

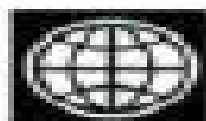
Subnational Administration in Afghanistan:

Assessment and Recommendations for Action



Anne Evans, Nick Manning and Anne Tully
with Yasin Osmani and Andrew Wilder

March 2004



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Subnational Administration In Afghanistan Assessment And Recommendations For Action

**Dyan Mazurana, Karen Jacobsen, Lacey
Andrews Gale**



Subnational Administration In Afghanistan Assessment And Recommendations For Action:

Subnational Administration in Afghanistan Anne Evans, 2004 *Subnational Administration in Afghanistan, Volume 1. Assessment and Recommendations for Action*, 2004 *Subnational Administration in Afghanistan*, 2004 This report is based on the findings of a study undertaken by the Afghanistan Research and Evaluation Unit AREU and the World Bank designed to assist in improving provincial and district delivery of key services including health and education Drawing on six provincial case studies it examines the complex challenges facing the country in terms of political security administrative and fiscal arrangements as well as other reconstruction related problems The recommendations made seek to support the Afghanistan Stabilization Program for the provinces and districts integrating security governance and reconstruction components *A Guide to Government in Afghanistan* Anne Evans, Afghanistan Research and Evaluation Unit, 2004-01-01 This guide contains information on the administrative and political scene in Afghanistan including the structures and processes of government Issues discussed include the historical and political context of the Afghan State central and local administration including budget and staffing aspects central and local fiscal relationships and service delivery in terms of the education and health sectors The guide draws the bulk of its material from six provincial case studies as well as using additional research undertaken by the Afghanistan Research and Evaluation Unit AREU and the World Bank *Evaluation of World Bank Programs in Afghanistan 2002-11* The World Bank, 2013-08-23 This report evaluates the outcomes of World Bank Group support to Afghanistan from 2002 11 Despite extremely difficult security conditions which deteriorated markedly after 2006 the World Bank Group has commendably established and sustained a large program of support to the country The key messages of the evaluation are While World Bank Group strategy has been highly relevant to Afghanistan's situation beginning in 2006 the strategies could have gone further in adapting ongoing programs to evolving opportunities and needs and in programming activities sufficient to achieve the objectives of the pillars in those strategies Overall Bank Group assistance has achieved substantial progress toward most of its major objectives although risks to development outcomes remain high Impressive results have been achieved in public financial management public health telecommunications and community development substantial outputs have also been achieved in primary education rural roads irrigation and microfinance all started during the initial phase Bank assistance has been critical in developing the mining sector as a potential engine of growth However progress has been limited in civil service reform agriculture urban development and private sector development The Bank Group's direct financial assistance has been augmented effectively by analytic and advisory activities and donor coordination through the Afghanistan Reconstruction Trust Fund Knowledge services have been an important part of Bank Group support and have demonstrated the value of strategic analytical work even in areas where the Bank Group may opt out of direct project financing With the expected reduction of the international presence in 2014 sustainability of development gains remains a major risk because of capacity constraints and inadequate human resources

planning on the civilian side To enhance program effectiveness the evaluation recommends that the Bank Group help the government develop a comprehensive long term human resources strategy for the civilian sectors focus on strategic analytical work in sectors that are high priorities for the government assist in the development of local government institutions and in the interim support the development of a viable system for service delivery at subnational levels assist in transforming the National Solidarity Program into a more sustainable financial and institutional model to consolidate its gains help strengthen the regulatory environment for private sector investment and scale up IFC and MIGA support to the private sector

Chapter Abstracts

Chapter 1 This chapter examines the country context including continuing conflict and insecurity poverty and the role of development partners and non state actors civil society and humanitarian organizations in Afghanistan It examines coming transitions in security arrangements including political and economic transitions It outlines the evaluation methods used as well as limitations

Chapter 2 This chapter deals with the World Bank Group strategy and program the Bank Group s operational program portfolio performance analytic and advisory activities review the Afghanistan Reconstruction Fund and the new Interim Strategy Note as well as previous Transitional Support Strategies and ISNs

Chapter 3 This chapter examines the building of state capacity and state accountability to its citizens specifically issues such as results and shortcomings in public financial management public sector governance and health and education The World Bank Group contribution is highlighted Risks to development outcomes are discussed

Chapter 4 This chapter examines the issue of promoting growth in the rural economy and improving rural livelihoods including sectors such as rural roads agriculture and water The National Solidarity Program and the Bank Group s contribution to it are discussed Risks to development outcomes are noted

Chapter 5 This chapter concerns support for the formal private sector examining the overall investment climate and financial sector It looks at possibilities for growth in the mining and hydrocarbons sector information and communications technology and power sectors Urban development is also examined The World Bank Group contribution is highlighted

Chapter 6 This chapter provides an overall assessment relevance efficacy of the Bank Group s program in Afghanistan outlining the internal and external drivers of success knowledge services staff capacity customization of program design to country context alignment of donor objectives etc and weakness

