental rating scale was used based on the nature of capacity building activities, which is process-oriented and long-term. The rating scale utilizes a harvesting model ranging from seed sowing to reflecting establishment of relationships through fruit bearing, which reflects full achievement and sustainability of objectives.

The developmental rating is as follows:

- 0 - Seed-sowing
- 1 - Germinating
- 2 - Vegetating
- 3 - Maturing
- 4 - Flowering
- 5 - Fruit-bearing

5.3 (A) Objectives Assessment Scorecard

Ratings are marked (x) as:

0= Seed-sowing, 1= Germinating, 2= Vegetating, 3= Maturing,
4= Flowering, 5= Fruit-bearing

	Objectives	Progress Indicators	Rating					
			0	1	2	3	4	5
1	Build GIS and database capacities in line ministries to support line operations.	Number of line ministries with functional GIS labs			X			
		Number of ministries' staff trained and competent in GIS and database, and certified to international standards			X			
		Number of national and sub-national projects with GIS components			X			
2	Build advanced digital mapping capability in AGCHO to function without external support.	Establishment of GIS labs in AGCHO—fully operational in central and regional			X			
		Number of AGCHO staff trained in basic and advanced GIS skills in central and regional				X		
		AGCHO has full digitalization mechanisms in central and regions	X					
3	Build advanced database capacity in CSO.	Number of CSO staff trained in basic and advanced database			X			
		Establishment and support of MIS operations		X				
4	Provide mapping, GIS, and database customer services to appropriate ministries.	Number of ministries' projects supported by AIMS through GIS/DB/Mapping services			X			
		Number of national development projects supported with GIS/DB		X				
5	Provide information management services to the broader humanitarian community (development partners and organizations).	Number of development partners utilizing AIMS products and services				X		
		Number of information management projects implemented for development partners and organizations	X					

5.4 Sustainability of Outcomes

AIMS capacity building activities and provision of information services to help the nation's leaders and the development community address Afghanistan's reconstruction and are implemented in a context where capacities in administration, communications, and IT/IM are nonexistent or very low. With 49 % of planned achievements within the period, AIMS has contributed significantly by helping government to define data standards, through which information can be shared between government and among the humanitarian and development community. The project has raised the level of technical competence of public servants in IT, GIS, and English communications from a low level of 2 % to about 30 %.

As reported by an engineer in Ministry of Urban Development and Housing (MUDH) in Hirat, **"I am more confident in doing my job, and I am able to apply the skills and knowledge I have acquired in AIMS GPS/GIS to improve my job. The city planning which used to take me two months to design, I am now able to complete in three days with GPS/GIS knowledge. . . ."** Also, a Senior Official of Ministry of Public Works, Kabul testified to the value-added of AIMS capacity building: **"Through the on-site trainings of eight (8) GIS technicians in the ministry we have been able to design more precise project plan documents and also use other planning software. In fact, the ministry developed its five-year public works technical plans with zero international effort. . . ."**

To enhance the sustainability of its outcomes, AIMS has nationalized the management of its five (5) regional offices with continued international backstopping for increased technical and management capacities. AIMS has put in place a "GIS User Group" with over sixty (60) members, of which 90% are AIMS' graduates from the certified GIS/Database training. Seventy percent of the members work in various government ministries, with the balance from UN agencies, development organizations, and the private sector. An Afghan citizen, with the support of international staff, coordinates the group.

AIMS is currently facilitating the Association of Afghanistan Geographers and Geoscientists in partnership with Kabul University. Also AIMS has established a GIS laboratory in Kabul University and plans to establish three more laboratories in Hirat, Kandahar, and Jalalabad Universities as soon as funding is available. These efforts provide sufficient, clear progress towards sustainability of outcomes and of the capacity building interventions of AIMS.

5.5 Conclusion and Recommendations

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 favorable 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.

6. Project Organizational Management and Development Capacity

6.1 Project Organizational Management

No project operates in vacuum. Assessing the organizational management environment provides insights into the health of the project/organization as it relates to casual relationship within the project that encourages mutual responsibility, growth, development and performance. The project organizational environment was assessed among three groups of staff—management team, regional team, and frontline staff—using an assessment tool that measured nine (9) components with fifty (50) elements. The nine components consisted of the following:

- OM1: Vision, Mission, and Objectives
- OM2: Leadership
- OM3: Communication
- OM4: Working Atmosphere
- OM5: Problem-Solving and Decision-Making
- OM6: Accountability and Commitment
- OM7: Involvement and Creativity
- OM8: Trust
- OM9: Valuing Differences and Diversity

6.1 (A) Comparison Report of Organizational Management Assessment

The comparison results are presented in order to do the following:

- Provide understanding of the project organization's areas of similarity and/or difference for the purpose of the planning and implementation of integration efforts, relative to short-, mid-, and long-term integration demands and goals.
- Target and prioritize culture change efforts to match desired results at the management, regional, and frontline team levels.

COMPARISON REPORT OF ORGANIZATIONAL MANAGEMENT ASSESSMENT Assessment Rating (1= weak, 2= fair, 3= good, 4= very good, 5= excellent)					
	Components	Description/ Indicator	Management Team	Regional Team	Frontline Team
OM1	Vision, Mission, and Objectives	Understanding of AIMS vision, mission, and objectives	3.4	3.7	4.0
OM2	Leadership	Extent to which management is aware of and committed to employees' well-being through actions, policies, and programs	4.1	3.2	2.4
OM3	Communication	Extent to which effective communications take place at all levels, with freedom of expression and provision of timely information on issues	3.3	3.0	2.0
OM4	Working Atmosphere	Extent to which staff is motivated about their work	3.3	3.2	3.5
OM5	Problem-Solving and Decision-Making	Extent to which staff is involved in problem-solving, and management provides necessary information for decision-making	3.0	3.0	3.0
OM6	Accountability and Commitment	Extent to which management and staff are committed and accountable for assigned roles and same processes	3.1	3.2	2.0
OM7	Involvement and Creativity	Extent to which suggestions are welcomed and considered and creativity is encouraged	3.7	3.3	2.4
OM8	Trust	Extent to which there is trust between management and staff	2.7	3.3	3.0
OM9	Diversity	Extent to which management values diversity	3.5	3.2	2.5
Overall Mean of AIMS Organizational Management			3.3	3.2	2.7

6.1 (B) Overall AIMS Organization Management Scorecard

The overall scorecard is the mean of the three ratings of management, regional, and frontline staff teams in the project. This scorecard provides the baseline assessment of current cultural strengths and weaknesses. The baseline can be used as a business-oriented, behavioral, tangible, and results-oriented mechanism to implement shared understanding, shared language, and shared expectations, which can help AIMS to become a high performing organization.

The nine areas assessed are: vision, mission and objectives, leadership, communication, working atmosphere, problem-solving and decision-making, accountability and commitment, involvement and creativity, trust, diversity

As shown in the overall mean scorecard, the following areas of AIMS culture need significant improvement:

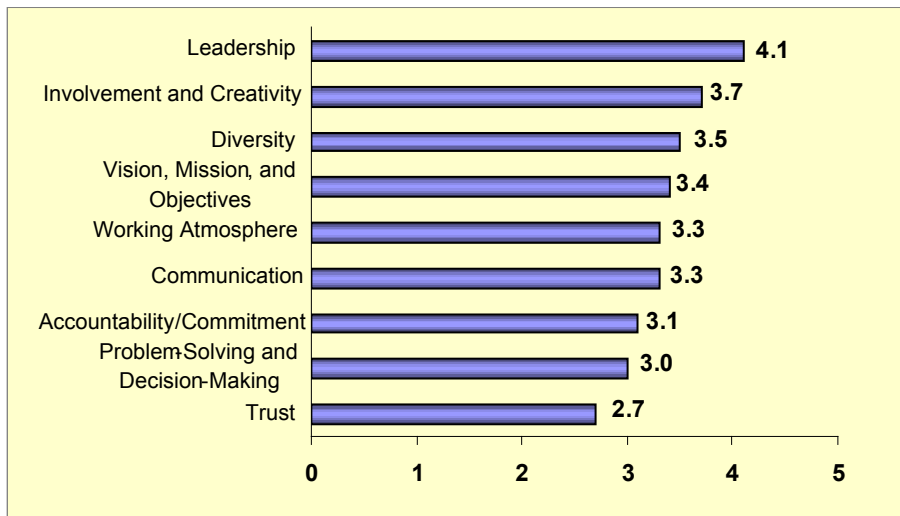
- Communication
- Accountability and Commitment
- Trust
- Involvement and Creativity

Overall AIMS Mean Scorecard

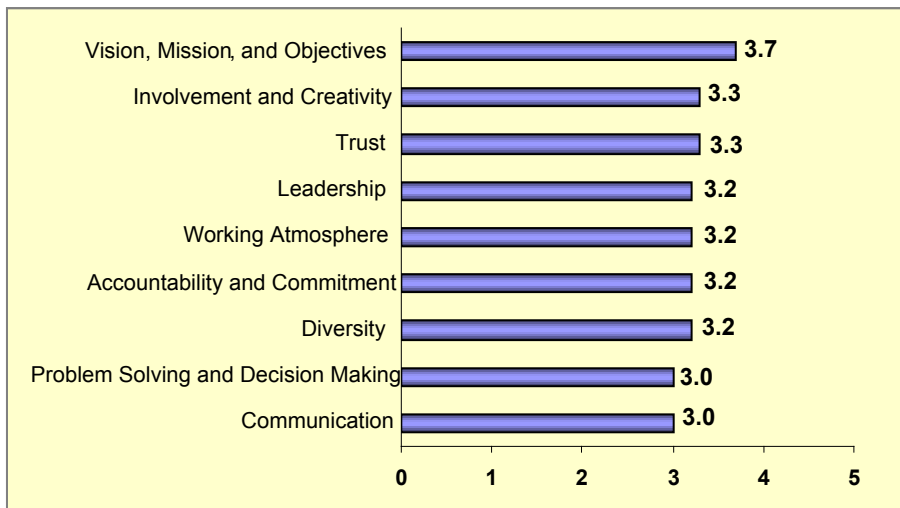
	Component	Mean
OM1	Vision, Mission and Objectives	3.7
OM2	Leadership	3.2
OM3	Communication	2.8
OM4	Working Atmosphere	3.3
OM5	Problem-Solving and Decision-Making	3.0
OM6	Accountability and Commitment	2.8
OM7	Involvement and Creativity	3.1
OM8	Trust	3.0
OM9	Diversity	3.1

NB: Overall AIMS Mean Scorecard is rounded up to the nearest whole number.

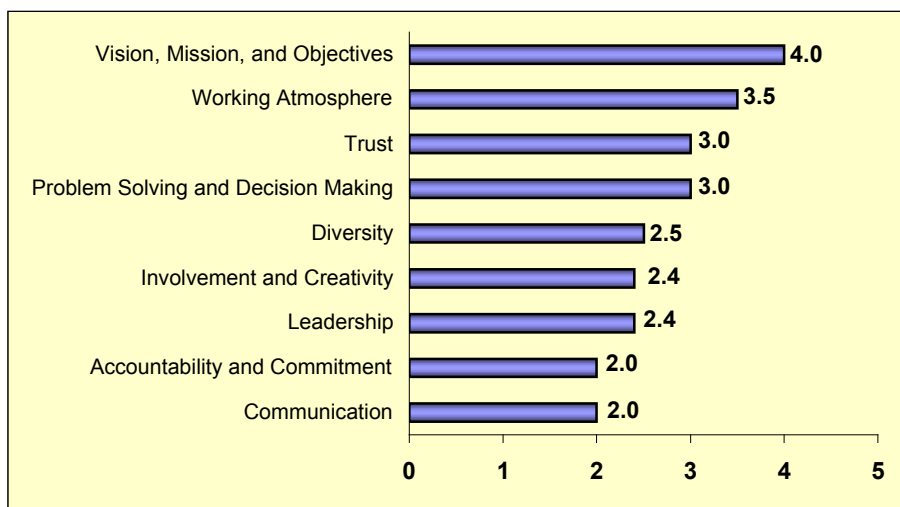
6.1 (C) Management Team Mean Scorecard (sorted high to low)



6.1 (D) Regional Team Mean Scorecard



6 (E) Frontline Team Mean Scorecard



6.1.1 Analysis of AIMS Culture

- AIMS leadership reflects diversity in gender and cultural mix with different nationalities represented. The national staff also has a blend of ethnic representation.
- AIMS is highly engendered at all levels of staff, with the lowest representation in the regional team. AIMS has made deliberate efforts to accommodate women.
- AIMS is also on the lead in nationalization at management level among donor-funded projects. All of AIMS' five regional offices are managed by Afghans under the supervision of an international manager in Kabul. This demonstrates AIMS' commitment to sustainable capacity building through modeling and service.
- The management teams both at organizational and regional levels take their roles and responsibilities seriously and thus exhibit creativity in fulfilling their functions.
- From the consultations with institutional stakeholders and review of project activities, there is visible demonstration of creativity in products and programs developed to address IM needs in GOA and the development community. However AIMS need to increase creativity in applications product development for intergovernmental operations and sustainable development management
- Management has an understanding of their leadership roles but has no demonstration of servant leadership attributes, as reflected by the perceptions of the frontline staff and the assessment of lack of effective communication by both regional and frontline staff teams.
- A key notable strength perceived by regional and frontline staff teams is that of understanding the vision, mission, and objectives of the project. All the regional staff team and the frontline team members interviewed have a broader view and understanding of the vision and mission of IM services in the context of Afghanistan's development in the present and in the future. They also feel a strong sense of ownership as expressed by some frontline staff members and the regional team: **"Information is everything in Afghanistan. . . ."**
- Perhaps the most important finding revealed by the assessment is the level of trust among the regional team, who are all nationals, as is most of the frontline team. This is validated by these expressions from the regional team leaders: **"I feel that the other team leaders accept me and make an effort to understand my points of view,"** and **"Basically our field staff members are trust worthy."**

- The most challenging weakness at the management team level is the lack of trust among management team members. As observed, the lack of trust and lack of respect among management team members is fast deteriorating and resulting in weak problem-solving and decision-making and lack of accountability and commitment to project overarching goals.
- Each manager at the departmental level functions independently without adequate sharing of information on project-related contracts, activities, and initiatives being pursued. There is lots of striving for individual credit.
- It was noted that the vacuum in leadership as a result of no project leader, and also lack of technical services manager, accounted for the management team culture.

Other findings based on consultations and the assessment include the following:

- disconnection between regional and central offices
- disparity in treatment and insensitivity to the needs of the regional team
- remuneration issues and no reward mechanism for any staff
- no clearly defined roles, responsibilities, and internal management procedures
- no mechanism for knowledge management
- outdated terms of reference of all members of management team
- noncompetitive remuneration and attraction by the private sector and regional development opportunities
- some notable expressions from frontline staff includes
 - **“Working here I have come to feel like part of a family.”**
 - **“Our organization is radically diverse. . . .”**
 - **“. . . I have difficulty understanding the communications and directions given by managers. . . .”**
 - **“. . . I like the people at AIMS; that makes me feel very motivated to work there.”**

6.1.2 Conclusions and Recommendations

AIMS has a good working environment, is on the leading edge of national capacity building, provides opportunities for career development, and is very attractive, but the culture (internal management) needs to be improved. AIMS needs broad organizational cultural shifts to create a team-based, results-oriented and servant-leadership culture.

Recommendations

- Develop and implement effective internal management procedures to eliminate management conflicts and grievances.
- Establish, communicate, and integrate a core set of values into all internal, and external activities and use core values as part of staff performance appraisal.
- Provide training to improve management skills capacity focused on servant leadership, results-based management, and performance reporting.
- Create a mechanism for effective communications and problem-solving at all levels of staff, including a feedback mechanism.
- Establish an effective organizational relationship framework (structure) that fosters respect, interdependence, and professionalism at all levels.
- Foster employee development through human capacity development and reward system for individual and team performance.
- A practical understanding of accountability is needed.
- Management needs to broaden its understanding of the vision, mission, and objectives in the context of the “Triple R Concept” (Relief, Reconstruction, and Rehabilitation), the National Development Framework, and overall sustainable development in Afghanistan.

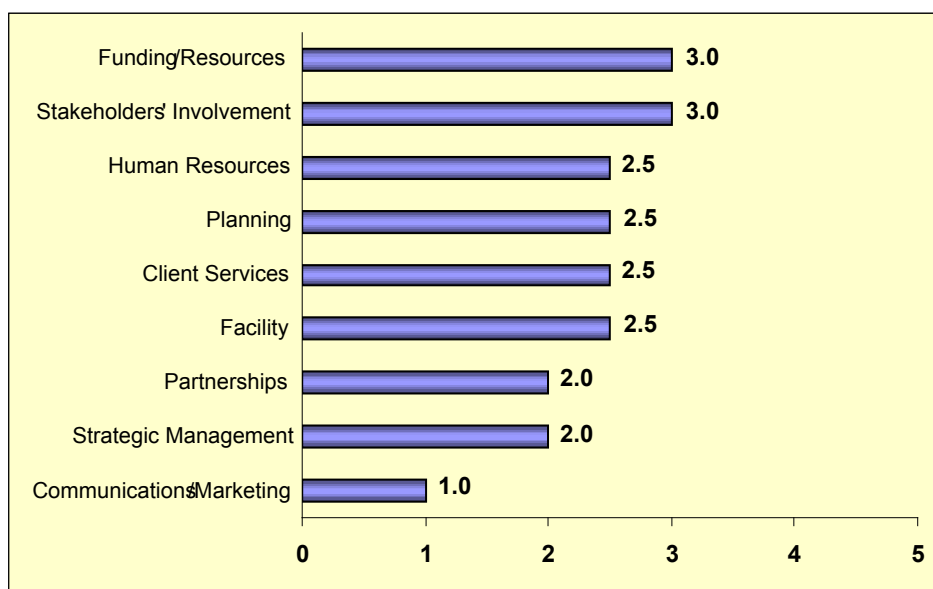
6.2 Project Organizational Development Assessment

There are fundamental areas in which a “project organization” must do well in order to be effective. In the context of this evaluation, an assessment tool consisting of nine (9) areas was used by both project management, regional and front line teams, and institutional stakeholders to assess appropriate relevant areas. A rating scale of 1 to 5, with 5 being the highest, was used to determine the mean score in each of the effectiveness areas.

6.2.1 AIMS Organizational Development Scorecard

Areas	Indicator	No. of Responses	Mean Assessment
1. Strategic Management	AIMS is fully utilizing knowledge, skills, and resources to achieve its strategic goals.	32	2.0
2. Planning	AIMS utilizes strategic planning and other planning tools as means for achieving its vision.	15	2.5
3. Communications/ Marketing	AIMS utilizes effective communication channels and marketing to inform and reach clients.	15	1.0
4. Human Resources and Capacity Development	AIMS has mechanisms to recruit, reward, and retain staff and provides human capacity development that releases full potential of all staff.	15	2.5
5. Client Services	AIMS is effectively responding to clients' needs, goals, and problems.	32	2.5
6. Partnerships	AIMS builds and sustains long-term effective partnership. AIMS has mechanisms for cultivating and maintaining effective partnerships in government and development community.	32	2.0
7. Stakeholders' Involvement	AIMS involves clients and gathers inputs from stakeholders in planning for products and services.	32	3.0
8. Funding/ Resources	AIMS mobilizes adequate funding and resources to meet needs and adequately deploys resources to support strategic objectives.	15	3.0
9. Facility	AIMS has adequate infrastructure and equipment to operate effectively in the central and regional offices.	15	2.5

6.2.1 (A) Score Means (sorted high to low)



The overall mean of performance of AIMS is 2.3. This means that AIMS' organizational capacity is 46%. This is high in the context of Afghanistan where generally there are low capacities—infrastructural, human, professional and technical.

However, this is low compared with what is standard with projects delivering high performance results in post-conflict environments, which typically ranges from 60% to 75%. It was apparent from the interviews with institutional stakeholders that AIMS can achieve more, as its products and services are indispensable in the context of Afghanistan's "Triple R Concept."

6.3 Analysis of AIMS Organizational Development

The beneficiaries of capacity building are largely influenced by factors in their environment. Capacities can be enhanced or restricted by organizations, institutions, regulations, laws, cultural beliefs, mindsets, discipline, motivation, and resources. The operations of the capacity building interventions of AIMS have two design challenges:

1. Identifying the projects and programmes with the greatest potential strategic impact for design and implementation of IM systems to enhance results
2. Analysis of existing institutional structure and capacity to contribute to design and implementation of capacity building interventions to ensure smooth execution

Government commitment, though improving, was generally overestimated and most ministries and government agencies still lack the basic core institutional capacities to contribute to better implementation and achievement of results. The main reason for the above is that AIMS lacks organizational specialists in its task teams, and there was no leadership commitment to undertake time-demanding institutional capacity assessment and analysis of national development framework of the GOA, including strategic analysis of information management needs of bilateral agencies (UN) program and donor-funded activities. As a result, the capacity building interventions of AIMS have been narrow in scope, and limited in results and impact.