Chapter 7 This chapter outlines the lessons for fragile and conflict affected situations drawing on the specifics of the Afghanistan evaluation case

Recommendations are offered in areas such as labor markets human resources strategic level analytical work vis a vis long term development strategies and strengthening of the regulatory environment for private sector investment

Building a New Afghanistan Robert I. Rotberg, 2007-08-29 In the wake of the Taliban nightmare Afghanistan must tackle serious problems before it can emerge as a confident independent nation Security in this battered state continues to deteriorate suicide bombings convoy ambushes and insurgent attacks are all too common Effective state building will depend upon eliminating the national security crisis and enhancing the rule of law This book offers a blueprint for moving the embattled

nation toward greater democracy and prosperity Robert Rotberg and his colleagues argue that the future success of state building in Afghanistan depends on lessening its dependence on opium and enhancing its economic status Many of Afghanistan s security problems are related to poppy growing opium and heroin production and drug trafficking Building a New Afghanistan suggests controversial new alternatives to immediate eradication which is foolish and counter productive These options include monetary incentives for growing wheat a viable local crop Greater wheat production would feed hungry Afghans while reducing narco trafficking and the terror that comes with it Integrating this land locked country into the Central Asia or greater Eurasia economy would open up trading partnerships with its northern and western neighbors as well as with Pakistan India and possibly China Developing a sense of common purpose among citizens would benefit the economy and could help to unite the nation Perhaps most important bolstering better governance in Afghanistan is necessary in order to eliminate chaos and corruption and enact nationwide reforms Fresh and insightful Building a New Afghanistan shows what the country s leadership and the international community should do to resolve dangerous issues and bolster a still fragile state Contributors include Cindy Fazey University of Liverpool Ali Jalali former minister of the interior Afghanistan and National Defense University Hekmat Karzai Centre for Conflict and Peace Studies Afghanistan and Institute of Defense and Strategic Studies Singapore Alistair J McKechnie World Bank Country Director for Afghanistan Paula Newburg Skidmore College and S Frederick Starr Central Asia Caucasus Institute and School of Advanced International Studies Johns Hopkins University

Coalition Challenges in Afghanistan Gale A. Mattox, Stephen M. Grenier, 2015-12-02 This book examines the experiences of a range of countries in the conflict in Afghanistan with particular focus on the demands of operating within a diverse coalition of states After laying out the challenges of the Afghan conflict in terms of objectives strategy and mission case studies of 15 coalition members each written by a country expert discuss each country s motivation for joining the coalition and explore the impact of more than 10 years of combat on each country s military domestic government and populace The book dissects the changes in the coalition over the decade driven by both external factors such as the Bonn Conferences of 2001 and 2011 the contiguous Iraq War and politics and economics at home and internal factors such as command structures interoperability emerging technologies the surge the introduction of counterinsurgency doctrine Green on Blue attacks escalating civilian casualties and the impact of the Provincial Reconstruction Teams and NGOs In their conclusion the editors review the commonality and uniqueness evident in the country cases lay out the lessons learned by NATO and assess the potential for their application in future alliance warfare in the new global order

Subnational Administration in Afghanistan, Volume 1. Assessment and Recommendations for Action Weltbank, 2013 This report proposes a two pronged strategy of government action for securing progress in sub national administration using the structures and discipline that form the distinctive heritage of the Afghan state One strand calls for the center to commit itself to delivering some basic support for provinces districts and provincial municipalities in

their functional role as service provider or commissioner and in their political role as local representative of the unitary state. The second strand of the strategy is comprised of tailored incentives for sub national administrations that reflect their institutional and historical roots. The task is to make this de concentrated system work through effective incentives at the sub national level that will entail the provision of valued resources that are triggered by simple measures of administrative effort not performance and tailoring the incentives to suit the specific situation of the administration with distinct differences between the incentives provided to provinces districts and provincial municipalities. To this end the report proposes unconditional commitments from the Government in Kabul to complete the pension reform i.e. build and strengthen capacity within the central administration entities increasing Treasury authority and establishing procedures to strengthen the budgetary process. Likewise it proposes to restore provincial infrastructure and priority support for provincial health and education departments. By designing specific project support it is intended to help shift the focus towards pro province and pro service delivery objectives.

Governance in Post-Conflict Societies Derick W. Brinkerhoff, 2007-01-24. This volume explores questions of rebuilding governance in post conflict societies from an interdisciplinary perspective focusing on three interconnected gaps that arise in fragile states: deficits in legitimacy, effectiveness and security.