For instance after three years of various capacity building activities in twenty-three (23) key line ministries and agencies and technical support for over six hundred (600) projects across the country (mainly micro projects), the GOA still lacks a “National Information Management Infrastructure” including a “National Spatial Data Infrastructure,” which promotes government-wide collaboration and standards and instills accountability for IM in government.

With the growing appreciation for the value of information, improving government-to-government relations, and new responsibilities where everyone is accountable, AIMS must have as its top priority to facilitate the design and implementation of GOA National Information Management Infrastructure including the NSDI. AIMS must learn and change in respond to changing times in the development process of Afghanistan. Stakeholders are looking up to AIMS for its expertise and insights to provide the much needed customized solutions that support effective public administration and management at all levels and enhance sustainable development. In the environment of increasing scrutiny of government development and bilateral organizations, it becomes more crucial than ever that AIMS focus on its own effectiveness in addition to making institutional effectiveness and capacity building a focus of its service. There is no doubt that a time is coming when all government ministries and agencies will value IT and IM, and explicitly support information management services. AIMS can no longer sit at the forefront and wait for this to happen; it must take the lead to develop, implement, and transfer knowledge, solutions, and services that fill identified IM and geospatial needs of national development projects.

Communications/Marketing—AIMS uses its website as the prime method of communications and marketing, coupled with information disseminated through various development actors’ networks. This is very inadequate, as it is sometimes difficult to access the website due to internal connectivity in Afghanistan. Another means of communication of its services has been the “Technology Awareness Workshops” for government key line ministries, but this is to a very limited target audience, though effective. Effective marketing and communications are essential to an organization’s success. Both internal and external communications need to be given significant attention through use of various channels within and outside of Afghanistan.

From the institutional stakeholders assessment, none of the clients have an established memorandum of understanding at the onset detailing the roles and responsibilities, expected work plan, deliverables, and time of accomplishments.

In essence, the expectations of both parties are not clear because of lack of proper documentation. Beyond initial and ad-hoc needs assessment, no comprehensive information management needs assessment is being done, while stakeholders are not effectively engaged in any operational and/or long-term planning. There are no formal client process mechanisms in place so as to learn about and understand the interests and needs of its constituents and measure its success in meeting clients' needs.

Ensuring that services are demand-driven presents two advantages. It can create a greater and more positive impact on the project, and it can encourage clients to start paying for the services they value. The role of strategic management (leadership) is to read the environment and help the organization respond appropriately by utilizing knowledge of the market, manpower, money and materials to optimize performance. AIMS' strategic management has very narrow understanding of sustainable development and the interconnected of IM.

For a partnership to work there must be a genuine commitment from organizations involved. This requires capable people who are sufficiently trained to ensure smooth working partnerships, continuous measurement, and performance assessments. Since most of AIMS' capacities building interventions are not linked with national long-term projects, it lacks the motivation for sustainable strategic partnerships with both government and development partners. The current operational strategy is task (activity) based.

The regional offices are understaffed and lack adequate infrastructure and equipment to address the demand for customer services of information products. In the area of technical skills, overall AIMS technical capacity is assessed at 30%. While this provides value-added services, it cannot meet the increasing demand for project-based technical assistance services and development of high-impact information application products.

Regarding resources, while AIMS is fully funded up to July 2006, to meet its core budget for human and capital needs it does not have sufficient funds to execute projects, particularly in the regions. Currently the regional teams spend sixty percent (60%) of their time sourcing funding from the limited donors within the regions. Due to varying security situations, some regions are grossly at a disadvantage, and this has significant effect on implementation of programmes. Given that efficiency is how well a project is able to manage resources and produce outputs, and based on the aggregate outputs in the last two and half years, AIMS has been very efficient in directing resources where actual services are to be delivered. The cost-recovery mechanism implemented in the customer services for products has also enhanced the cost-effectiveness and efficiency of the project, as revenues earned are used to provide the critically needed basic training in English and computer.

6.3.1 Recommendations

- Develop and implement a concerted approach to resource development covering operational budget and central and regional programmes.

- Develop and implement a comprehensive communications/marketing plan to educate and inform all constituents about AIMS' vision, mission, objective, and results of activities and to enhance AIMS' image as a leader in capacity building and GIS project technical services in Afghanistan.
- Provide training for management on sustainable development, building partnerships, and results-based management techniques.
- Conduct a human capital assessment to match the right people with the right skills in the right place.
- Conduct research; document and continually scope the development environment in Afghanistan.
- Establish and foster strategic partnership with decision makers in the GOA development and donor community to identify opportunities for high level national projects and funding support.
- Develop a strong IM brand and niche identity for AIMS in Afghanistan.
- Design and implement knowledge management and e-learning systems internally, and provide interface with key development partners.
- Investigate the possibility of including an IM line item in every national project, particularly in the GOA at national and sub-national levels.
- Increase AIMS' human, technical, and infrastructural capacities at central and regional levels.
- Invest funds in development applications' products that create value for government, bilateral agencies, and development organizations.
- Establish a practice of developing an MOU with clients to define, target, monitor, and assess performance of interventions, projects, and initiatives.
- Conduct and document proper clients' needs, and establish a client management process to discuss action steps assessment to be taken.
- Establish accountability standards for project departmental managers to improve the efficiency of service delivery.

7. Institutional Stakeholders

The expanded use of stakeholders stems from a variety of factors, which include increasing transparency, expanding interest in participation, and improving quality and service delivery. By seeking stakeholders' input on issues relating to current and future needs, AIMS will acquire relevant information on how to improve its strategy of business differentiation, as well as a better understanding of its reputation and performance. Stakeholders' assessment and analysis also enables organizations (projects) to become more accountable to each other.

A total of fifty-one (51) consultations and interviews were held with institutional stakeholders at the AIMS central and regional operations sites. Thirty-three (64%) of the institutional stakeholder consultations were with decision makers in key line ministries. The remaining thirty-six (36%) consisted of UN agencies (20%), donor partners (10%), and international and national organizations (6%). The stakeholders assessment examined the following:

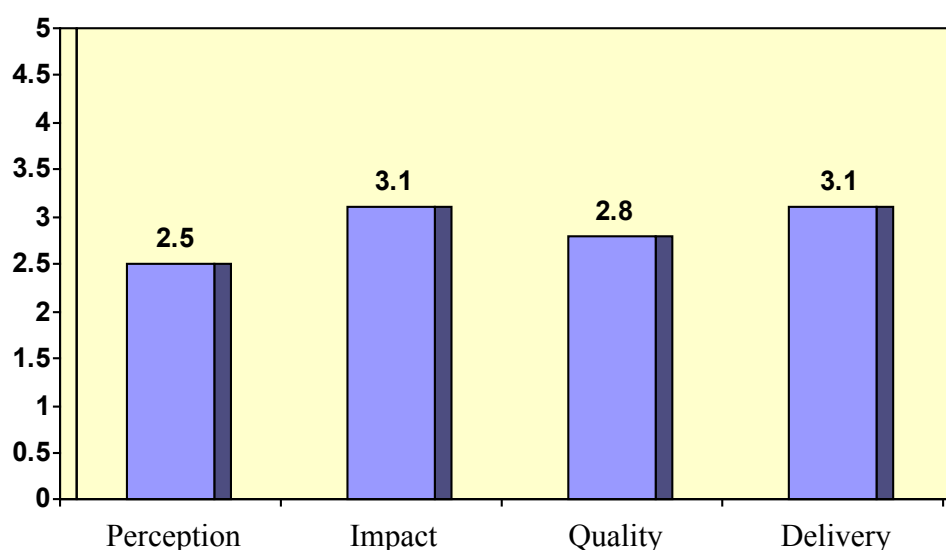
- Perception of AIMS
- Contribution of AIMS' products and services on stakeholders' operations (Service Outcomes)
- Quantitative rating of the impact of the contributions by stakeholders (Service Impact)
- Critical IM needs
- Quantitative rating of products and services (Service Quality)
- Responsiveness of AIMS in delivering services (Service Delivery)

A rating scale of 1 to 5, with 5 being the highest, was used by stakeholders for their responses, with the exception of responses on Perception of AIMS, which was rated by the evaluator, and no rating was used for critical needs.

7.1 (A) Stakeholders Assessment Scorecard

	No. of Responses	5.0	4.5	4.0	3.5	3.0	2.5	2.0	1.0	Mean
Perception of AIMS	51	-	4	2	-	1	28	16	-	2.5
Service Impact	44	3	2	9	6	10	2	10	2	3.1
Service Quality	51	-	-	5	10	10	14	12	-	2.8
Service Delivery	51	-	-	5	15	23	6	2	-	3.1

7.1 (B) Summary of Stakeholders' Assessment of Services: Perception, Impact, Quality, and Delivery



7.2 Perception of AIMS

All the respondents acknowledged the value of AIMS' products and services. They acknowledged AIMS as a focal point for accessing topographical data and a central source for information resources on humanitarian activities around the country.

“We cannot achieve good results in reconstruction and development without the geography of Afghanistan. AIMS is the key to Afghanistan’s geography, and knowledge of geography is vital for development.”

—Senior Official, Ministry of Mines and Industry

Only 12% of interviewees pointed out the role of AIMS as providing information management services to enhance humanitarian coordination and to support decision-making. As expressed by these respondents, AIMS' products and support services enhance coordination and tracking of development activities, cover needs and gaps, facilitate IM and exchange, and provide a basis for decision-making. Many respondents, in particular the government stakeholders both in the central and regional areas, thought of AIMS as a provider of maps, though they commended the help and support of AIMS staff. The government stakeholders also referred to AIMS as a focal point for capacity building, particularly in the regions.

Trainings provided to government staff, UN agencies, and university students in the use of GPS, GIS technologies, and database management were found to be useful for the collection of data in a standardized way and equipped many government ministries to produce thematic data relevant to their operations. Many government users appreciated the value-added capacity of producing maps with their data presented in a clear and understandable way, which aided operational planning and program advocacy. AIMS was also seen by many stakeholders as the key agency for maintaining the P-codes, village lists, and administrative

boundaries. There is a growing interest for more advanced GIS training and its applications both at central and regional governments.

7.3 Stakeholders' Needs

The stakeholders' assessment was successful in identifying a broad set of critical needs, as well as the understanding of the IT environment in the GOA. The expressed critical needs include the following:

- More basic and advanced training in applications software for design and planning
- Development applications to improve the delivery and performance of ministries, and to help them share relevant data and information with each other on a more systematic way
- Increased basic and advance GIS trainings and technical assistance support for GIS project planning and applications
- Digitalization, security, and protection of sensitive and historical records
- Language translation of information data sets
- Professional and management skills training, particularly in the region
- IT/GIS equipment
- IT procurement assistance
- Technical assistance in MIS

Overall, it is clear that both the GOA and the broader development community recognized AIMS as providing critical services and that AIMS should significantly scale up its services, particularly in providing technological solutions and training for optimizing the use of IT/IM, particularly GIS in government.

“Information Management Support and IM work force is critical for Afghanistan as it advances in its reconstruction efforts.”

—Senior Official, Ministry of Public Works

7.4 Service Impact

The Evaluation Mission sought to determine the extent of AIMS' products and services impacts on each client group in the six operational areas (Kabul, Kunduz, Mazar, Hirat, Kandahar, and Jalalabad). From the consultations and interviews, there were demonstrable effects at all levels on individuals, work, organizations, and society.

CLIENT GROUP IMPACT						
Client Group	Central Kabul	Kunduz	Mazar	Hirat	Kandahar	Jalalabad
Government	Medium	Medium	High	Medium	High	High
UN Agencies	Low	High	Medium	High	High	Low
Universities/ Polytechnic	Medium	Low	Low	Medium	Medium	Low
International Organizations	Low	Low	Medium	Medium	Low	Low
National Organizations	Medium	Low	Low	Low	Low	Low

Though there were more capacity building activities in Kabul, particularly trainings and advisory services, the demonstrable effects were moderate compared to the outcomes in the regions. The services impact was also much higher in the regions among UN agencies, as AIMS is seen as the regional information resource center and the leading capacity building provider. Operational staff of UN agencies found the development and promotion of standards, the technical assistance, and database development services significantly useful for their information management work.

“The village list and maps are essential to the work that UNHCR does, AIMS has been excellent. We recently completed a survey across the country on rehabilitation packages. With AIMS products and service, we were able to prioritize our assistance information management was essential in this process.”

—Senior UNHCR Official, Hirat

Maps have continuously been the main product of AIMS to date, mainly due to the weak capacity of AGCHO. AIMS has produced and distributed over 40,000 maps to date. These maps have been used in planning and public analytical purposes by government, other organizations, and the public. The UN agencies have been the leading client group for maps, followed by international organizations, and national organizations.

“We use AIMS all the time for the maps; they have been very helpful for our work.”

—Senior Official, AREU

Better outcomes of AIMS’ products and services across the regions are associated with the following:

- Increasing commitment to achieve and sustain development activities
- Lack of capacity building providers in the regions

- More receptivity to change, in particular embracing new technologies by government and development workers
- Strong commitment and hard work of AIMS staff (all nationals)
- High level of trust in AIMS support in IM

There were demonstrable outcomes on individuals as well. These included the following:

- Increased individual competence and self-esteem. Ninety-five percent of individuals interviewed indicated they had new and improved skill levels.
- Improved job performance, producing better quality work. All the survey respondents indicated that were able to apply the skills and knowledge to their work, and they provided rich information on the positive impacts the capacity building has had for improved quality and efficiency.

On society, there has been increased access to moderately qualitative topographical and thematic maps, development of IM workforce, reduction in duplication of development activities, and improved delivery of development assistance. Though the service impact is 62%, AIMS has been an unqualified success in enhancing the knowledge, skills, and abilities of Afghans in IM/GIS technologies and in improving workflow and operational efficiency in the GOA.

7.5 Service Delivery and Quality

Delivery and quality in line with expectations are very vital. AIMS uses its website and customer service outlets in Kabul and in the five regions as primary means of disseminating its information products. A central concern is the quality of the data, which has to do with weak data collection mechanisms that exist in the country. Stakeholders also expressed need for responsiveness of operations particularly in the central area (Kabul).

In achieving greater success, AIMS has to be responsive to opportunities and demands that arise from government and the development community. The lack of operations equipment by regional staff, challenges of transportation, and inadequate infrastructure are reasons for the weak responsiveness. However, this does not substitutes for the low professionalism on the part of AIMS management in particular.

Reporting back to partners and clients, engaging in dialogues with the authorities to monitor capacity building interventions, carrying out forward planning, and implementing various forms of quality assurance are essential for operating in a business-like manner.

7.6 Conclusion and Recommendations

Information management is critical to all aspects of government operations and development work. Given the prominence of AIMS, there is a high expectation for a stronger continuum of services, which requires specialized technical knowledge

and creative solutions. AIMS should be able to build partnerships with government and organizations, including bilateral and multilateral agencies, within national development frameworks and strategies. To meet this challenge of becoming a center of excellence for IM, AIMS must do the following:

- Seek complementary partnerships by outsourcing the basic English and computer training to credible organizations. So as to achieve high level outcomes, this enabling capacity is critical and cannot be handled in an ad-hoc manner.
- Add institutional capacity, business English, and management training to critical enabling skills, training in basic English and computer particularly in the regions.
- Expand Technology Awareness Workshop to ensure maximum outreach to all government ministries, UN agencies, and international and national organizations, and replicate within the regions.
- Enhance data quality through investments in data centers in collaboration with key line ministries.
- Initiate and strengthen linkages with multilateral agencies, UN agencies, World Bank, Asian Development Bank, etc., in the central area to identify project opportunities at national and regional levels.
- Create an internship program to strengthen strategic relationships with the five universities and the polytechnics and to enhance workforce development.
- Expand the five regional infrastructures over the next two years to full information resource and training centers, providing fee-based training programs and project-based GIS technical services funded by multilateral agencies, international organizations and the emerging private sector.
- Increase the technical and managerial capacities of regional and central management staff.
- Explore and develop in-kind contributions with international computer hardware and software companies for donation of computers, accessories, and applications software.

8. Departmental Performance and Capacity Assessment

AIMS has structured departments for providing the information products and services offered to the government and other organizations. This section provides an overview of key achievements from January 2004 through July 2005, enabling factors, challenges, and emerging issues. Based on reports, information provided, and consultations with departmental managers, each department was assessed using a rating of 1 to 5, with 5 being highest. The performance areas assessed were quality of departmental product/services, service delivery, impact, operational strategy, and capacity. The overview achievements are by no means comprehensive or exhaustive.

8.1 Overview of Achievements

In the Afghanistan context, AIMS is becoming a center of excellence and a leader for information management, in particular in the field of GIS. AIMS serves as a focal point for a range of information and communication-related activities and development projects. AIMS promotes common data and technology standards and free flow of information through focused customer service, database development, technical assistance, and critical enabling skills capacity building in basic computer and English. Currently, AIMS is directly serving over twenty-five (25) government ministries, and has regional offices in five cities managed by Afghans with the main office in Kabul.

- **Product Services:** the provision of data and map products, in soft and hard copies:
 - 2004—Kabul office sold over 4,000 maps and CDs, raising over US\$35,000. The income generated is being invested in training programs for government staff.
 - January 2005 to July 2005—Kabul office sold over 2,000 maps and CDs, raising over US\$23,000. The income generated is being invested in training programs for government staff.
- **Government Services:** building skills and systems in cooperation with development organizations:
 - 2004—Numerous ongoing and completed training courses around the country. Raised nearly US\$400,000 from regional donors, including PRTs, to support regional ministries. Provided web services support to three departments.
 - January 2005 to July 2005—Seven technology awareness workshops for five government departments.

- **Training Services:** a suite of specialized and general training in GIS and database courses following international certification standards:
 - 2004—Provided 646 trainings to ministry staff from twenty-four (24) government departments. Thirty-six (36) percent of these were in the regions. Ninety-eight (98) were trained in GIS and twenty-two (22) in databases.
 - January 2005 to July 2005—Provided 116 GIS and Database trainings to ministry staff from twenty-five (25) government departments.
- **Advisory Services:** information standards, data collection, database design, data management:
 - January 2004 to July 2005—Provided advisory services to over 150 organizations nationwide, supported 110 projects in NGOs and UN including the electoral process (45% for regional government; 32% for central government and 23% for UN agencies and international organizations).
- **GIS Services:** digital mapping, project support, system setup, distribution of technical files:
 - January 2004 to July 2005—completed GIS projects include New Kabul City map; provincial donor mapping; updated settlements, rivers, roads, and city maps; soil mapping; Badakhshan earthquake mapping and analysis, map scanning and cataloging for government; and the National Human Development Report.
 - Initiate active GIS User Group comprising of members from government ministries, UN agencies, international and national organizations, and the private sector.
- **Database and MIS Services:** supporting development of standards for ministries and developing shareable systems for development organizations:
 - 2004—Developed and/or hosted new websites for the Central Statistics Office and the Ministry of Rural Rehabilitation and Development. Developed data standards and metrics for project tracking. Developed nine original databases, including Political Rights Complaints, Activity Tracking, AIMS MIS, “WDWW for MRRD,” and the corporate Register. Convened third meeting of Afghanistan Database Developers Network.

- 2005—The first phase of Geobase project is completed. USAID and its prime concentrators have started entry of completed and ongoing activities being funded by USAID.
- **Standards and Quality:** Strong focus on promoting standards for the sharing of data between database and on maps, coupled with a commitment to developing skills internally to deliver more advanced databases and maps for analysis.
- **Special Projects:**
 - IM for disasters (early stage): A pilot project is ongoing to build capacity in the Department of Disaster Preparedness combining extensive training, provision of hardware, in-kind donations of remote sensing data, and the development of a prototype system to collect and manage information in the event of a natural disaster. Committed/target budget is US\$ 157,904. Midterm report submitted to UNAMA.
 - ‘Who is Doing What and Where’ for Kunduz: Enabling the Ministry of Rural Rehabilitation and Development in Kunduz to collect and manage data on development projects in the northeast region. Committed/target budget is US\$11,866. Midterm report submitted to UNAMA.
 - GIS capacity building in seven ministries and Kabul University (ongoing): A project that will build and train “geo-units” in targeted ministries to allow the government to manage spatial data, create maps, and provide GIS services to a range of clients and donors. Committed/target budget is US\$344,457. Midterm report submitted to UNAMA.
 - Geobase: A database and reporting system that will enable the government to have a visibility and comparison of activities, to track development projects, to avoid multiplication of activities, and to build common ground between different organizations and government departments through the creation and use of data standards. Committed/target budget is US\$138,000. Extendable final pilot report is ready for submission.