Afghanistan--state Building, Sustaining Growth, and Reducing Poverty, 2005-01-01. Afghanistan has come a long way since emerging from major conflict in late 2001. The economy has recovered strongly growing by nearly 50% cumulatively in the last two years not including drugs. Some three million internally and externally displaced Afghans have returned to their country. More than four million children, a third of them girls, are in school and immunization campaigns have achieved considerable success. The Government has supported good economic performance by following prudent macroeconomic policies and it has made extraordinary efforts to develop key national programs and to revive social services like education and health. Nevertheless Afghanistan remains one of the poorest countries in the world in terms of both per capita incomes and social indicators with large gender gaps. The difficult challenge of poverty reduction is made even more difficult by continuing insecurity, weak rule of law and narcotics. Afghanistan: State Building, Sustaining Growth and Reducing Poverty provides a greater understanding of the core challenges that lie ahead for Afghanistan and key priorities for national reconstruction. The Afghan economy has been shaped by more than two decades of debilitating conflict and has some very unusual features which this study analyzes. The authors argue that the country must break out of the vicious cycle that would keep it insecure, fragmented, politically weakly governed, poor, dominated by the illicit economy and a hostage to the drug industry. The study presents key elements for a breakthrough in the next two years but the daunting agenda will require strong commitment, actions and persistence on the part of the Government and robust support from the international community.

Reforming Fiscal And Economic Management In Afghanistan Michael Carnahan, World Bank, 2004.

Social Protection and Labor at the World Bank, 2000-08 Robert Holzmann, 2009. Social Protection Labor at the World Bank 2000-2008 presents a progress review of the

sector strategy by the World Bank published in early 2001 The strategy proposed a new conceptual framework OCoSocial Risk Management OCoto review and reform existing interventions and propose new ones that better assist vulnerable people in addressing the many risks to which they are exposed **Afghanistan in Transition** Richard Hogg, Claudia Nassif, Camilo Gomez Osorio, William Byrd, Andrew Beath, 2013-03-01 This book examines the implications of international military withdrawal from Afghanistan in 2014 for the country's future economic growth fiscal sustainability public sector capacity and service delivery **Research Methods in Conflict Settings** Dyan Mazurana, Karen Jacobsen, Lacey Andrews Gale, 2013-07-22 Increasing numbers of researchers are working in regions experiencing high levels of conflict or crisis or among populations that have fled violent conflict to become refugees or internally displaced persons Understanding these conflicts and their aftermath should be shaped not only by the victors and their elite companions but also by the local people whose daily lives become intertwined with the conflict this view from below is explored in this volume Conducting rigorous research in these contexts presents a range of ethical methodological logistical and security challenges not usually confronted in non conflict field contexts This volume compiles lessons learned by experienced field researchers many of whom have faced demanding situations characterized by violence distrust and social fragmentation The authors offer options for studying the situations of people affected by conflict and by focusing on ethical and security issues seek ways to safeguard the interests and integrity of the research subjects and of the researchers and their teams Pension Reform and the Development of Pension Systems Emily S. Andrews, 2006 Formal pension systems are an important means of reducing poverty among the aged In recent years however pension reform has become a pressing matter as demographic aging poor administration early retirement and unaffordable benefits have strained pension balances and overall public finances Pension systems have become a source of macroeconomic instability a constraint to economic growth and an ineffective and or inequitable provider of retirement income **The World Bank Research Program 2004** World Bank, 2005 The World Bank's research is intended to address critical issues and problems facing member governments in developing and transition economies How can the governments of the poorest countries generate enough revenue to provide the education and health services essential to reducing poverty and promoting growth and development How can poor countries attract investors to build the infrastructure their economies need How can they develop systems to bring clean water to the 2 billion people without it today How can they train teachers and bring to class the 115 million children who have not yet received any education And how can rich countries be persuaded to lower market barriers helping to reverse the decline in export prices for poor countries that has left them earning less from trade today than in the 1970s These are the types of questions that are addressed in this edition of The World Bank Research Program Abstracts from Current Studies This volume reports on research projects initiated under way or completed from July 2003 through June 2004 It covers 151 research projects on several broad development related issues including agriculture health education environment infrastructure investment

climate and more The abstract for each project describes the questions addressed the analytic methods used the findings to date and policy implications **The Peacebuilding Puzzle** Naazneen Barma,2017 Demonstrates how post conflict elites interact with international peacebuilding interventions to construct hybrid political orders over time This title is also available as Open Access **Afghanistan Managing Public Finances for Development** ,2005 **Reforming Fiscal and Economic Management in Afghanistan** World Bank,2004 This publication discusses the policy and institutional reforms made by the interim and transitional administrations of Afghanistan since the Bonn conference in November 2001 and considers major fiscal achievements made and remaining challenges involved Issues considered include the consequences of conflict on fiscal management the financial management system revenue procurement audit and budget development aspects finance ministry functions accountability reform and restructuring managing development assistance and donor priorities and fiscal management for the provincial municipalities It includes case studies of post conflict budgeting in East Timor Eritrea and Uganda It finds that the budget must be the primary vehicle for developing and then implementing policy and shows how this strategy has shaped the renewal of Afghanistan s finance ministry *Rescuing Afghanistan* William Maley,2006 Shows that only a long term commitment from the wider world of a type that is rarely ever found offers a reasonable prospect of rescuing Afghanistan from the dangers it continues to face

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