8.2 Enabling Factors for Achievements

- **Product Services:**
 - Trained customer service representatives
 - Careful analysis of data sets
 - Customer-friendly environment

- Electronic dissemination of products
- Commitment to standards
- **Government Services:**
 - Commitment by government leaders and heads of department to automation and new technology
 - Increased literacy
 - Commitment and support of government staff to acquire new knowledge and skills
- **Training Services:**
 - High demand for training particularly in the regions
 - Committed and trained instructors
 - Existence and provision of good materials
- **GIS Technical Services:**
 - Dedicated, highly motivated productive AIMS staff
 - Commitment to technical skills improvement
 - Good communications skills/ability to present technical information in an understandable manner
- **MIS/Database:**
 - Teamwork
 - Willingness to change and to learn new skills
 - Client-focused
 - Hard work
- **Special Projects:**
 - Strong collaboration between AIMS and stakeholders
 - Needs assessment prior to development
- **Regional Services:**
 - Excellent teamwork and communications
 - Good relations with government and donors
 - Hard work and dedication (follow-through)

8.3 Challenges and Emerging Issues

These are challenges that are limiting achievements.

- **Product Services:**
 - Maps not updated
 - Demand outstrips service capacity
 - Dual function of customer service (map shop), serving as reception
 - Limited technical skills of staff (advanced technical skill is needed)
 - Lack of equipment in the regions
 - Coordination challenges between central and regional offices
 - No customer feedback mechanism
- **Government Services:**
 - Slow and non-cost-effective procurement systems
 - Limited skilled staff
 - Lack of coordination between departments
 - Limited funding for IT equipment
- **Training Services:**
 - Lack of coordination
 - No clear strategic vision
 - Underfunded
 - Shortage of technical trainers
 - Conflict between technical and basic training—no proper integration
- **GIS Technical Services:**
 - Temporary lack of technical manager, thus limiting vision, focus and innovation
 - Lack of internationally certified trainers
 - Lack of latest GIS software
 - No knowledge of GIS project planning, proposal writing and preparing general project and documents
 - Uncoordinated staff training
- **MIS/Database:**
 - Limited project opportunities
 - Lack of effective monitoring
 - Lack of quality control
 - Low initiative

- **Special Projects:**
 - Lack of accurate data sets and data standards
 - Limited technical equipment capacity
 - Limited national skills capacity

- **Regional Services:**
 - Security
 - Staff shortage
 - Limited technical training for “high value” projects
 - Limited infrastructure
 - Logistics
 - Insufficient attention from central office

8.4 Departmental Performance Scorecard

Service Areas	Rating: 1= Poor, 2= Fair, 3= Good, 4= Very Good, 5= Excellent						Mean Perfor- mance
	Quality	Delivery	Impact	Strategy	Capacity	Manage- ment	
Product (Customer) Services	3.5	4.0	4.0	3.5	3.0	3.5	3.6
Government Services	3.0	2.0	2.0	2.0	2.5	2.5	2.3
Advisory Services	4.0	3.5	4.0	2.0	3.5	3.5	3.4
Training Services	3.5	4.0	4.5	2.5	3.0	2.0	3.3
GIS/Technical	2.0	2.5	2.0	2.0	2.0	2.0	2.0
MIS/Database	3.5	3.5	2.0	2.0	2.0	3.5	2.8
ICT/Web Design	2.5	3.0	2.0	2.0	2.0	2.0	2.2
Special Projects	3.5	3.5	3.0	3.5	3.5	3.5	3.4
Regional Services	3.5	4.0	3.3	3.5	2.5	4.0	3.5

SUMMARY OF DEPARTMENTAL PERFORMANCE		
Service Areas	Description	Mean Performance
Product (Customer) Services	The provision of data and map products over internet, in soft and hard copies.	3.6
Government Services	Building skills and systems in key line ministries	2.3
Advisory Services	Information standards, data collection, database design, data management basic English and computer	3.4
Training Services	A suite of specialized and general training in GIS and database courses following international certification standards.	3.3
GIS Technical	Digital mapping, project support, systems set up, distribution of technical files	2.0
MIS/Database	Supporting standards development for ministries, developing shareable systems for development organizations	2.8
ICT/Web Design	Provision of IT equipment and technical assistance for web design	2.2
Special Projects	Development information systems: Geobase, DMIS, etc.	3.4
Regional Services	Capacity building, customer services, and technical assistance	3.5

8.5 Conclusions and Recommendations

The full potential of AIMS cannot be achieved without full interdepartmental cooperation. It is imperative that management addresses the following key problem areas:

- Unclear objectives
- Poorly defined responsibilities
- Unclear accountability
- Weak dispute resolution mechanisms
- Proper incentives for departments to collaborate

The low performance in GIS Technical was due to lack of technical leadership; low government services performance is a result of poor strategy, which includes process of engagement and lack of targeting government's key national projects for IM support. The two special projects—DMIS and Geobase—exemplify the principle of targeting high-impact client-driven projects. While MIS/Database had a competent national manager, there was also no strategic project targeting to maximize the technical leadership capability. Another critical need is to increase the human, infrastructural, and technical capabilities of AIMS staff. As Afghanistan is progressing in its reconstruction, AIMS needs to increase the levels

and trends of the quality of products and services provided to meet clients' needs. This requires establishment and attainment of product specifications, service standards, and indicators of reliability.

A fundamental part of capacity building is training. AIMS is in a unique position, both in the central and regional areas, to increase its training activities by focusing on IM training, while identifying a partner to outsource the basic English and basic computer trainings. With a focus on internationally certified training both for government and the general public, a foundation can be established for fees, which then enhances sustainability. Training should be delivered to maximize impact, and it should be practical and problem-oriented. Thus AIMS should ensure that technical trainings in ministries are designed to address current problems. The secondment of trainees to AIMS is a commendable initiative in this regard. With its strategic location in Kabul and enhancement of its infrastructural base in the regions, AIMS should maximize the outreach of its GIS and database trainings by developing and distributing periodic training calendars to all types of organizations within operational areas. To achieve this AIMS would need to scale up to a full technical training provider, especially in GIS where it has already proven itself.

9. Overview of Performance

Positive impacts and influences from the project provide clear evidence of the value of AIMS' product and services, particularly unintended outcomes such as increasing the level of literacy of government workers, creation of job opportunities, and enhancement of regional economic development. AIMS has helped to develop attributes and capabilities in civil servants critical for supporting effective public administration and management. The organizational structure, management, coordination, and leadership of AIMS is, however, ineffective and under maximized for expanding reach of quality products and services. The following summary assessment of overall performance indicates the need for infusions of resources to help AIMS attain its leadership role in building information management capacity and geospatial solutions in Afghanistan.

9.1 Overall Performance Scorecard

The Overall Performance Assessment (OPA) reviews the assessment score cards in the different areas examined by the evaluation mission.

The "OPA" provides a performance accountability baseline to enhance better management functions, which will ensure coordinated, results-oriented environment and sustainability across all operating areas.

All assessments are rated on a scale 1 to 5, with 5 being the highest. The ratings correspond to the following associated values, which are interchangeably used as appropriate.

Relevance—the extent to which the project (AIMS) fulfills a need, is aligned with the national development of Afghanistan, and supports fully the GOA's priorities at all levels. Based on the scoping of Afghanistan's development and national priorities, this is a highly relevant project particularly in the regions and at sub-national levels, where achievements are numerous, and in specific individual cases very impacting.

There is an evidently increasing willingness among many government workers to acquire and use IT/IM knowledge, skills, and tools to perform various activities of government. Across the six cities visited, interviewees agree in their expectations of AIMS—at all levels of government, the UN, development communities, and donor partners—that this is an especially important project, and it has been successful. However, much needs to be done to fully realize its potential in the context of the continued reconstruction of Afghanistan. Thus the relevance assessment rating is 4.0 (highly satisfactory), as the project needs to address the most critical issues of establishing a "National Government Information Management Framework" and the full effective alignment of information management services with the Afghanistan National Development Framework and Millennium Development Goals to achieve outstanding (or exceptional) relevance. The project deserves to continue; given the vibrant spirit of staff and the significance indicated, management can take the project forward in a determined manner to the "next level."

Effectiveness—measures the extent to which the project is achieving its objectives. Only 50% of total outputs planned between April 2004 and end of July 2005 have been achieved. There were positive, tangible achievements in capacity building, but it was mainly in building critical enabling skills in basic English and computer, which created the foundation for more effective achievements. The objective of building effective MIS is at the seeding level and is only visible in one of AIMS' target line ministries. Effectiveness is, however, higher in building GIS and databases in government and in providing information services to the broader humanitarian and development community.

With regards to aid coordination, limited results have been achieved so far. Some projects (WDWW, Geobase) are still ongoing, with the prospect of contribution being very high. The objective of building the capacity of AGCHO for national mapping capabilities and effective customer services is still in the seeding storage and thus has no tangible contribution to effectiveness.

The overall effectiveness rating is 1.6. This means AIMS is only fulfilling 32% of its intended objectives. As earlier expressed, this is largely due to the expanded scope from initial mandate, management's limited understanding of sustainable development and Afghanistan National Development Framework, lack of aggressiveness on the part of management, lack of strategic leadership and technical direction for a considerable period of time, and the political and leadership challenges at AGCHO central office, combined with weak institutional development. It is believed that with stable and competent AIMS leadership, supportive management and frontline team, and a target at national development priorities at central and regional levels, AIMS can double its effectiveness, attaining a 3.2 rating or higher in the next eighteen months given the rate of reconstruction, growth in Afghanistan, and the relevance of IM.

Efficiency—addresses the question of whether results have been achieved at the least cost in terms of resources—human, material, financial, and time. AIMS is one of the marked exceptional projects because it is fully funded to the end of the initial period of July 2006.

The infrastructural and logistics arrangements with UNAMA for regional offices and transportation are attractive efficient means, especially when compared to those of other INGOs. However, the arrangements in the regions limit the abilities of the regional offices if they are to become full regional IM centers (regional centers of excellence in IM), providing comprehensive information products and services with full staffing and modern equipment that extend reach to provinces.

Given the growth envisioned in the regions and further into the provinces, a future plan for accommodation and logistics needs to be considered. Given the relationships with central and regional governments as strategic partners, AIMS needs to explore the acquisition of land/properties to enhance achievement of its full operational potential, particularly as a training provider and information processing center for large-scale projects.

The total number and quality of national staff productively involved in the project is impressive, in particular the full nationalization of regional services. However,

the international human capital output-input ratio is low. While the quality of international human capital is to be commended and is greatly needed to attain excellence, the overall international output has to be significantly increased to enhance the project's efficiency and increase financial sustainability.

The procurement of materials was an issue of concern by management. Materials have been purchased, in some instances at higher cost, due to the limitations of the UN procurement process, which was claimed to be slow, required days of negotiations, and hindered effectiveness of services. The introduction of cost-recovery mechanisms in customer service for products (maps) has been very efficient and should be maximized at the regional levels, while quality of products should be improved to increase value. The trainings offered have also been cost-effective, but the market is demanding highly specialized IM trainings which people and, in particular, organizations are willing to pay for.

The overall assessment of the project efficiency is 3.5, which is considered more than satisfactory. But with great potential and as the project attains full organizational development capacity with improvement in targeting project contract opportunities, a higher efficiency can be achieved.

Impact—The impact of the project are visible at different levels, both at short-term, which are intermediate outcomes on individuals and organizations, and long-term changes in the overall society (political, economic, social, and technological). The long-term impacts are currently not visible, as they are still in seed form. However, there have been demonstrated intermediate outcomes both at individual and governmental ministry and organizational levels. As stated earlier in the report, the impact rate was 66%, or 3.3 mean in the regions, while in the central (Kabul) areas it was 54%, or 2.7 mean. Developing strong enabling environments; building people's confidence and communications skills; and enhancing literacy, numeracy, ICT/IM, and the ability to access and analyze information utilizing GIS/GPS technologies for planning all represent significant impacts and are considered essential in enhancing efficiency and accountability in the civil service, while providing support for aid coordination and management at all levels.

Overall, the impact is rated 3.0, which implies successful (or satisfactory). The long-term impact will emerge and be visible as the credibility of AIMS is strengthened through effective communications, more emphasis is put on national projects, and strategic goals of ministries and institutions are addressed.

Sustainability—The degree of success in achieving sustainability is determined by national and technical and managerial competency, commitment, entrepreneurial spirit of key staff, demand for IMS, and the financial capabilities of the project organization. The depth of involvement by national staff and the nationalization of regional operational, coupled with a strong practical and effective focus on transfer of knowledge and skills, large number of trained national GIS/IM technicians, and partnership with five national universities, combine to produce a powerful recipe for sustainability of outcomes and project operations. However, due to the nature and scope of IM in the GOA, considerable international human capital and resources are needed to build a multi-service,

multi-region, information and management, capacity building national organization rather than just a single-project organization.

Given the pace of change, the reconstruction progress in Afghanistan, a responsive leadership with strong enterprise development capability, cross-cutting product development, and diversified financial strategies, AIMS can achieve self-sustainability in three years. Ensuring the sustainability of AIMS over the next-three years will also require increasing the technical and management capacities of national staff. Currently, both the management and technical capacities are at 30% based on cumulative self-assessment by the departmental managers. As part of its sustainability plans, AIMS would need to pace these capacities to attain 85% in three years. This will require the development and implementation of a strategic human capital plan covering each core leadership area and aligning with focused organizational results. Achieving the 85% competency in technical and management skills will significantly contribute to raising the level of transfer of knowledge and skills to the GOA and achievement of high impact in IM capacity building in Afghanistan.

Based on the above and given the context of progress made, **the program operations sustainability is rated at 3.5, while the financial sustainability is 2.0. Thus the mean sustainability rate is 2.5**

QUANTITATIVE ASSESSMENT OF OVERALL PROJECT PERFORMANCE Ratings: 5 = Exceptionally Satisfactory, 4 = Highly Satisfactory, 3 = Satisfactory, 2 = Fairly Satisfactory, 1 = Unsatisfactory			
Component	Rating	Descriptive Value	Weighted Percentages
Relevance	4.0	Highly Satisfactory	80%
Effectiveness	1.6	Fairly Satisfactory	32%
Efficiency	3.5	More Than Satisfactory	70%
Impact	3.0	Satisfactory	60%
Sustainability	2.5	Moderately Satisfactory	55%

9.2 Summary of All Quantitative Assessments.

The following summary scorecard presents the results of the assessment of organizational and programmatic components necessary to fulfill mission and objectives of AIMS.

Components	Description	Rating	Descriptive Value of Rating
Organizational Management	The culture and internal management practices	3.1	Satisfactory
Organizational Development Capacity	The core organizational capacities systems strategies and skills necessary for organizational effectiveness and success	2.3	Fairly Satisfactory
Perception of AIMS	The stakeholders' understanding of AIMS' mission and objectives	2.5	Fairly Satisfactory
Service Impact	The impact of the products and services on stakeholders' operations and national development	3.1	Satisfactory
Products and Services Quality	The quality of products and services	2.8	Moderately Satisfactory
Service Delivery	The responsiveness in meeting client's needs and requests	3.1	Satisfactory
Departmental Performance	The cumulative mean of all departments' performance	2.9	Satisfactory
Strategic Positioning	The extent to which UNDP and the project positioned themselves in the development and capacity building scene in Afghanistan	1.0	Unsatisfactory

10. Conclusions and Summary of Recommendations

10.1 Conclusions

The AIMS project is building IM capacity in government and is delivering IM services to bilateral and development organizations across Afghanistan. Information management is a critical component of modern government and serves as a catalyst for effective governance, accountability, and transparency. AIMS has proven to be a strategic fit and a strategic partner to help the GOA and the development community coordinate development information for effective decision-making and allocation of resources.

Through the basic English and basic computer training held in key line ministries in six cities and five universities, there has been substantial progress in work flow efficiency, communication skills, and government's staff confidence. Thus the basic English and computer training has helped to establish the enabling environment and foundation necessary to facilitate the design and implementation of MIS in key line ministries of the GOA.

AIMS has contributed significantly to creating a government-wide interest and appreciation for the value and use of GIS. In contrast to pre-GIS/GPS period, agencies using GIS/GPS are now producing more accurate, target-based planning and development information. As of date, with a new technical GIS manager, AIMS has the technical leadership to enhance and increase GIS technical competency and optimize the use of GIS technology in GOA and the development community. With the implementation of a strategic training program and project-based technical assistance that meets international standards in GIS, AIMS can improve its effectiveness, achieve higher financial sustainability, and attain to center of excellence for GIS training and consulting services, serving public, private, bilateral, and development organizations across Afghanistan. A plan to achieve this must be developed and implemented within a year to maximize AIMS' potential and strategic impact.

The area where AIMS has had least impact is in the establishment and implementation of a "Government Information Management Infrastructure" that will ensure adherence to professional standards. AIMS needs to prioritize the establishment of a "Government Information Management Infrastructure." The process will require a study on best practices of selected governments such as Canada, Australia, and New Zealand that have established effective frameworks for government information management. It is evident from the evaluation findings that AIMS' achievements are moderately satisfactory, but it requires substantial capacity enhancement operationally, technically, infrastructurally, and financially for achieving concrete results.

Effectiveness should be the key index of success and performance measurement of AIMS management, and currently this is at a low rating of 1.6 on a scale of 1 to 5, with 5 being the highest. Management needs to ensure acceleration of effectiveness, strengthening of regional offices, enhancing fiscal sustainability, and implementing a business development approach to all services.

10.2 Summary of Recommendations

Relevance and Effectiveness

- Develop an holistic approach to capacity building to address “big picture” strategic issues facing key line ministries.
- Facilitate the development and implementation of a National Government Information Management Policy for promoting and ensuring standards in collection, access, security, management, and dissemination of data within government at all levels.
- Integrate an institutional capacity building, competency building skills program covering professional, management, and leadership training into programmes, particularly in the regions.
- Ensure that information management capacity building is mainstreamed into all national priority development projects and major bilateral projects.
- Participate in strategic development forum and monitor trends in Afghanistan’s development strategy to increase management’s knowledge of sustainable development and the interconnectedness of IM.
- Establish strategic collaboration with bilateral and multilateral agencies to mainstream IM and human capacity building into large-scale projects across the country.
- Expand and improve the quality of basic English and computer training through outsourcing, in partnership with a credible organization with capacity to deliver in the regions.
- Provide institutional and technical development support to AGCHO and CSO, at central and regional levels.

Organizational Management and Development

- Provide short-term organizational development technical assistance to work closely with the Project Manager to strengthen the development of core skills, management performance, and capacity of AIMS to fulfill its mission.
- Develop and implement a communications and marketing plan to promote and heighten the awareness and understanding of AIMS’ mission, objectives, and core areas of service.
- Review organizational structure to enhance appropriate relationships between functional departments.

- Provide training in “Results-Based Management” for AIMS’ management and replicate training in key line ministries and government agencies.
- Review and establish effective institutional relationship and client services engagement process.
- Increase AIMS’ human, technical, and infrastructural capacities at central and regional levels.
- Develop effective cost-recovery mechanisms and fee-based project technical assistance consultancy.
- Review national staff compensation, benefits, and reward plans.
- Develop IM application products that meet the needs of government-wide processes and the development community
- Review staff and management job descriptions (terms of reference), and ensure placement of staff in appropriate functional areas.
- Improve administrative and financial management including procurement procedures.

Service Impact Quality and Delivery

- Expand “Technology Awareness Workshops” into regions for the broader development community to ensure maximum outreach of AIMS’ products and services.
- Develop an inventory of success stories of effective IM capacity building in government and other sectors.
- Develop and implement effective data collection strategies to improve quality of products and services.
- Improve and ensure compliance to in-house quality standards.
- Target high-impact sectoral projects in collaboration with selected development organizations with linkages to the GOA.
- Explore possibility of commercial printing of products to improve quality, cost-recovery, and financial viability of operations.

Departmental Operations

- Increase the technical knowledge and training skills of all technical staff in GIS certified courses, GIS project design and software development.
- Improve training services delivery and increase training courses in basic and advanced information systems and technology, and develop an expansion plan to extend training offerings to all government ministries, development organizations (NGOs) and the private sector.
- Expand IT/MIS technical support in order to provide the broad range of support needed by GOA and other clients and to provide customized application development and advisory services.
- Provide performance-based reporting training for management team in central and regional offices.
- Develop and implement internship programs in collaboration with Afghanistan universities and facilitate collaboration with international universities.
- Improve interdepartmental cooperation and coordination.
- Develop and implement a comprehensive management training focused on managing for results.
- Enhance community awareness of disaster management and promote intergovernmental collaboration on disaster management.
- Expand use of Geobase product to interested donor agencies.
- Expand regional operations to attain full service centers for human capacity building and provision of information management services.
- Improve customer service operations at all levels (central and regional) and establish AIMS customer service desks at target ministries and institutions.
- Create e-GIS help on AIMS website to provide ongoing technical support
- Conduct annual central and regional information management conferences

11. Appendices

Appendix A: Terms of Reference

Evaluation Mission of UNDP/AIMS Project 2005

A. Introduction

More than two decades of conflict and three years of drought have led to widespread human suffering and massive displacement of the people of Afghanistan. Many parts of the country are vulnerable to famine, the infrastructural base has been rendered largely nonfunctional, and the economy is increasingly fragmented. In addition to destruction and underdevelopment of physical infrastructure, public institutions (national and sub-national) normally responsible for public service delivery are severely weakened through loss of experienced staff and lack of funding for even routine maintenance. Information management facilities are also seriously underdeveloped.

Over the coming years, the Afghan Government and people face the challenge of building an environment in which all Afghan men, women, and children in urban and rural areas have access to sustainable health, education, and basic infrastructural services and have opportunities to improve their lives. Among the pressing needs that they face in achieving these development objectives is the strengthening of the government's IM capacities. This is a commonly recognized requirement of effective government and is specifically referred to as part of the December 2001 Bonn Agreement. At the forefront of the Government's information needs is the development of comprehensive data management policies. This will ensure that the government, at national and sub-national levels, and assistance partners use common data standards that allow for the more effective analysis of data, policy development, and programme implementation.

B. Background of AIMS project

The project on Information Management System was established in 1997 to assist in information processing and its subsequent dissemination. It was then called the Programme Information Management Services, or ProMIS. ProMIS was established in response to the growing needs of the international community in Afghanistan. At the time, no information was available for the purpose of emergency assistance, recovery, and reconstruction in the country. The initial objectives of the project were twofold: to process and disseminate geographical information and data, and to build the capacity of its national counterparts.

In late 2001, after 11 September, AIMS was established as a joint venture between UNDP and UNOCHA through the merging of two projects—the Humanitarian Information Center for Afghanistan (HICFA) and the ProMIS. AIMS was established to support the government and the humanitarian community to work more effectively through providing tools, technical assistance, and services in the field of IM. The link between the need for information and ensuring an efficient and effective reconstruction effort of Afghanistan is very strong and is in full accord with UNDP Afghanistan Strategic Results Framework.

The AIMS project sits at the forefront of attempts to develop and harmonize disparate approaches to IM. AIMS has a mandate to, first, build Information Management Capacity in the government of Afghanistan and, second, to provide Information Management Services to the government and the broader humanitarian community. AIMS promotes common data and technology standards and the free flow of information. It achieves this through focused customer service, product provision, and capacity building, and it supports information policy development. AIMS carries out its mandate through the following:

Customer Services

- Product Services: the provision of data and map products over internet, in soft and hard copies
- Training Services: a suite of specialized and general training in GIS and database courses following international certification standards
- Advisory Services: information standards, data collection, database design, data management
- Government Services: building skills and systems

Technical Services

- GIS Services: digital mapping, project support, systems set-up, distribution of technical files
- Database and MIS Services: supporting standards development for ministries, developing shareable systems for development organizations

Ongoing Special Projects

- GeoBase: developing project and activity tracking management information systems, designed for replication into donor and developmental organizations to provide government oversight
- Remote Sensing for Disaster Management: Developing a pilot system and capacity in government to use GIS and remote sensing to improve disaster management
- Building GIS teams in government

C. The Mission Objective

AIMS is one of the key capacity building projects in the UNDP Afghanistan portfolio—the backbone of the UNDP country strategy. In the light of this, the evaluation is timed to ensure that lessons learned from the first years are clearly articulated for the future project implementation, as well for future priorities.

D. Scope the Evaluation

The evaluation of AIMS will assess the following results and outputs within the period January 2003 to March 2005:

Overall Results

- The overall programme achievements and results, directly by UNDP, donors, and its projects, as well as indirectly by the government
- The effectiveness of the programme from a result-based perspective
- The extent to which the project established sustainable partnership with the government authorities
- The extent to which the project contributed to development of a comprehensive data management strategy, for ensuring the government at national and sub-national levels, and assistance community partners use common data standards that allow for the more effective analysis of data, policy development, and national programme implementation
- The impact of the project on capacity building of IM in the government, including its capacity to disseminate information to the public

Strategic Positioning

- The extent to which UNDP and the project positioned themselves in the development and capacity building scene in Afghanistan
- The extent to which this positioning enabled the optimal use of the comparative advantages of UNDP and the project

Outputs

- The extent to which AIMS' outputs to date have contributed to achieving stated objectives, namely:
 - building IM capacity in government
 - provision of Information Management Services to organizations involved in humanitarian and development activities.
- The sustainability of outputs with specific focus on project efforts to build capacity alongside other activities
- Linkages/synergies with other national programmes or projects

Delivery Efficiency

- The progress of AIMS relative to the work plan, budget, and timeline

- The implementation, coordination, monitoring, reporting mechanisms, and overall management arrangements
- The extent to which the project adopted a participatory approach in planning and implementing the activities, thus ensuring ownership by the people at local level
- The replicability and sustainability of AIMS capacity building initiatives/ trainings
- The extent to which the project has promoted women's advancement and fostered gender equality in the target beneficiary groups
- Whenever necessary, the evaluation will also make specific recommendations, in particular on the following:
 - the need for adjustment to the thematic focus, overall goals, strategic positioning including partnership strategy, delivery mechanisms, project staff, profile of expertise, organization, and systems
 - special attention to exit strategy and timeframe

Appendix B: Activity Report

Date	Activity	Persons Involved
5 July	<ul style="list-style-type: none"> Briefing on scope of Evaluation and Strategic Plan Overview of AIMS Project 	<ul style="list-style-type: none"> Project Manager
6 July	<ul style="list-style-type: none"> Introduction to AIMS Management, and Overview of AIMS Project Overview and importance of project evaluation 	<ul style="list-style-type: none"> Project Manager Management Team/ Administrative Manager
7 July	<ul style="list-style-type: none"> Capacity building principles, practices of evaluation, and result-based management model 	<ul style="list-style-type: none"> Project Manager Management Team Regional Managers Development Assistants
	<ul style="list-style-type: none"> Discussion on organizational management evaluation tools and overall AIMS performance 	<ul style="list-style-type: none"> Project Manager Management Team Development Assistants Regional Managers
9 July	<ul style="list-style-type: none"> Development and review of organizational management evaluation tools, and discussion with management team/regional managers 	<ul style="list-style-type: none"> Project Manager Management Team Regional Managers Development Assistants
10 July	<ul style="list-style-type: none"> Meeting with AIMS Partner (USAID)—Discussion on evaluation, strategic plan, project document development, and critical future issues Focus group meeting with regional managers Finalization of organizational management evaluation tools 	<ul style="list-style-type: none"> Project Manager USAID Programme Officer/Support Team Project Manager Regional Managers Project Manager Development Assistants
11 July	<ul style="list-style-type: none"> AIMS Project documentation review, project document, annual reports (2004/2005) regional reports Regional Management evaluation 	<ul style="list-style-type: none"> Management Team Development Assistants Regional Managers
12 July	<ul style="list-style-type: none"> AIMS Sub-projects review: Government Capacity building/Geobose/DMIS Regional Management evaluation 	<ul style="list-style-type: none"> Project Manager Management Team Regional Managers
13 July	<ul style="list-style-type: none"> Focus Management team meeting Discussion on AIMS technical services Management Team evaluation 	<ul style="list-style-type: none"> Project Manager Management Team

Date	Activity	Persons Involved
14 July	<ul style="list-style-type: none"> • Management meeting/Management Team evaluation • Meeting with AIMS Partner (UNDP)/Discussion on evaluation/Strategic plans/Strategic value of AIMS project to Afghanistan 	<ul style="list-style-type: none"> • Project Manager • Management Team • UNDP Assistant Country Director (Programmes)
16 July	<ul style="list-style-type: none"> • Development of stakeholders' evaluation tools and discussion on government stakeholders 	<ul style="list-style-type: none"> • Government Services Team Member • Administrative Manager • Development Assistants
	<ul style="list-style-type: none"> • Discussion of capacity building on development of "National Information Policy Framework for Afghanistan" • Capacity building Development Assistants • Discussion on AIMS' organizational structure/mission 	<ul style="list-style-type: none"> • AIMS Project Manager • Development Assistants • AIMS Management Team
17 July	<ul style="list-style-type: none"> • Institutional Services • Assessment: CSO • AGCHO 	<ul style="list-style-type: none"> • AIMS Project Manager • AIMS Govt. Services Team Member • Development Assistants
	<ul style="list-style-type: none"> • Meeting with UN-Asst. Country Director, Programmes • Discussion on technical services initiative 	<ul style="list-style-type: none"> • Project Manager • UN Assistant Country Director
	<ul style="list-style-type: none"> • MRRD – Meeting with MIS Manager 	<ul style="list-style-type: none"> • Project Manager • Development Assistant
18 July	<ul style="list-style-type: none"> • Institutional Stakeholder Assessment: Ministry of Rural Rehabilitation and Development MRRD 	<ul style="list-style-type: none"> • Deputy Minister (finance/Admin) • MIS Manager • Managers of Programmes in the Ministry
	<ul style="list-style-type: none"> • Meeting with UNDP Deputy Country Director 	<ul style="list-style-type: none"> • Project Manager • UNDP Sur Programme Officer
19 July	<ul style="list-style-type: none"> • Institutional Stakeholder Assessment: Ministry of Urban Development and Housing (MUDH) 	<ul style="list-style-type: none"> • Senior Advisor (Planning) • AIMS Government Services Team Member

Date	Activity	Persons Involved
	<ul style="list-style-type: none"> Kabul University Department of Geoscience 	<ul style="list-style-type: none"> Head of Dept.: Geoscience AIMS Govt. Services Team Member
	<ul style="list-style-type: none"> Progress report on AIMS evaluation and strategic planning issues 	<ul style="list-style-type: none"> Project Manager Management Team
20 July	<ul style="list-style-type: none"> Institutional Stakeholder Assessment: Ministry of Interior 	<ul style="list-style-type: none"> Deputy Minister AIMS Govt. Services Team Member
	<ul style="list-style-type: none"> Institutional Stakeholder Assessment: _____ Kabul Municipality 	<ul style="list-style-type: none"> Director Planning, Kabul Municipality AIMS Govt. Services Team Member
21 July	<ul style="list-style-type: none"> Organizational management evaluation/client services/ Service performance assessment— AIMS' Staff (Survey of Staff Sample) 	<ul style="list-style-type: none"> AIMS Staff Development Assistants
	<ul style="list-style-type: none"> Training services observation and evaluation 	<ul style="list-style-type: none"> AIMS Trainer GIS trainees Development Assistants
23 July	<ul style="list-style-type: none"> Departmental Capacity and Performance Assessments Discussions and documents review Collation of departmental assessments 	<ul style="list-style-type: none"> Departmental Managers Development Assistants
24 July	<ul style="list-style-type: none"> Institutional Stakeholder Assessment: Ministry of Communication 	<ul style="list-style-type: none"> AIMS Government Services Team Member Deputy Minister (Technical)
	<ul style="list-style-type: none"> Ministry of Information and Culture 	<ul style="list-style-type: none"> Chief of Planning Foreign Relations Government Services
25 July	<ul style="list-style-type: none"> Government Stakeholder Assessment: Ministry of Public Works Donor Assessment: USAID 	<ul style="list-style-type: none"> Deputy Minister (Planning) AIMS Government Services Team Member Development Assistants Programme Officer, USAID Deputy Development Assistants
26 July	<ul style="list-style-type: none"> Observation of Technical Awareness Workshop for Ministry of Information and Culture 	<ul style="list-style-type: none"> AIMS Government Technical Services Teams Six Senior Management Representatives from Ministry of Information

Date	Activity	Persons Involved
	<ul style="list-style-type: none"> Discussions on AIMS Strategy Development Framework—Emerging Issues on Key Line Ministries 	<ul style="list-style-type: none"> Project Manager Management Team AIMS Staff
27 July	<ul style="list-style-type: none"> Institutional Stakeholder Assessment: Ministry of Defense Ministry of Rural Rehabilitation and Development (MRRD) Meeting with UNDP Country Director 	<ul style="list-style-type: none"> Deputy Minister Project Manager Government Services Team Project Manager UNDP Country Director
28 July	<ul style="list-style-type: none"> Institutional Stakeholder Assessment: Ministry of Public Works Assessment of AIMS Trainers—Consolidation of reports 	<ul style="list-style-type: none"> Deputy Minister (Planning) AIMS Government Services Team Member Development Assistants
30 July	<ul style="list-style-type: none"> Consolidation and review of AIMS departmental capacity and performance. Interviews with departmental managers and staff and documentation review 	<ul style="list-style-type: none"> AIMS Departmental Managers AIMS Staff
31 July	<ul style="list-style-type: none"> Regional Services Assessment: <ul style="list-style-type: none"> Kunduz Municipality MRRD CSO UNAMA AGCHO 	<ul style="list-style-type: none"> Project Manager Regional Office Manager Regional Field Assistant
1-2 August	<ul style="list-style-type: none"> Regional Services Assessment: Mazar Regional Meetings: <ul style="list-style-type: none"> AGCHO GAA Mazar Municipality (Mayor's office) MRRD UNAMA AIMS Strategy Development: enhancing regional capacity—human, technical, and infrastructure 	<ul style="list-style-type: none"> Project Manager Regional Team AGCHO Leadership (4) Mayor of Mazar and three (3) Directors (Planning, Administration) Director of GAA (Int'l Organization) Director, UNAMA
3 August	<ul style="list-style-type: none"> Institutional Stakeholders Assessment: Ministry of Agriculture (Forestry Dept.) and MRRD 	<ul style="list-style-type: none"> Government Services Team Member Director, Forestry Dept. Min. of Agriculture Deputy Minister/Director of Planning, MRRD

Date	Activity	Persons Involved
	<ul style="list-style-type: none"> • UNDP Meeting on Proposed “Regional Future Plans in Afghanistan and Emerging Issues in Information Management Services” 	<ul style="list-style-type: none"> • Project Manager • UNDP—Regional Development Focal Person/State Building and Govt. Support Unit
4-7 August	<ul style="list-style-type: none"> • Regional Services Assessment: Hirat Regional Meetings: <ul style="list-style-type: none"> ○ UNAMA ○ UNHCR ○ Hirat Municipality ○ Hirat University ○ AGCHO ○ MUDH ○ MRRD ○ PRT ○ AIMS Strategy Development: Identification and Formulation Regional/of Organizational-wide goals for the next 3 years 	<ul style="list-style-type: none"> • Project Manager • Regional Team • President, MRRD, Hirat Province • Head of sub-office UNHCR, Hirat • Liason officer, PRT (Italy) • Head of Office, UNAMA, Hirat Regional Office • Regional and Deputy Directors AGCHO • Director and Deputy Director Member
8 August	<ul style="list-style-type: none"> • Institutional Stakeholder Assessment: <ul style="list-style-type: none"> ○ Ministry of Mines and Industry ○ Ministry of Communications/UNDP ICT Project ○ Swedish Committee for Afghanistan Industry 	<ul style="list-style-type: none"> • Project Manager • Government Services Team Member • Deputy Minister, Mines and Industry • Project Manager and Deputy Project Manager • Planning Director/Assistant Manager
9 August	<ul style="list-style-type: none"> • Donor Meeting/Assessment: <ul style="list-style-type: none"> ○ European Commission (EC) Delegation to Afghanistan 	<ul style="list-style-type: none"> • Project Manager • Deputy Head of Section (Operations) • Administrative Officer Operations Section
	<ul style="list-style-type: none"> • AIMS Strategy Development Plan: Development of Organizational Goals and Strategic Objectives for 2006-2009 	<ul style="list-style-type: none"> • Project Manager • AIMS Government Services Manager • AIMS Technical Services Manager • AIMS Staff
10-11 August	<ul style="list-style-type: none"> • Regional Services Assessment: Kandahar Regional Meetings: <ul style="list-style-type: none"> ○ AGCHO ○ Kandahar University (Geography Dept) ○ UNAMA ○ MRRD 	<ul style="list-style-type: none"> • Project Manager • AIMS Regional Offices • Head of Geography Dept., Kandahar University • Director, UNAMA • Asst. Director, MRRD • Director of Planning, CSO

Date	Activity	Persons Involved
	<ul style="list-style-type: none"> ○ CSO ○ Kandahar Municipality 	<ul style="list-style-type: none"> • Deputy Governor • Director of Foreign Affairs, Governor's Office
13-14 August	<ul style="list-style-type: none"> • AIMS Strategic Development Plan: Discussions of goals and strategic objectives for regional services for 2006-2009 	<ul style="list-style-type: none"> • Project Manager • AIMS Regional Services Manager • AIMS Human Capacity Developer
15-16 August	<ul style="list-style-type: none"> • Regional Services Assessment: Jalalabad Regional Meetings: <ul style="list-style-type: none"> ○ AGCHO ○ Jalalabad Municipality ○ CSO ○ Nangarhar University (Discussion with AIMS staff) ○ MRRD ○ UNAMA • Min of Urban Dev. & Housing 	<ul style="list-style-type: none"> • Project Manager • AIMS Regional Manager • AIMS Regional Team • Director of AGCHO (3) • Chief Architect, Jalalabad Municipality • Director, MRRD • Regional Coordinators, MRRD (4) • Director, UNAMA • Programme Officer, UNAMA • Directors, Heads of Depts., MDUH (4)
	<ul style="list-style-type: none"> • AIMS Strategic Development Plan (2006-2009): <ul style="list-style-type: none"> ○ Regional Services ○ Human Capacity Goals ○ Regional Government Capacity Building—Increasing focus on capacity building for regional governments with emphasis on municipalities at all levels 	<ul style="list-style-type: none"> • Project Manager • Regional Services Manager • AIMS Staff
17-18, 20-25 August	<ul style="list-style-type: none"> • AIMS Strategic Development Plan (2006-2009): <ul style="list-style-type: none"> ○ Government Services: Strategy and future direction—need to expand building enabling capacities, developing target strategic partnerships on ministries' development plan and project levels, develop other institutional relationships for IM services, integrate institutional development and professional management and leadership competency Programmes in capacity building of line ministries 	<ul style="list-style-type: none"> • Government Services Manager • Customer Services Manager

Date	Activity	Persons Involved
	<ul style="list-style-type: none"> Customer Services: Strategy and cost-recovery mechanisms 	
20-25 August	<ul style="list-style-type: none"> Technical Services: Strategy development/capacity enhancement <ul style="list-style-type: none"> Critical need to strengthen AIMS technical capacity to address increasing government and institutional needs Administrative Services: Strategy development <ul style="list-style-type: none"> Key challenge is increasing administrative capacity to handle staff growth and operations 	<ul style="list-style-type: none"> Technical Services Manager Deputy Programme Manager
27-31 August	<ul style="list-style-type: none"> Consolidation of data and findings Preparation of draft report 	<ul style="list-style-type: none"> Evaluation Consultant
1- 4 September	<ul style="list-style-type: none"> Preparation of draft reports of Evaluation and Strategic Development Framework (2006-2009) 	<ul style="list-style-type: none"> Evaluation Consultant
4 Sept - 3 October	<ul style="list-style-type: none"> Completion of Evaluation Mission and Strategic Development Framework Reports to AIMS management 	<ul style="list-style-type: none"> Evaluation Consultant AIMS Project Manager Management Team

Appendix C: Evaluator's Biography

Tayo is an independent Development Consultant, Program Evaluator, and Trainer. Since 1982 he has been involved in providing intellectual, strategic, and operational leadership in planning and implementing of national and foreign development assistance activities in the United States, Africa, Afghanistan, Iraq and Jamaica.

As a management consultant and institutional development advisor, Tayo assists in the planning for a broad range of program activities, including identifying opportunities for integrating holistic development assistance principles with development sector programs; participating in the formation of policies and guidelines targeted toward a specific country/ development problem; and coordinating program development, implementation and performance monitoring plans.

Tayo, throughout his career has worked with governmental, non-governmental agencies and donors to ensure program quality and impact. He has facilitated crosscutting initiatives to accomplish programmatic goals in HIV/AIDS, educational development, positive youth development and faith-based organizational capacity building.

Tayo has thorough understanding and proven results in proposal development for government and foundation grants and evaluation of development projects.

Tayo is an excellent communicator in public speaking and in writing, able to translate difficult concepts into laymen's terms.

Tayo is committed to supporting and advancing human, community and institutional development policies and programs at local, national and international levels and is available for relevant opportunities in consultancy, training and program evaluation in Africa and around the world.